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Dec 08 2017

December 8, 2017

VIA ELECTRONIC FILING

Ms. M. Lynn Jarvis, Chief Clerk
North Carolina Utilities Commission
Dobbs Building
430 North Salisbury Street
Raleigh, North Carolina 27603

**Re: Docket No. E-100, Sub 151
Initial Comments and Independent Administrator Recommendation**

Dear Ms. Jarvis:

Enclosed for filing in the above-referenced proceeding is Duke Energy Carolinas, LLC's and Duke Energy Progress, LLC's Initial Comments and Independent Administrator Recommendation. Attachment B and Attachment C to the Companies' filing contain commercially sensitive information that is designated as confidential and qualifies as "trade secrets" under N.C. Gen. Stat. § 66-152(3). Pursuant to N.C. Gen. Stat. § 132-1.2, the confidential information has been redacted from the public version of the Companies' filing and this confidential information is being contemporaneously filed under seal.

Please do not hesitate to contact me if you have any questions. Thank you for your assistance with this matter.

Very truly yours,

/s/E. Brett Breitschwerdt

EBB:kjg

Enclosures

**STATE OF NORTH CAROLINA
UTILITIES COMMISSION
RALEIGH**

DOCKET NO. E-100, SUB 151

BEFORE THE NORTH CAROLINA UTILITIES COMMISSION

In the Matter of)	DUKE ENERGY CAROLINAS, LLC'S
Proceeding to Select the Independent)	AND DUKE ENERGY PROGRESS, LLC'S
Administrator of the CPRE Program)	INITIAL COMMENTS AND
)	INDEPENDENT ADMINISTRATOR
)	RECOMMENDATION

In accordance with the North Carolina Utilities Commission's ("Commission" or "NCUC") November 21, 2017 *Order Establishing Proceeding to Select the Independent Administrator of the CPRE Program* ("Independent Administrator Order"), Duke Energy Carolinas, LLC ("DEC") and Duke Energy Progress, LLC ("DEP") (collectively, "the Companies"), file these initial comments and recommend Accion Group, LLC ("Accion") to act as the third-party independent administrator ("IA") of the Companies' competitive procurement of renewable energy program ("CPRE Program" or the "Program"). Accion has the competence, experience, and capabilities to independently administer the CPRE Program, and the Companies respectfully request the Commission approve Accion to act as the IA for the duration of the CPRE Program pursuant to NCUC Rule R8-71(d).

BACKGROUND

Session Law 2017-192 ("S.L. 2017-192" or the "Act") enacted the CPRE Program requirements under the Public Utilities Act, and established that the "competitive procurement of renewable energy capacity established pursuant to this section shall be independently administered by a third-party entity to be approved by the Commission." N.C. Gen. Stat. § 62-110.8(d). As required by the Act, on July 28, 2017, the Commission

initiated a rulemaking proceeding in Docket No. E-100, Sub 150 to implement N.C. Gen. Stat. § 62-110.8. After receiving extensive comments from the Companies, the Public Staff—North Carolina Utilities Commission (“Public Staff”), and other parties, the Commission issued its *Order Adopting and Amending Rules* (“CPRE Rulemaking Order”) on November 6, 2017, adopting NCUC Rule R8-71 and amended related Commission rules.¹

NCUC Rule R8-71 addresses the selection, role, and responsibilities of the IA. Subsection (d), for example, governs the process for the Commission to select and the timeframe for the Companies to contract with the IA, the IA’s role administering the CPRE Program, and the specific duties that the IA must perform. *See* NCUC Rule R8-71(d). Amongst these duties, the IA is responsible for developing and operating an IA Website to support the administration and implementation of the CPRE Program and to facilitate an independent and transparent communications platform during the CPRE RFP Solicitations. *See* NCUC Rule R8-71(d)(7). Subsection (e) addresses the IA’s compliance oversight responsibility related to utility and market participant communications during the CPRE RFP Solicitations. Subsection (f) addresses the CPRE RFP Solicitation structure and process including the IA’s responsibilities to facilitate the CPRE RFP Solicitation(s) and to implement the Step 1 Proposal evaluation process. *See* NCUC Rule R8-71(f). Finally, the IA is responsible for certifying that all Proposals were appropriately evaluated and equitably considered during the CPRE RFP Solicitation(s) as part of DEC’s and DEP’s annual CPRE Program compliance reports. *See* NCUC Rule R8-71(h)(2)(ix).

¹ *See generally*, CPRE Rulemaking Order at 13-23.

On November 21, 2017, the Commission issued its Independent Administrator Order to establish this proceeding to select the IA to administer the CPRE Program.

INITIAL COMMENTS AND IA RECOMMENDATION

As discussed in detail below, the Companies offer the following initial comments in support of its recommendation for Accion to be selected by the Commission as the Independent Administrator under the CPRE Program.

I. The Companies' Initial IA Due Diligence

After passage of S.L. 2017-192, the Companies initially identified potential IA candidate firms with experience monitoring or supporting the independent evaluation of similar competitive procurement programs and processes for other electric utilities. The Companies initially interviewed Accion and three other candidate firms during late September and early October and also sought performance feedback and candidate firm reviews from peer utilities and other references that had experience with similar competitive procurement programs and processes.² Based upon this initial due diligence process, the Companies identified Accion as the lead candidate.

Upon the Commission issuing the CPRE Rulemaking Order on November 7, 2017, the Companies developed a formal IA scope of work, *see Attachment A*, and subsequently invited Accion to respond to the IA scope of work on November 9, 2017. Due to the truncated timeframe between the CPRE Rulemaking Order and the anticipated IA filing contemplated by NCUC Rule R8-71(d)(1), the Companies focused on Accion as the lead candidate and did not solicit responses from other initially-interviewed candidate firms.³

² Initial interviews were held with Navigant Consulting, Inc., the Brattle Group, and the Analysis Group. The Companies also considered but did not interview Charles River Associates, Inc.

³ The Companies did not inform Accion that it was the lead candidate nor did the Companies share that Accion was the only candidate firm invited to respond to the IA scope of work.

Accion submitted a proposal in response to the IA scope of work on November 17, 2017. See Attachment B, (“Accion IA Proposal”). The Companies also solicited certain additional information from Accion regarding the reasonableness of its cost proposals and its independence to act as the IA, as further discussed below. As detailed in the Accion IA Proposal and further explained below, the Companies believe Accion has the competence, experience, and capabilities to effectively and independently administer the CPRE Program, as required by NCUC Rule R8-71(d).

II. Accion’s Background and Experience are Well-Aligned with the CPRE Program Requirements Established in Rule R8-71

As detailed in the Accion IA Proposal, Accion maintains a nation-wide practice conducting utility solicitations, having participated in over 94 solicitations during the past 13 years involving a wide variety of technologies, fuel sources, and terms.⁴ Accion has specific experience evaluating capacity and energy supply options in more than a dozen states, including providing independent expertise in the areas of economics, portfolio analysis, engineering, bid evaluation techniques, utility operations, power project development, regulatory policy, computer modeling, and communications.⁵ Accion has also served as independent evaluator, independent monitor, or independent observer to a number of state commissions and utilities, in jurisdictions including Georgia, Colorado, and California, amongst others.⁶ Notably, Accion recently assisted the Georgia Public Service Commission in the implementation of multiple competitive solicitations of renewable energy resources, and currently serves as the Independent Evaluator and

⁴ *Accion IA Proposal*, at 5, 7.

⁵ *Accion IA Proposal*, at 3.

⁶ *Accion IA Proposal*, at 3.

Independent Monitor to the Georgia Public Service Commission for Georgia Power Company's Renewable Energy Development Initiative ("REDI") Program.

Accion's IA Proposal also highlights its specific experience evaluating bids and proposals from the renewable energy resource technologies eligible for the CPRE Program, including solar, wind, biomass, hydroelectric, and geothermal, amongst others.⁷ Accion's experience evaluating and monitoring renewable energy resource competitive solicitations also specifically includes evaluating solicitations with significant numbers of third-party and utility self-developed bids that require transmission and system impact analyses.⁸ This experience will facilitate effective coordination on the CPRE RFP Solicitation between Accion and the Companies' Evaluation Team and will allow Accion to quickly develop the evaluation methodology to meet the Companies' planned May 2018 Tranche 1 CPRE Solicitation issuance date, as well as the overall 45-month CPRE RFP Solicitation procurement schedule required by N.C. Gen. Stat. § 62-110.8(a).

Accion's expertise also includes the design and development of sophisticated competitive procurement websites, which allow for the comprehensive management of the competitive bidding process. Accion currently operates secure solicitation website platforms used in the competitive procurement process for the Georgia Public Service Commission, Hawaiian Electric Companies, NorthWestern Energy, Southern California Edison, and Pacific Gas and Electric among others.⁹ As described in Attachment B to the Accion IA Proposal, Accion's proprietary website structure provides all bidders with equal access to all information around the clock and captures all website activity, thereby creating

⁷ *Accion IA Proposal*, at 5, 7.

⁸ *Accion IA Proposal*, at 3, 7.

⁹ *Accion IA Proposal*, at 3.

a complete and accurate record of every exchange created during the RFP process, which further supports the Commission's oversight of the CPRE Program and ensures all proposals are treated equitably.¹⁰ The Companies have also reviewed Accion's Georgia Power Company REDI program competitive procurement website,¹¹ and believe that it provides a transparent and effective platform that could be adapted to the IA Website required by NCUC Rule R8-71(d) to support implementation of the CPRE Program.

Accion's experience overseeing renewable energy resource competitive procurements, acting as an independent evaluator entity, and designing and supporting competitive procurement website platforms bolsters the firm's ability to not only provide ongoing information and support related to the CPRE Program implementation to the Commission, Public Staff, and the Companies' Evaluation Team, but also to develop and publish the CPRE Program Methodology, monitor compliance with CPRE Program requirements, review and comment on draft CPRE Program filings, and receive, transmit, and independently evaluate proposals, as required by NCUC Rule R8-71(d).

III. Accion's Costs and Initial Budget are Reasonably Comparable to Similar RFPs and will be Further Refined Based Upon a Final CPRE Program Scope of Work

The Accion IA Proposal includes proposed budgets for CPRE Program requirements including CPRE Program compliance monitoring, development and publishing of the CPRE Program methodology, independent evaluation of proposals, post-bid negotiation monitoring, and website design and hosting support.¹² These cost proposals recognize that the CPRE Program will be a multi-year engagement, with more resources required in the first year to develop the overall CPRE RFP solicitation process

¹⁰ *Accion IA Proposal*, at 16-21.

¹¹ See https://gpcredi.accionpower.com/gpredi_1701/accionhome.asp (last visited Dec. 5, 2017).

¹² *Accion IA Proposal*, at 11-13.

and an anticipated reduction in required IA resources costs in the subsequent years as efficiencies are achieved. Accion has represented that its proposed budget is consistent with like services provided by Accion in other states, including Georgia. Accion specifically confirmed to the Companies that its costs associated with its ongoing work on Georgia Power Company's comparable REDI program are within reason of the budget proposed in the cost section of the Accion IA Response. *See Attachment C.* Accion's projected costs are also generally consistent with the Companies' previous experience for similar services. Accordingly, the Companies submit that Accion's proposed initial budget and projected costs are reasonable for the work required to launch and maintain a successful CPRE Program and are reflective of Accion's industry knowledge and expertise.

While the Accion budgets in the Accion IA Proposal are generally reasonable, the Companies note that these were preliminary budget proposals based upon the Companies' November 9, 2017 initial IA scope of work. Upon Commission selection and approval of the CPRE Program IA, the Companies intend to develop a final scope of work and engage in negotiations with the IA to set a definitive budget as part of the CPRE Program agreement to be entered into pursuant to NCUC Rule R8-71(d)(4).

IV. Accion has no Conflicts of Interest that would Affect its Independence and Ability to Act as an unbiased IA

To ensure the IA selected by the Commission equitably considers all Proposals submitted in the CPRE RFP Solicitation and does not introduce any undue bias in its administration of the CPRE Program, the Commission's CPRE Rulemaking Order established subsection 2(d), which requires:

Any person requesting to be considered for approval as the Independent Administrator shall be required to disclose any financial interest involving the electric public utilities implementing CPRE Programs or any market participant, including, but not limited to, all substantive assignments for

electric public utilities, Affiliate(s), or market participant during the preceding three (3) years.

NCUC Rule R8-71(d).

The Accion IA Proposal responds generally to section (d)(2)'s conflicts of interest requirement by acknowledging that Accion currently maintains no active engagements with any potential bidders nor any financial interest otherwise.¹³ Accion also more clearly met the section (d)(2) disclosure requirements in a memorandum to the Companies dated December 4, 2017, explaining that no consultant assigned to the IA component of the CPRE Program has worked with, provided service to, or owns a meaningful financial interest in, the Companies, any affiliate, or market participant identified by the Companies during the RFP process. *See Attachment D.*

WHEREFORE, Duke Energy Carolinas, LLC and Duke Energy Progress, LLC respectfully submit these initial comments and request the Commission approve Accion as the third-party independent administrator for purposes of implementing the CPRE Program.

Respectfully submitted, this the 8th day of December, 2017.

/s/E. Brett Breitschwerdt

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¹³ *Accion IA Proposal*, at 3.

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**Duke Energy Carolinas, LLC's and
Duke Energy Progress, LLC's
Initial Comments and Independent Administrator Recommendation**

Attachment A

IA Solicitation Scope of Work and Instructions

DUKE ENERGY

OFFICIAL COPY

Dec 08 2017

RFP Instructions to Bidders

Bid Event #75103 CPRE Program Independent
Administrator

11/9/2017



1. RFP Overview

1.1 Duke Energy overview

Duke Energy is a diversified energy company with an integrated network of energy assets and expertise. The company manages a dynamic portfolio of natural gas and electric supply and delivery companies. Duke Energy, headquartered in Charlotte, N.C., is a Fortune 125 company traded on the New York Stock Exchange under the symbol DUK. Duke Energy is one of the largest electric power holding companies in the United States, supplying and delivering electricity to approximately 7.4 million U.S. customers. In October 2016, Duke Energy completed its acquisition of Piedmont Natural Gas (“PNG”), bringing the customer base of gas distribution services to more than 1.5 million customers. Our services territory includes the following states: Ohio, Kentucky, Indiana, Florida, North Carolina, South Carolina and Tennessee. Duke Energy’s generating capacity is approximately 52,700 megawatts from a diverse mix of fuel, covering approximately 95,000 square miles of service area. More information about the company is at www.duke-energy.com.

1.2 Purpose of RFP

Duke Energy Business Services LLC, as agent for and on behalf of Duke Energy Carolinas, LLC and Duke Energy Progress, LLC (“Duke Energy”) is pleased to invite your organization to participate in a Request for Proposal (“RFP”) to serve as an Independent Administrator on behalf of Duke Energy in support of the Competitive Procurement of Renewable Energy program, as described in section 4 (the “Scope of Work”). Companies in receipt of this RFP (“Bidders” or “Bidder” or “you”) are asked to review the RFP and submit the requested information in response (“Proposals”). This RFP sets forth the requirements for performing the Scope of Work, as well as the requirements for submitting a detailed Proposal which shall include pricing and ability to comply with the requirements of the Scope of Work. “Agreement” as used herein is defined as the award of Work by Duke Energy to the successful Bidder or Bidders.

1.3 Contents of RFP

The following are sections of this RFP and, together with this document, collectively form the RFP documents. These documents are located on the “Download Documents” tab of the Bid Event.

1. Instructions to Bidders (this document)
2. Duke Energy Standard Terms and Conditions for Professional Services
3. Cyber Security Questionnaire

Bidder shall notify Duke Energy immediately if it discovers any omissions or conflicts in these RFP documents that might affect price. If Bidder requires information in addition to that which is provided herein, it is Bidder’s responsibility to request such information from Duke Energy in a timely manner.

1.4 RFP Process

Schedule: Proposals must be uploaded into the “Upload Documents” tab of the PowerAdvocate Bid Event 75103 by November 17, 2017 at 5:00 PM (EST). Late responses will not be considered unless prior approval is provided by Duke Energy.

Questions and Communication: Questions related to this RFP and its contents will be collected and responded to in PowerAdvocate. The messaging function in PowerAdvocate shall be used for all general communication and question submittals. Duke Energy will make every effort to answer questions or provide response update with one (1) business day of original submittal. For urgent matters, Bidders may also contact the Duke Energy Sourcing Specialist identified in section 1.3.

Negotiations: After all Proposals are evaluated, Duke Energy may conduct follow up meetings to gain clarification on Proposals and/or may conduct negotiations with selected Bidders in order to reach a final agreement.

Addenda: In the event that modifications or additions to the RFP become necessary, or to any referenced exhibits/documents herein, bidders will be notified by Duke Energy’s Sourcing Department.

1.5 PowerAdvocate

Bidders are required to use PowerAdvocate, an online bidding platform, to facilitate all Proposal communication and submittals. You have been provided with access to this online bid event ("Bid Event"), within which the associated RFP documentation and questionnaires are included. If alternate or additional individuals within your organization require access to this Bid Event, please contact the Duke Energy Sourcing Specialist, Shenna Patterson, at shenna.patterson@duke-energy.com or 980-373-1556. There are no license costs or usage fees to Bidders for use of PowerAdvocate. It is the responsibility of Bidder to ensure that its proposal is received by Duke Energy (that is, uploaded to the Online Bid Event) by the due date and time. Questions regarding PowerAdvocate use should be directed to: support@poweradvocate.com or 857-453-5800.

2. Proposal requirements and submittal instructions

The following sub-sections contain instructions, which must be followed by Bidders in order for the Bidder's proposal to be given a complete and proper evaluation.

2.1 Pricing

Bidders should quote hourly bill rates for performing the Scope of Work, along with projections for hours billed or proportion of time billed for each identified labor category (job title). Bidders should also present a high level budget for performing the Scope of Work based on experience with similar engagements.

Prices will be considered quoted in U.S. dollars unless otherwise explicitly stated. Bidder must be prepared to extend the same prices to any organization affiliated with Duke Energy or which joins Duke Energy during the contract term. In the case of a mistake in extension of price, unit price will govern. Proposals are to include all applicable excise taxes and tariffs, but shall exclude the federal and state taxes. All Bidders shall be prepared, upon request by Duke Energy, to submit to Duke Energy a detailed breakdown of all costs.

2.2 Completeness of proposal

Bidder's Proposal must be complete to allow a thorough, fair and efficient evaluation. The following items are required to constitute a complete proposal:

- a) Upload a written proposal document identifying (in addition to pricing as detailed above) Bidder's relevant experience and the qualifications of the proposed individuals
- b) Complete and upload the Cyber Security questionnaire
- c) Bidder is requested to include a letter of transmittal signed by an authorized agent of the bidding organization. The letter should include the names of the responsible sales representative as well as individuals authorized to negotiate with Duke Energy on Bidder's behalf, along with contact information.

2.3 Bid validity

All proposals/bids submitted shall be valid for a minimum of ninety (90) days after the proposal date.

2.4 Compliance with RFP

Bidders are to review the RFP in its entirety and bid with a complete understanding of scope, standards, service level expectations, operational requirements, and commercial requirements. Any additional information required or assumptions made by Bidder must be presented to Duke Energy as part of Bidder's proposal. It shall be assumed that Bidder agrees to the provisions of this RFP, unless exceptions are specifically and clearly listed in its Proposal. All exceptions must be listed together and specifically identified as exceptions.

Bidder's printed terms and conditions are not considered specific exceptions. Replacing the entire set of Duke Energy Terms and Conditions with Bidder's terms and conditions may cause the Proposal to be removed from further consideration. Bidders may take specific line item exceptions to the Duke Energy Terms and Conditions as tracked changes in a Word document. However, Bidder's opportunity to become the successful Bidder on this RFP will be directly proportional to its ability to adhere to Duke Energy Terms and Conditions.

2.5 Subcontractors

It is Bidder's responsibility to gather and dispense all information to its subcontractor(s) regarding provisions of this RFP and any other information that a subcontractor may require to prepare a proposal. However, no specifications, drawings, or other bid documents shall be reproduced, copied or disclosed to third parties for purposes other than stated in this paragraph without Duke Energy's consent. Contact between subcontractors and Duke Energy shall only be through the Bidder and the Bidder shall so inform its subcontractors. Duke Energy shall not enter into a contract with the Bidder's subcontractor(s) and the Bidder shall so inform its subcontractor(s) to that effect. Bidder shall submit a list of proposed subcontractors, if any, to be used to perform the Work identified in this RFP; provided, however, Bidder acknowledges that if Duke Energy awards Bidder the Work, Bidder may not assign or otherwise dispose of the resulting Agreement without the prior written consent of Duke Energy.

3. General RFP terms and conditions

3.1 Confidentiality

This RFP and all materials submitted by Duke Energy shall be considered confidential. Bidders may not, and agree that they will not, duplicate, distribute or otherwise disseminate or make available this RFP or the information contained in it without the express written consent of Duke Energy. Notwithstanding the foregoing, Bidders may make this RFP available to those Bidder employees who have a need to know its contents in order to participate in the preparation of a Proposal so long as such Bidder employees are bound by contract and/or a confidentiality agreement to keep this RFP and all related RFP material s/information confidential.

Bidders shall not include or reference this RFP in any publicity without prior written consent from Duke Energy. Bidders shall not use or disclose to any third person any data or other information belonging to or supplied by or on behalf of Duke Energy. When submitting confidential information to Duke Energy, Bidders must clearly indicate by marking "confidential."

3.2 Sales materials

All sales, supporting materials, and other documentation submitted with the responses become the property of Duke Energy unless otherwise requested by Bidder at the time of submission.

3.3 Duke Energy rights

Duke Energy, in its sole discretion: i) reserves the right to reject (in whole or in part) any or all Proposals, to make changes to this RFP, or to waive any formalities; and ii) to negotiate with the selected Bidder(s). This solicitation shall not be construed in any way as a commitment to any company, Bidder or particular future course of action.

3.4 Bidder costs of preparing Proposal

Bidder is responsible for all costs of preparing, submitting, and (if requested by Duke Energy) resubmitting its Proposal, any other prior or subsequent activity associated with this RFP process, including but not limited to presentations, meeting attendance, due diligence, Work related site visits (if applicable), and/or contract negotiations, regardless of whether or not Duke Energy enters into an Agreement with Bidder.

3.5 Bidder representations

Submission of a Proposal is a representation and a warranty of Bidder that Bidder has complied with all terms and conditions of this RFP, unless it has otherwise given written notice to Duke Energy of any exceptions.

Bidder hereby represents and warrants to Duke Energy that in the event any entity Affiliated with Bidder is also bidding on this RFP, that Bidder's responses to Duke Energy's RFP have all been prepared independent of any such entity. For the avoidance of doubt, Affiliated shall mean any party, individual, corporation or other business entity which, either directly or indirectly, controls Bidder, is controlled by Bidder, or is under common Control with

Bidder. As used herein, “Control” means possession of the power to direct, or cause the direction of the management and policies of a corporation or any entity whether through the ownership of voting securities, by contract or otherwise.

4. Scope of Work

4.1 Overview

The North Carolina Utilities Commission (“Commission”) has recently adopted Rule R8-71, to implement the Competitive Procurement of Renewable Energy program (CPRE Program) enacted by Part II of Session Law 2017-192, as codified at Section 62-110.8 of the North Carolina General Statutes (the “CPRE Rule”). Please see Session Law 2017-192 and the Commission’s *Order Adopting and Amending Rules* issued Nov. 6, 2017, in Docket No. E-100, Sub 150 for additional details.

Pursuant to the Commission’s CPRE Rule, an Independent Administrator will be approved by the Commission to undertake the following scope of work on behalf of Duke Energy Carolinas, LLC and Duke Energy Progress, LLC (the “Companies”), and to perform the duties identified in the CPRE Rule.

4.2 Term of Engagement

The CPRE Rule provides that the Companies shall contract with an Independent Administrator entity to administer the upcoming CPRE solicitations beginning in early 2018 for a term of forty-five (45) months from the date that the Commission approves the CPRE Guidelines, or for such other period as directed by the Commission.

4.3 General Capabilities and Experience Required

- a) Support Commission oversight of the CPRE Program by among other activities, providing technical expertise and services in the area of competitive renewable energy facility procurement process designed to ensure that all proposals are treated equitably;
- b) Provide ongoing information and support to the Commission, the Public Staff and the Companies’ Evaluation Team, as necessary, including timely responding to written request for information related to CPRE Program implementation.
- c) Consult on the design of the CPRE Program structure and process, as defined in Paragraph (f) of the CPRE Rule
- d) Develop and publish the CPRE Program Methodology, as defined in subsection (b)(4) of the CPRE Rule.
- e) Establish and maintain the list of prospective bidders that are likely to participate in the CPRE Program Solicitation(s), and inform potential market participants of issuance of CPRE Program solicitation.
- f) Establish and maintain an Independent Administrator website to support the procurement process described in the CPRE Rule.
- g) Conduct bidder qualification based upon the Companies’ CPRE guidelines, as initially approved by the Commission and updated from time to time by the Companies.
- h) Implement the CPRE RFP structure and process as described in subsection (f) of the CPRE Rule and evaluate submitted proposals under the CPRE Program Methodology.
- i) Oversee communications and separation requirements between the Evaluation Team, Proposal Teams, Duke energy affiliates and other and CPRE market participants, as required in subsection (e) of the CPRE Rule.
- j) Prepare a final certification report as to the conduct and outcome of each CPRE solicitation completed during a given year for filing by the Companies as part of their annual CPRE Program Plan requirements, as described in Subsection (h)(2)(ix).

4.4 Independence Requirement

Any entity requesting to be considered by the Commission for the Independent Administrator role is required to disclose any financial interest involving the Companies implementing CPRE Programs or any potential market

participant reasonably anticipated to participate in the CPRE Program, including but not limited to all substantive assignments for the Companies, any of the Companies' affiliates, or any other potential market participant during the preceding three (3) years.

4.5 Specific Independent Administrator Duties

Duties of the CPRE Independent Administrator are identified in Subsection (d)(5) of the CPRE Rule, which provides as follows:

- a) Monitor compliance with CPRE Program requirements.
- b) Review and comment on draft CPRE Program filings, plans, and other documents.
- c) Facilitate and monitor permissible communications between the electric public utilities' Evaluation Team and other participants in the CPRE RFP solicitations.
- d) Develop and publish the CPRE Program Methodology that shall ensure equitable review between an electric public utility's Self-developed Proposal(s) as addressed in subsection (f)(2)(iv) and proposals offered by third-party market participants.
- e) Receive and transmit proposals.
- f) Independently evaluate the proposals.
- g) Monitor post-bid negotiations between the electric public utilities' Evaluation Team and participants who submitted winning proposals.
- h) Evaluate the electric public utility's Self-developed Proposals for the Commission.
- i) Provide an independent certification to the Commission in the CPRE Compliance Report that all public utility and third party proposals were evaluated under the published CPRE Program methodology and that all proposals were treated equitably through the CPRE RFP Solicitation(s).

**Duke Energy Carolinas, LLC's and
Duke Energy Progress, LLC's
Initial Comments and Independent Administrator Recommendation**

Attachment B

Accion Group Proposal to Duke Energy



**PROPOSAL TO
DUKE ENERGY**

**In Response to Bid Event #75103:
CPRE PROGRAM INDEPENDENT ADMINISTRATOR**

November 16, 2017

Submitted by:

ACCION GROUP, LLC
244 North Main Street
Concord, New Hampshire 03301
advisors@acciongroup.co

EXECUTIVE SUMMARY

Accion Group, LLC, (“Accion Group” or “Accion”) appreciates the opportunity to present our firm’s credentials to Duke Energy (“Duke” or “Company”) in response to Bid Event #75103 (“RFP”) seeking an Independent Administrator (“IA”) for upcoming solicitations. Accion Group is prepared and fully qualified to provide the services identified in the Order of the North Carolina Utilities Commission (“Commission”) in Docket No. E-100, SUB 150, dated November 6, 2017.

With more than thirty-five years of in-depth experience in electric, gas, water, and renewable utilities, Accion Group’s diverse consortium of consultants provides insightful, candid, and practical advice to the utility industry and their associated government regulatory bodies. Headquartered in Concord, New Hampshire, with consulting affiliates nationwide, Accion’s specialties range from competitive procurement and utility management to construction monitoring and nuclear decommissioning.

Since its incorporation in 2001, Accion Group has been routinely involved in high-profile consulting engagements, thus securing a reputation as one of the premier firms providing independent review of utility procurement practices. Our firm has served as Independent Evaluator, Independent Monitor (“IM”), or Independent Observer (“IO”) to state commissions for competitive solicitations from our base in New Hampshire to California, Colorado, Hawaii, Georgia, Oregon, Arizona, Florida and Montana. Accion Group has also assisted utilities in the preparation for, and the conduct of, power supply solicitations in Maryland, Massachusetts and Nevada. Having reviewed proposals energy and capacity supplies from renewable sources (including wind, solar, bio-mass, wave action, low-head hydroelectric, geothermal, and methane capture), and having reviewed proposals for generation by new-build facilities using nuclear power, natural gas, and coal fuels, our consultants are well-versed in the subtleties of utility procurement practices unique to each of the above-mentioned energy sources. Accion conducted solicitations for energy storage supplies, such as battery and fly wheel, to avoid transmission investments and to make renewable resources dispatchable. The breadth of our consultants’ personal experience, ranging from federal prosecutor, state’s counsel, and counsel for utilities and energy markets to Chairman of the Board, Chief Executive Officer, senior management for major natural gas and electric utilities, computer modeling and evaluation, and managing engineer with state public service commissions, ensures that Accion provides advice with a full appreciation of the needs of ratepayers, shareholders, and regulators.

Our consultants routinely evaluate approaches to meet the evolving paradigms for structuring energy supplies, including: balancing the need for reliability and dispatchability with increased reliance on renewable sources; rate and tariff designs to encourage renewable development; recognizing the benefits and costs of small, diversified resource supply from multiple sources; valuating and applying Renewable Energy Credits (“RECs”); determining criteria for the relative value of renewable resources; queuing available resources and developing ranking criteria within queues; portfolio balancing; and cultivating standards for review and evaluation of the system impact of reliance on renewable resources.

Our independent reviews typically include assessment of impact on rates, transmission and distribution resources, system reliability, and load growth. Our consultants frequently address issues of siting, licensing, credit-worthiness, contract terms, disposition of responsibility for future credits and obligations, and ownership structuring before terms for renewable resource procurement are presented to potential suppliers. By remaining well-versed in the energy industry’s most recent developments in contracting, siting, and technology through our

constant participation in competitive procurements, Accion Group's consultants are able to meld their individual backgrounds with current knowledge of utility procurement requirements to successfully review energy contractual obligations.

Our ultimate goal as Independent Evaluator is the same as the purchasing utility and state regulators: ensuring the solicitation obtains the best deal possible for ratepayers, given current market and regulatory conditions in terms of both price and non-price factors. Meeting this goal requires a broad range of experience, a seasoned perspective of the energy industry and the competitive procurement process, and proven success as an Independent Evaluator; Accion Group, with a reputation for effective, credible, and sophisticated independent evaluation procedures, is uniquely poised to successfully execute the independent evaluation work required by Duke.

Accion consultants are experienced in all of the specific duties identified in section 4.5 of the RFP, and routinely perform those tasks for regulatory agencies. The Accion procurement Website will provide the Commission and Duke with a complete and documented record of all transactions and interactions, and permitting Accion to monitor the entire solicitation process via the internet. Accion lead consultants will be on-site as appropriate during the program implementation period and as appropriate. Accion personnel prefer to have a cooperative professional relationship with the IOU, regulators, and as appropriate, with prospective bidders. To that end, Accion personnel will be on hand to participate in on-site meetings as requested by the IOU or regulators.

Accion consultants approach each engagement recognizing that the IOU personnel are experienced professionals, and that the local regulatory process appropriately established standards and criteria that serve as the basis for determining the appropriate parameters for evaluation of proposals. The main role of the IA is to assure resource developers, the Commission and Duke that the process is fair to all concerned, and that all bidders have access to the same information at the same time, and that there is no bias for or against any bidder, and that any affiliate or self-build proposal is treated as all other bids. In the instant solicitation program, Accion understands that the Commission has a robust IRP certification process and standards that will be incorporated. Also, Accion understands that the Commission and Duke have in place a methodology for determining avoided cost that will be reviewed for credibility in the instant solicitation, and then employed as a benchmark against which bids will be measured.

Accion consultants will employ industry-recognized evaluation tools, as discussed below, that will be reviewed and vetted with the Commission public staff ("Staff"), as appropriate, and reviewed with Duke Personnel to determine where the tools were previously accepted by the Commission. Experience has confirmed that there is benefit in having the IOU and the Commission agree on the methodology for evaluation before any bids are accepted, to avoid "the battle of the experts". To that end, Accion will develop "mock bids", to simulate the evaluation modeling results, and review the output with Duke Personnel and, as appropriate with the Staff to demonstrate the methodology. Once accepted, the mock bids will be included with actual bids when the evaluation model is employed to confirm that the model was not modified after bids were received.

TECHNOLOGIES REVIEWED

Accion has extensive experience evaluating bids for a wide range of technologies, both conventional and emerging. Accion is prepared to review a wide range of technologies, and we have reviewed bids for energy and capacity from the following technologies, in open or technology-specific programs: Accion also provided comparison studies of retiring and retrofitting coal-fired units with replacement by other technologies. Accion consultants provide decommissioning financing planning for nuclear power stations, which requires staying abreast of market trends to advise when retirement is appropriate. Technologies reviewed by Accion in solicitations are:

Nuclear	Natural Gas	Storage-Flywheel	Low Sulfur Diesel
Wind	Coal-fired	Wave Action	Hydroelectric
Solar-Fixed	Geothermal	Bio-fuels	Experimental
Solar-Tracking	Storage-Battery	No. 2 Fuel Oil	Dual Fuel
			Load Shielding

Accion also provided comparison studies of retiring and retrofitting coal-fired units with replacement by other technologies. Accion consultants provide decommissioning financing planning for nuclear power stations, which requires staying abreast of market trends to advise when retirement is appropriate.

ACCION EXPERIENCE WITH NUMEROUS BIDS

Accion has a proven record over more than a dozen years of successfully and simultaneously managing RFP(s) with substantial numbers of responses. More typically, Accion evaluates more than 100 responses with each solicitation. Accion recently completed a RFP that required the evaluation of **526 bids**, with the evaluation including transmission and system impact.

NATIONWIDE EXPERIENCE

Accion maintains a nationwide practice with simultaneous solicitations in a number of states. This exposure to different jurisdictions permits Accion to share the experience and trends from other states when serving as an Independent Evaluator. The review of many of these proposals included evaluation of system impact and wheeling costs. During the past six (6) years Accion has evaluated proposals for energy supplies from projects in the following states:

Alabama	Hawaii	Montana	Oklahoma
Arizona	Indiana	New Hampshire	Tennessee
California	Illinois	New Mexico	Texas
Colorado	Iowa	North Carolina	Utah
Florida	Kansas	Oregon	Washington
Georgia	Mississippi		



WHY CHOOSE ACCION GROUP AS DUKE'S INDEPENDENT EVALUATOR?

1. Accion Group's consultants provide the full range of skills necessary to succeed as Duke's Independent Evaluator.

Accion Group will provide Duke with the lead personnel to successfully work with Duke to complete its solicitation, and who possess considerable background in economics, portfolio analysis, engineering, bid evaluation techniques, utility operations, power project development, regulatory policy, computer modeling, and communications. By drawing upon our consultants' comprehensive expertise, we avoid instituting layers of management or duplicative personnel.

2. Accion Group has no conflicts of interest.

Accion Group understands that Independent Evaluators must avoid even the appearance of conflicts of interest during competitive solicitation monitoring. We pride ourselves on having a reputation of integrity that allows us to work with the full range of stakeholders in the electricity business. Accion Group has likely encountered some potential bidders during our previous Independent Evaluator services; however, to assure our independence in all Independent Evaluator work, our firm routinely declines work that may be of concern. Accion has no engagements with any potential bidders, or any financial interest otherwise.

3. Accion Group's experience as an Independent Evaluator is comprised of competitive solicitations covering more than 94 RFPs.

As Independent Evaluator for regulators of competitive procurement, Accion Group has drafted the protocols and processes successfully used by many regulators and utilities, and our results have never been challenged. Our recent independent monitoring experience spans the country and includes a full array of fuel sources, ranging from nuclear power and natural gas to the full range of renewables. A summary of recent experience of the Accion Group is provided in **Attachment A**.

Accion consultants assisted the Georgia Public Service Commission in the implementation of competitive solicitation standards, and serves as the Independent Evaluator and Independent Monitor for solicitations by the Georgia Power Company. From a review of the record, it is apparent the Commission and parties relied heavily on the design employed in Georgia when crafting the protocols and procedures for the impending solicitations. Accion's experience will be invaluable in launching the solicitations on the established schedule, and in meeting the program goals.

4. Accion Group developed and currently operates the most sophisticated and secure solicitation website currently used in the competitive procurement process.

Supporting Accion Group's range of skills is our ability to provide a competitive procurement website that allows for comprehensive management of Duke's bidding process, while also serving as a secure and anonymous conduit for information between Duke and bidders. Accion Group designed and currently operate this sophisticated website platform for the Georgia Public Service Commission and for TEP, NorthWestern Energy, Black Hills, Hawaiian Electric Companies, Southern California Edison, PCEA, BPA, SDG&E and PG&E. Our proprietary website structure provides all bidders with access to the same information at the same time, and maintains comprehensive records of all website activity. Bids can be accepted, and information can be exchanged

with individual bidders, with every exchange captured and date stamped, ultimately creating a complete record of all exchanges during the RFP process for regulators.

5. Accion Group offers a competitive price, while ensuring sufficient resources to be both comprehensive and accurate.

We have proposed a budget that reflects our familiarity and experience serving in the capacity of IE for multiple solicitations; proposing comprehensive and accurate evaluation services while also offering competitive pricing, given the range of experience offered by Accion Group's consultants.

Accion Group's subject matter experts will provide assessments before, during, and after Duke's RFP in each area listed above. Philip Layfield, with thirty years of individual experience constructing and operating transmission and distribution systems, will provide advice on all **delivery and transmission issues**. Harold Judd heads Accion Group's contracts, and will lead the **review of documents** required during Duke's RFP, including RFP documents, standard contracts, confidentiality agreements, and credit disclosure forms. Garey Rozier and Ralph Monsalvatge will lead Accion Group's **review of evaluation modeling and protocols**, assist in preparing mock bids, and analyze the fairness of Duke's evaluation modeling. Harris Burpee will review the **electronic protocols for information exchange and bidding**, and has extensive experience with database design and web-based project management. Mr. Burpee designed and maintains the websites currently used by Accion Group for competitive solicitations.

QUALIFICATION AND EXPERTISE OF STAFF PROPOSED FOR PROJECT

Accion Group will provide Duke with specialized personnel, without “over-staffing” engagements by including extraneous consultants during meetings or conference calls. Our proposed personnel breakdown ensures high quality services, with Duke only paying for the services they need. **Furthermore, Accion Group is prepared to provide the personnel required to meet the proposed solicitation schedule.**

a. Assignment Management

As previously referenced, Accion Group will make available a full array of experienced consultants to meet Duke’s needs, and senior members from Accion Group will be on-site as required. Accion Group will assign subject matter experts to the discrete tasks necessary to execute the solicitation process for Duke’s RFP. Mr. Judd will lead the engagement to ensure that Commission Staff and Duke receive the highest quality of service, and to ensure that all members involved have access to a senior member of Accion during all business hours. Additionally, each Accion consultant assigned to Duke’s RFP processes will be available for direct interaction as requested. Summative biographies detailing the experience and qualifications of our senior consultants are provided below.

b. Personnel

Harold T. Judd: With more than thirty-five years of diverse experience in regulated industries and emerging markets, Mr. Judd leads Accion Group’s engagements in the evaluation of power and capacity procurements for competitive solicitations conducted by Accion across the country. As President and co-founder of Accion Group, Mr. Judd’s background as a consumer advocate, federal prosecutor, state’s counsel, and counsel for utilities and energy markets allows him to contribute thorough knowledge and seasoned leadership during Accion Group’s Independent Evaluator engagements. Early in his career, Mr. Judd served as counsel to the Special Assistant to the President in the White House. From 1989 to 1993, Mr. Judd served as Senior Assistant Attorney General for New Hampshire’s Office of the Attorney General, where he was the chief negotiator in the bankruptcy of the Public Service Company of New Hampshire. Mr. Judd subsequently worked as an attorney for a mid-sized New England law firm, where he designed and executed the first deregulation of a retail gas company in New Hampshire, and restructured the debt for an electric utility cooperative outside of bankruptcy. Mr. Judd was also in-house counsel for PG&E Energy Services and Southern Electric International (the predecessor to Mirant). Later in his career, Mr. Judd founded Judd Associates, Inc., where he specialized in advising regulators and companies on changing markets; Judd Associates, Inc. became Accion Group in 2001. Mr. Judd holds a J.D. from the University of New Hampshire School of Law (formerly Franklin Pierce Law Center), and a B.A. from the University of Wisconsin at Madison.

Philip B. Layfield: As an independent consultant to the energy industry Mr. Layfield has more than thirty years of experience in electric transmission and distribution experience, and domestic and international transmission design and maintenance. He assists Accion Group in reviewing and analyzing issues relating to transmission and distribution operations, costs and planning assumptions, and determinations.

In the position of Consultant at Accion Group, Mr. Layfield recently completed a review of proposed transmission upgrades to meet the requirements of Vogtle Units 3 and 4 in Georgia, a total of 2,400 MW of generation. He has reviewed the transmission and distribution operations, cost and planning assumptions, and determinations in a number of states, including systems with significant transmission congestion constraints in

the Pacific Northwest, Georgia, Florida, and Hawaii. Mr. Layfield's recent transmission and distribution reviews also include impact assessment for the addition of major renewable generation projects. Prior to his work at Accion Group and as an independent contractor, Mr. Layfield was employed by the Potomac Electric Power Company (PEPCO), where he directed the generation maintenance effort and was responsible for the planning, scheduling, and implementation of unit maintenance. He appeared as an expert witness on maintenance matters for PEPCO, and has also presented expert testimony on utility matters in Connecticut, Guam, Kentucky, Nevada, Indiana, and Colorado. Mr. Layfield holds both a B.S. and M.B.A. and in Business Administration from The George Washington University.

Garey Rozier has forty-five years of electric utility experience within the Southern Company system. Garey's extensive career included significant responsibility in general management positions in Transmission Planning, Generation Planning, Resource Planning and Policy, Bulk Power Marketing, Joint Ownership, Power Procurement, and Generating Plant sales and purchases. Additionally, he has managed numerous RFPs to secure capacity and energy from traditional central station power plants as well as renewables and system power. He has led negotiating teams in dozens of diverse ownership and purchase contracts securing power for retail electric service, and has served in leadership positions in the industry including as past Chair of the NERC Planning Committee and the EEI Transmission Committee. Garey has testified in numerous state PSC hearings involving Integrated Resource Planning, certifications of PPAs and power plants, and policy issues. He is an expert in System Planning, Power Contracts, and Reliability Analysis. His most recent experience has been in solicitations and contracting for utility scale solar power in Georgia. Mr. Rozier has a B.S. in Industrial Engineering from Auburn University and a M.B.A. in Finance from Georgia State University.

Ralph Monsalvatge has thirty-five years of experience in the electric utility industry, which includes more than twenty years in various areas of generation planning and integrated resource planning within the Southern Company system. In addition, Ralph worked as a Transmission Planning Engineer for ten years. As a resource planner, Ralph developed generation expansion plans, evaluated near term generation options, and evaluated generation and system power proposals received during formal RFP's. His experience includes working with the electric utility staffs of several Public Utility Commissions during their reviews of RFP solicitations and certifications of capacity additions. His expertise includes detailed modeling of supply-side electric generation proposals, using both vendor software and internally developed models. Mr. Monsalvatge has both a B.S. and M.S. in Electrical Engineering from the Georgia Institute of Technology.

Marcus Jackson, as a Senior Consultant at Accion Group, is experienced as Chairman of the Board, Chief Executive Officer, President, Chief Operating Officer, and Chief Financial Officer with electric and gas public utilities. As a consultant, Mr. Jackson has provided clients with practical insights into corporate governance, utility finance, administration, operations, and regulatory affairs. Mr. Jackson is a past President and CEO of SEMCO Energy, Inc., a natural gas distributor that supplies nearly 300,000 Michigan customers and 150,000 customers in Anchorage, Alaska. Prior to SEMCO, Mr. Jackson was the Chief Operating Officer for Kansas City Power and Light, a three billion dollar electric utility serving almost one half-million customers in Kansas and Missouri. Mr. Jackson also served as the Chief Financial Officer of Kansas City Power and Light (KCP&L) and the President of KCP&L Power, the unregulated subsidiary of Kansas City Power and Light. While at KCP&L, he also served as the Chairman and a member of the Board of Directors of the Wolf Creek Nuclear Operating Company. Earlier in his career, Mr. Jackson was a Project Engineer for Gibbs and Hill Engineering, Inc., with international power plant construction

and start-up assignments in Saudi Arabia. Mr. Jackson holds an M.B.A. from Rockhurst University and a B.S. in Mechanical Engineering Technology from Southern Illinois University. Mr. Jackson also completed course work in Nuclear Engineering at the University of Missouri.

Alan Kessler has worked as a consultant to the utility industry for over thirty-five years, and brings considerable knowledge of planning and operations analysis, financial and operational issues in restructuring energy markets, and fuels management to Accion Group as a Senior Consultant. Prior to joining Accion Group, Mr. Kessler held management positions at two major U.S. public utilities and a state public utilities commission. Mr. Kessler was also a partner at Deloitte Consulting and Ernst & Young, where he led the firm's utility restructuring and reorganization practices. Additionally, Mr. Kessler has represented clients on engagements relating to mergers and acquisitions, power supply management, regulatory litigations, and business reorganizations and restructurings, and specializes in advising clients on general corporate and regulatory strategy. He has participated in numerous regulatory proceedings, often providing expert testimony, and has also served as a trustee for the Federal Trade Commission in merger-related matters in the oil and gas industry. Mr. Kessler holds a J.D. from Capital University School of Law and a B.S. in Economics from The City College of New York.

Sheri Vincent-Crisp brings over ten years of experience in the energy industry to Accion Group's consulting engagements. Specializing in the design and maintenance of Accion Group's competitive procurement websites for clients such as the Georgia Public Service Commission and Portland General Electric, Ms. Vincent-Crisp is critical to Accion Group's competitive energy solicitation process management. As a consultant, Ms. Vincent-Crisp functions as a consultant and project manager for Accion's role in wholesale energy procurements, and also offers our clients in-depth tutorials of Accion's RFP website functions, ensuring clarity and ease of use during the procurement process.

EXPERIENCE AND COMPETENCE IN ASSESSMENT, EVALUATION AND MONITORING RELATING TO COMPETITIVE BIDDING FOR RENEWABLE RESOURCE SUPPLIES

Accion is recognized as having a nation-wide practice conducting power solicitations. During the past 13 years Accion professionals participated in over **94 solicitations** involving a wide variety of technologies, fuel sources, and terms requiring the evaluation of supplies from more than a dozen states. This broad array of jurisdictions provides Accion with current insight into industry trends beyond Colorado.

Accion provides an array of experienced professionals with extensive expertise in relevant areas, including:

- Evaluation and dispatch modeling
- Transmission and distribution systems
- Power plant construction and operation
- Legal services, e.g., contracting and contract review, including
 - PPA
 - APSA
 - BOT
 - Green field development
 - Turnkey projects
- Risk analysis

Our ability to provide subject-matter experts assures that our review and advice will be targeted to specific issues, with expertise, rather than opinion, to support positions. Each of these lead consultants brings decades

of practical, hands-on experience in the electric utility industry, typically having had senior management responsibility.

Accion Group's team has extensive experience with production cost models and expansion plan models used in resource planning, including Strategist, PROMOD, SERVM, and routinely produce custom models in order to efficiently produce fully integrated resource alternatives. Our team's background in computer modeling for risk analysis and reliability planning for power supply options, coupled with a strong knowledge of demand forecasting, demand-side option management, and the risks and benefits of expanding resources with limited physical resources, will allow Accion Group to successfully execute a sophisticated evaluation process for Duke.

Evaluation Modeling

In each engagement Accion consultants are skilled in independently determining the system impact and value for any type of resource given and hourly profile, RA value inputs, TOD factors, and hourly market prices.

Accion consultants routinely prepare Resource Planning Studies, including:

- Market price forecasts;
- Energy Margins for any resource;
- System Production Cost Studies;
- Evaluate environmental/retirement decisions; and
- Evaluation expansion plans.

Accion personnel also perform Resource Adequacy studies, including

- Loss of Load Expectation;
- Optimal Reserve Margin; and
- Effective load carrying capability of different resources, including
 - Wind/solar;
 - Demand response; and
 - Storage.
- Fuel reliability studies
 - Gas/electric interdependency and
 - Fuel backup/fixed gas transportation
- Operational intermittent integration studies
 - Penetration studies and
 - System flexibility studies.
- Transmission interface studies.

These studies are performed using designed probabilistic analysis that includes multiple levels of unknowns and multiple resource opportunities. The modeling will simulate one year, 8760 hours chronological commitment and dispatch modeling, in approximately one minute while reviewing over 1,000 scenarios simulating varied weather, load, unit performance and fuel source.

REFERENCES REGARDING PRIOR EXPERIENCE ON SIMILAR CONTRACTS

GEORGIA PUBLIC SERVICE COMMISSION:**Utility**

Jeffrey Burleson
 Vice President
 Southern Company Services
 Birmingham, Alabama 35291
 (404) 656-0994 jaburles@southernco.com
 (404) 506-3050 shereek@psc.state.ga.us

Commission

Sheree W. Kernizan
 Director, Electric Division
 Georgia Public Service Commission
 244 Washington Street, S.W.
 Atlanta, Georgia 30334

BLACK HILLS COLORADO ELECTRIC UTILITY COMPANY, LP:**Utility**

Lisa Seaman
 Resource Planning Manager
 Black Hills Corporation
 2828 Plant Street, Suite B
[Rapid City, SD 57702](http://RapidCity,SD57702)
 605-721-2278
Lisa.seaman@blackhillscorp.com

Commission

Sharon Podein
 1560 Broadway, Suite 250
 Denver, CO 80202
[303-894-2000](tel:303-894-2000)
Sharon.podein@dora.state.co.us

PORTLAND GENERAL ELECTRIC (PGE):**Utility**

Brett Sims
 Portland General Electric Company
 121 SW Salmon Street
 Portland, Oregon 97204
 (503) 464-8260 brett.slms@pgn.com

Utility

Jimmy Lindsay, Integrated Resource Planning
 Portland General Electric Company
 121 SW Salmon Street
 Portland, Oregon 97204
 (503) 464-8311 jimmy.lindsay@pgn.com

Darrington Outama
 Portland General Electric Company
 121 SW Salmon Street
 Portland, Oregon 97204
 (503) 464-8260

SOUTHERN CALIFORNIA EDISON (SCE):**Utility**

Dan Walker
 Southern California Edison
 2244 Walnut Grove Avenue
 Rosemead, California 91770
 (626) 302-4945 daniel.walker@sce.com

TUCSON ELECTRIC POWER COMPANY (TEP):**Utility**

Jeff Krauss
 Tucson Electric Power Company
 3950 E. Irvington Road
 Mailstop SC115
 Tucson, Arizona 85714
jkrauss@tep.com

COMPLETE CLIENT SUMMARY

Regulatory Agencies

Arizona Corporation Commission
 Bonneville Power Administration
 District of Columbia Public Service Commission
 Federated States of Micronesia
 Federal Trade Commission
 Georgia Public Service Commission
 Illinois Commerce Commission
 Illinois Department of Nuclear Safety
 Kentucky Public Service Board
 Maine Public Utilities Commission
 Massachusetts Attorney General's Office
 Montana Public Service Commission
 National Electricity Board (Malaysia)
 Nevada Public Utility Commission
 New Hampshire Nuclear Decommissioning
 Financing Committee
 New Hampshire Attorney General's Office
 New Hampshire Public Utilities Commission
 New Jersey Board of Public Utilities
 New York State Public Service Commission
 Ohio Public Utilities Commission
 Pennsylvania Public Utility Commission
 Public Utility Control Authority of Connecticut
 Public Utility Commission of Oregon
 Trinidad and Tobago Electricity Commission
 United States Department of Energy
 Vermont Department of Public Service
 Vermont Public Service Board

Utilities

Allegheny Power
 American Electric Power
 Aquila Energy
 Arizona Electric Power Cooperative
 Arizona Public Service Company
 Associated Electric
 Baltimore Gas and Electric
 Bay State Gas
 Big Rivers Electric
 Black Hills
 Boston Edison
 British Gas – Public Gas Supply
 Cajun Electric Cooperative
 Central Iowa Power Cooperative

Central Maine Power
 Central Power and Light
 Colorado-Ute Electric Association
 Columbia Gas Transmission Corporation
 Commonwealth Edison Co.
 Consolidated Edison
 Consumers Power
 Detroit Edison
 Dominion Energy
 Duquesne Light Company
 Electricity Supply Commission of
 South Africa
 El Paso Electric Company
 EnerShop
 Entergy
 Exelon
 Florida Power Corporation
 Florida Power & Light
 Georgia Power Company
 Green Mountain Power Corporation
 Guam Power Authority
 Gulf Power
 Hawaiian Electric Company, Inc.
 Houston Lighting and Power
 Hydro Quebec
 Illinois Power
 Indiana Gas
 Jersey Central Power & Light
 Kansas City Power & Light
 KeySpan Energy
 Laclede Gas Company
 Maui Electric Company
 MidAmerican Energy
 Mississippi Power & Light
 Missouri Public Service Company
 National Fuel Gas Company
 New Hampshire Electric Cooperative
 New York Power Pool
 Niagara Mohawk Power
 Northeast Electric Board of Great Britain
 Northeast Utilities
 NorthWest Energy
 Ohio Power Company
 Ontario Power Generation

Orlando Utilities Commission
 Pacific Gas & Electric
 Pennsylvania Power & Light Company
 Piedmont Natural Gas
 Portland General Electric Company
 Public Service Company of NH
 Public Service Electric and Gas
 Public Service of Colorado
 Reliant Energy
 San Diego Gas & Electric
 Saskatchewan Power
 SCANA
 SEMCO Energy Inc.
 Sierra Pacific Power
 Southern California Edison
 South Carolina Electric and Gas
 Southern Company Services
 Southern Electric International
 Southern Indiana Gas and Electric
 Southern NH Water Company, Inc.
 Southwestern Electricity Board (England)
 Tampa Electric Company
 Tennessee Valley Authority
 Texas Electric Utilities
 Tucson Electric Power
 Tri-State Generation and Transmission
 Vermont Electric Cooperative
 Vermont Electric G&T Corporation
 Washington-St. Tammany Cooperative
 Wisconsin Electric Power
 Wisconsin Gas
 Xcel

Other

Colorado, State of
 Electric Power Research Institute
 Impell Corporation
 LTV Corp
 Lempster, Town of, NH
 National Coal Association
 Neutron Products
 Power Options, Inc.
 Society to Protect N.H. Forests
 Structural Bridge (Division of Camen Steel)

COST SECTION

This cost proposal recognizes that the program will be multi-year, with significantly more resources being required in the first year than in the subsequent three years, and that the actual experience during the initial development phase will be instructive in determining the resources that will be required for the entire program. Accordingly, the services estimate herein are for the initial year of the program. Accion is prepared to hold the consultant hourly rates constant for all years of the program.

Total/Estimated Consultant Services		
	Task A	Task B

UNDERLYING DETAILS FOR ACCION COST PROPOSAL TASKS A1-A3					
		A1	A2	A3	Total Task A1-3

- A1. Monitor Compliance with CPRE Program Requirements.
- A2. Review and comment on draft program filings, plans, et al.
- A3. Pre-filed and& live testimony and hearing support, as requested.



UNDERLYING DETAILS FOR ACCION COST PROPOSAL TASKS B1-B4									
		B1		B2		B3		B4	
[REDACTED]									

- B 1. Facilitate and monitor communications between Evaluation Team and others.
- B 2. Develop and publish program methodology.
- B 3. Receive and transmit proposals.
- B 4. Independently evaluate proposals.

UNDERLYING DETAILS FOR COST PROPOSAL TASKS B5 - B6				
		B5	B6	Total Task B1-6
[REDACTED]				

- B 5. Monitor post-bid negotiations.
- B 6. Evaluate IOU's self-developed proposals for Commission.

WEBSITE DESIGN AND HOSTING			
Activity	Unit Price	12 Months	Additional Year (Each)
Monthly Hosting			
Website Design and Customization			
Website Re-design			
Monthly Support: 12 hours/month = base. Services exceeding 12 hours provided at rate of \$150/hour.			
Total			

CATEGORIES OF EXPENSES EXPECTED TO BE INCURRED

- 1. Fees:** Fees are charged on an hourly basis. Accion does not charge for travel time or secretarial services. Our standard rates used when preparing a proposal.
- 2. Cost of Supplies:** Supplies procured at the request of Duke Energy are charged on an actual cost basis.
- 3. Other Direct Costs:** We charge clients for printing and production costs at 10 cents per page for standard copies and at \$1.00 per page for color copies. In the event that we must use outside services to copy or produce materials, these costs will be billed at actual charges incurred. We do not charge for faxes, Internet usage, or other overhead items. Telephone, postage, and express delivery charges are billed at cost.
- 4. Transportation and Subsistence Costs:** Travel costs are charged at actual cost, with all discount rates passed on to the Company and without additional overhead charges. Our policy is to purchase the lowest cost, non-stop/direct tickets available for all air travel. Use of personal vehicles is charged at the authorized IRS rate. Rental cars are typically mid-size. We estimate the cost of lodging and meals based on rates available during January 2014. Accion employs the meals and costs standards established by the Commission if applicable.

ESTIMATED EXPENSES	
Supplies	
Other Direct Costs	
Transportation	
Lodging	
Meals	
Miscellaneous (e.g., rental cars, parking, etc.)	
Total	



ATTACHMENT A
ACCION GROUP, LLC RECENT EXPERIENCE AS AN IE/IM
As of September 2017

STATE	TERM OF SERVICE (YEARS)	CAPACITY SOUGHT	FUEL SOURCE	INITIAL YEAR
Arizona	Seasonal – 3	2,800 MW	Open	2003
Arizona	Open	Open	Renewable	2006
Arizona	10	175,000 MWh	Renewable	2007
Arizona	Open	90 MW	Open	2007
Arizona	30	230 kW, 115 kW	Open	2008
Arizona	10	250,000 kW	Renewable	2008
Arizona	1, 2, 3, 5, 10, 15, 20	25 MW Increments	Open	2008
Arizona	2, 3, 5	10 MW Increments	Open	2008
Arizona	10	150,000 MWh	Renewable	2010
Arizona	10-20	100,000 MWh	Wind	2012
Arizona	10 – 20	50,000 MWh	Solar	2012
Arizona	20-30	200,000 MWh	Renewable	2012
Arizona	Open	100,000 MWh	Wind	2011
Arizona	20 with options	20 MW	Solar	2016
Arizona	10	150,000 MWh	Energy Storage	2016
Arizona	20	100-150 MW	Wind	2018
Arizona	20	100-150 MW	Solar	2017
Arizona	Open	200 MW	EPC	2019-2020
California	5 - 15	260 MW	Renewable	2012
California	10, 15, 20	518.8 MW/year	Renewable-RAM	2011
California	10, 15, 20	186 MW	Renewable-RAM	2012
California	10, 15, 20	186 MW	Renewable-RAM	2013
California	10, 15, 20	186 MW	Renewable-RAM	2014
California	10, 15, 20	186 MW	Renewable-RAM	2015
California	1, 15, 20	500 MW	Solar PV only	2013
California	1, 15, 20	500 MW	Solar PV only	2014
California	1, 15, 20	500 MW	Solar PV only	2015
California	10, 15, 20	Open	Feed In Tariff	2013
California	20	20 MW	Renewable	2017
California	1-20	1MW min	Renewable-ERR	2017
California	10, 15, 20	85 MW	Renewable-ERR	2018
California	10, 15, 20, 30	20 MW	Biofuel-Renewable	2018
California		50 MW	Renewable-ERR, DG	2018
Colorado	20	30 MW	Wind	2014
Colorado	20	1,000 MW	All Source	2015

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Dec 08 2017



STATE	TERM OF SERVICE (YEARS)	CAPACITY SOUGHT	FUEL SOURCE	INITIAL YEAR
Colorado	5-25	60 MW	Eligible Energy Resources	2018
Colorado	40	Up to 1 ,114 MW	All Source (First of four RFPs))	2018
Florida	5	500 MW	Open	2009
Florida	Open	800 – 1,000 MW	Open	2014
Georgia	7, 15, 21, 30	1,200 MW	Open	2009
Georgia	7, 15, 30	2,000 MW	Open	2010
Georgia	40	1,250 MW (self-build)	Natural gas	2011
Georgia	20	80,000 MWh	Renewable	2011
Georgia	5, 10, 15, 30	1,300 MW	Open	2012
Georgia	5, 10, 15	800 – 1,200 MW	Open	2013-14
Georgia	5, 10, 15	1,000 MW	Open	2015
Georgia	40	600 – 1,200 MW	Open/Nuclear incl.	2016-17
Georgia	10	100 kW – 1,000 kW	Solar	2012
Georgia	20	60 MW	Solar	2015
Georgia	20	60 MW	Solar	2016
Georgia	30	525 MW	Solar	2015-2016
Georgia	15, 20, 25, 30, 35	100 MW	Solar	2017
Georgia	15, 20, 25, 30	525 MW	Renewable	2018
Georgia	15, 20, 25, 30	525 MW	Renewable	2019
Georgia	15, 20, 25, 30, 35	50 MW	DG Solar	2017
Georgia	15, 20, 25, 30, 35	Up to 200 MW	C&I Renewable	2018
Hawaii	Open	20 – 25 MW	Open/Renewable pref.	2008
Hawaii	Life cycle	Inter-island Transmission	Wind	TBD
Hawaii	20	80 MW	Renewable - FIT	2010
Montana	Open	150 MW	Ren/NG/ Demand/Storage	2016-17
New Hampshire	20	24 MW	Wind	2008
Oregon	Open	50 MW	Open	2009
Oregon	5 – 30	1,700 MW	Open/ IGCC requested	2012-13-14
Oregon	5 – 20	2,000 MW	Open – No coal	2010
Oregon	5 – open	410 MW	Open – Renewable	2010 – 14
Oregon	10 - 20	300-500 MW	Base load Energy	2014
Oregon	5 – 20	200 MW	Capacity	2013
Oregon	10-20	10 MW-101 MWa	Renewable	2013
Oregon	10	25 MW	Demand Response	2013
Oregon	Open	Transmission Curtailment	Wind/Hydro/Bio Fuel	2012

ATTACHMENT B
ACCION GROUP, LLC COMPETITIVE PROCUREMENT
WEBSITE PLATFORM

1. OVERVIEW

The Accion Power Website (“Website”) is a comprehensive platform for a 100% electronic and paperless procurement process, providing complete security for confidential documents and anonymity for Bidders. The Website facilitates exchanges with interested parties before the Bid Date, makes available presentations and other material from the RFP Conference, and handles Bids and post-Bid exchanges. In addition to managing the RFP process, the Website platform serves a permanent record of the solicitation for use by the Utility, your company and for review by regulators. Confidential documents are uploaded through the Website; no documents are sent by mail or email. Additionally, all communication between site registrants, the Utility, and your company must be completed through the RFP Website. All of our procurement Websites are built on the same underlying principles:

- All Bidders have 24/7 access to the same information at the same time

Bidders are required to use the Website for access to all information, including documents provided by the utility and answers to questions posed by Bidders.

All solicitation information is date-stamped when posted, and all RFP documents and data can be accessed at any time, 24/7.
- Confidential communication between the IOU and Bidders

Bidders may anonymously post questions (visible to all users) via the Question and Answer (Q&A) feature on the RFP Website;

Post project-specific questions via a Message Board; and

Post comments that are confidential.
- Confidential bid folders for each bid

Potential Bidders registering with the site are provided confidential bid Folders for each bid, and for the retention and exchange of bid-specific data;

Maintain proposal folders for each resource proposal, for the retention and exchange of proposal specific data.

A record of all communications, emails from the site, and all documents are available to the bidder and retained.
- Confidential evaluation folders

Evaluation folders are provided for the retention of data provided by the IOU Resource RFP Evaluation Team, for use during regulatory review.

➤ Confidential document folders option

In some solicitations, some documents are available to the public, some restricted to bidders under agreement of confidentiality, and some documents are reserved for bidders designated as “short listed”.

Documents are sorted by the level of confidentiality, and access is restricted and controlled.

➤ Comprehensive records of Website activity

Every log-on to the Website, every access to Website material, and every announcement, question, or document posted is recorded. This creates a complete and permanent record of the solicitation for use by the Company or for review by regulators. Records include, but are not limited to, exchanges with interested parties before the bid date, Bidder conference presentations, bids, and post-bid exchanges. Access logs contain information on successful and failed log-on attempts and track user, date, time, IP address, pages visited, documents posted, and site content edits. All of these records are date-stamped. These records detail Bidder activities and how the utility conducted the solicitation in the event the utility is challenged regarding the fairness of the procurement process.

➤ Site Mapping

The online application includes advanced features not possible with a traditional bid document. For example, Bidders have the ability to precisely locate their site on a simple point and click map. Accion’s site location tool is invaluable in collecting straightforward, accurate site location data, saving the Company many hours of work by accurately determining site locations. Administrators can see each site’s location on the map, and view information about that site with one click.

➤ Public communication

An announcement board is provided for posting information to the general public and to Bidders, and a calendar is provided to post events scheduled for the RFP. Company personnel and Bidders can elect to be automatically notified by email when documents, announcements, or calendar events are posted.

➤ Handling of multiple RFPs simultaneously

Multiple procurements can be run simultaneously on the Website. User access can be limited to one RFP, or access to specific RFPs can be determined during registration.

➤ Secure platform for uploading sensitive documents and data

Accion Group's procurement Website is a secure platform that allows Bidders to directly upload documents, bypassing the need to transmit data over unsecured email servers. To the extent permitted under the state RFP rules, the IOU will have the ability to upload materials directly to the site, thereby avoiding delay and the possibility for misdirection of sensitive information. Thanks to Accion’s secure solicitation platform, Company personnel will have secure, 24/7 access to bids from any place with internet access.

➤ Limited demand on personnel

Managing a solicitation requires the dedication of personnel. Our procurement Website facilitates anonymous exchanges between personnel and Bidders. As a result, a more efficient and secure process is created as Company personnel are not fielding numerous telephone calls or email requests. Since all transactions and communications are logged in the Website records, claims alleging that information or correspondence was not

shared with the Bidders are avoided. Additionally, since the Website can easily be used to receive bids as uploaded documents, the quantity of printing and filing required is limited.

➤ Customized site tailored to each client's needs

Accion Group's solicitation Website platform is entirely customizable to meet the IOU's individual needs, including the ability to accept online applications in place of traditional paper proposals. Accion Group provides two customized options for a paperless bid process:

1. Proposal materials can be uploaded to secure folders, accessible only to the proposing entity, IOU, and the Independent Evaluator. This paperless bidding method has been successfully employed in numerous RFP solicitation Websites built by Accion's team.
2. A standardized application can be used to solicit proposals, where all Bidders are required to complete an online application with the details of their proposal. Accion Group's online application allows all desired proposal data to be consistently organized and collected in real-time. When a Bidder completes an application, the details of their proposal can be automatically organized and made available for review by the Company. Only one click is required for the Company to create Microsoft Excel reports that compare and rank any application data (for example, capacity, location, maximum energy output, cost proposal, or technology).

Opting for an online application for the procurement processes also allows the IOU to restrict bids to any desired parameters; the application can be designed to only accept bids for certain technologies, locations, sizes, or any other desired criteria.

➤ PPA generation

PPAs can be approved, issued and accept electronic signatures, drawing directly from the bid form and information approved by the IOU. As with all features, the exchanges with bidders concerning the PPA are recorded, and the final documents archived for permanent recording.

➤ Bid-to-in-service controls

Once accepted for contracting, the progress from contract to completion can be documented and tracked, memorializing construction commitments. Automatic email reminders are pre-programmed for the developer and IOU personnel to ensure compliance with committed schedules.

2. SUMMARY OF WEBSITE FEATURES

Once the Website is released, general information relating to the solicitation is available to the public, and individuals are able to register on the Website as either Bidders or Non-Bidders. Upon registration, each individual receives an automatic email notification acknowledging successful registration to the Site along with an individual User ID and automatically generated password. In addition, they receive an attached "Website Tutorial" explaining use of the Website and RFP/Bid process.

Accion provides training for IOU personnel and bidders, though the Website is designed as intuitive and instructive, avoiding confusion and frustration.



Schedule

The 'Schedule' details all events and deadlines scheduled for the RFP. All registrants receive automatic email notifications of changes and/or additions to the Schedule Page.

SCHEDULE			
Schedule Event	Day of Week	Date	
Bids Due			Date to be decided
RFP Service Date	Monday	August 29, 2016	
Bidder Conference		January 1, 2017 through January 31, 2017	Date and location to be decided

Announcements

The Announcements page is used to advise all Website users of related developments. When an announcement is posted to the page, all registered users will receive automatic email notices.

Frequently Asked Questions (FAQs)

The FAQs page displays answers to the most commonly asked questions about the Website and the RFP. GPC's FAQs are accessible to the public and include topics that range from Interconnection, Technology, Terms, and Website Operation and what to do if a Bidder has a question that involves confidential information regarding

FAQs		
Edit FAQs		
FAQ Category	Questions	Answers
Bidding Procedures	How do I submit a bid?	The 2014 All-Source Solicitation RFP process will be completed ENTIRELY ONLINE on the

a project. If the answer to a question is not available

on this page, Bidders are instructed to check the Question and Answer page to see if their question was previously answered, and if not, to post their question on the Q&A page, and to not contact the Utility directly.

Question and Answers (Q&A)

All registered users of the RFP Website have the ability and are invited to anonymously submit non-project specific questions to the Utility to answer. Questions and Answers are visible to all public and registered users of

View All Questions/Answers						
Question				Answer		
Ref #	ID #	Category	Question	Date Asked	Date Answered	Date Modified
26	260	Installation	Can we withdraw one or many bids at any time after the deadline but before the shortlist is announced?	8/12/2015 4:23p	8/12/2015 4:31p	-
15	260	Installation	We noticed that on station it says "N/A"			

Ref #: 26
Category: Installation
Asked: 8/12/2015 4:23p
Posted: 8/12/2015 4:31p
Question: Can we withdraw one or many bids at any time after the deadline but before the shortlist is announced?
Answered: 8/12/2015 4:31p
Answer: Yes, you would do that by posting a message requesting that the offer be withdrawn.

the Website immediately after being posted. Authorized individuals automatically receive an email notification of

the questions poste, without identifying the individual posting the inquiry. The Company responds to Bidders by posting answers to the questions on the Website. When a question is posted, the individual who posed the question received an automatically generated email from the Website with the Answer.



The Website can sort all questions into categories as requested by the Utility. In this manner, the sort feature identifies areas of concerns without the Company having to review them for content, therefore, permitting quick distribution to subject matter experts for prompt reply.

All project-specific questions must be posted on the 'Messages' page.

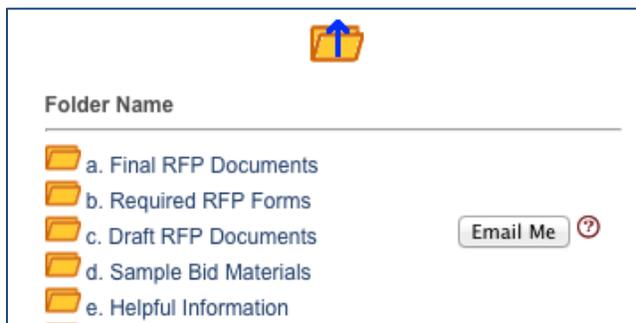
Message Board

The Message Board is reserved for project-specific questions only, and is activated for registered Bidders after the Bidders' Conference takes place. On the RFP Website, Bidders are able to correspond with the Company through the confidential 'Messages' link. This correspondence is monitored by the IE, but is not available to persons other than the individual Bidders and Company personnel. Prior to the Bid due date, the Messages feature is used only for questions that disclose confidential Bid-specific information, and therefore, cannot be asked via the Q&A.

The Messages feature allows Bidders to type a question into a text box, give the message a subject name, and optionally, select if the message corresponds to a specific Bid. The Company responds via the same method, and the conversation will be preserved on the Website.

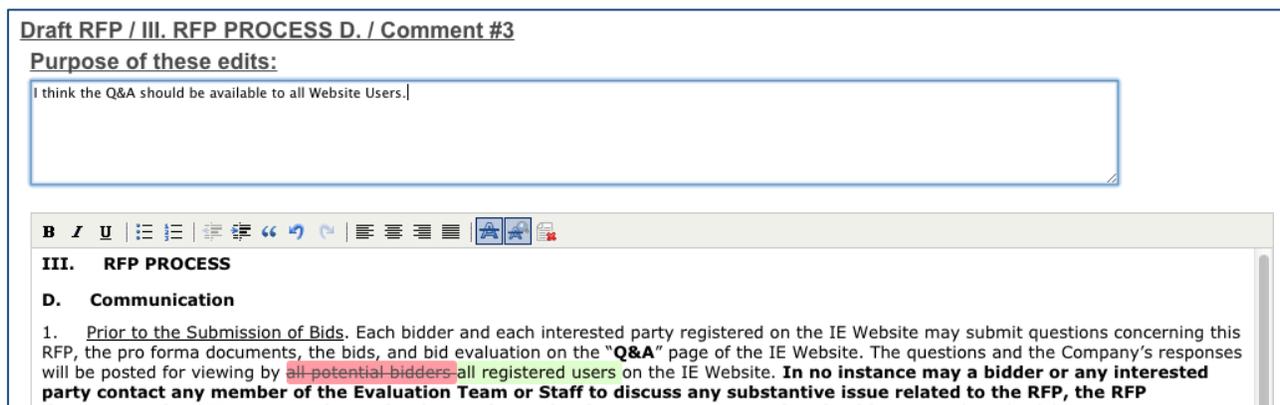
Documents

The Documents Page contains important and/or required RFP Documents for use and review. These documents include the RFP instruction, Required Upload Documents necessary to complete Bids, and other documents such as instructions for paying Bid Fees, sample Bid Forms, and any other documents necessary or useful to Bidders regarding the RFP Process and Bidding.



Comments

Comments are different from questions in that they cannot be viewed by the other registered users. They are used to suggest changes to the draft RFP documents; registered users are invited to comment and submit questions in an effort to eliminate barriers to participation in the RFP. Each Comment is automatically available to authorized individuals without identifying the individual who posted it.



Authorized personnel can easily and quickly review and respond to Bidders' comments on the draft RFP documents. By using the 'Comments Review' Button to access the

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Add Response

document for which they wish to view and respond to comments, authorized personnel can view comments in the entire document, or specific sections only, and respond. Once a response to a comment is submitted, the user who submitted the comment will receive the response via email.

**Duke Energy Carolinas, LLC's and
Duke Energy Progress, LLC's
Initial Comments and Independent Administrator Recommendation**

Attachment C

Accion Memorandum Regarding Reasonableness of IA Costs



MEMORANDUM

TO: Ms. Shenna Paterson
 FROM: Harold Judd
 DATE: December 4, 2017
 RE: IE Services in Georgia

Per your request, below please find a table of a variety of Independent Evaluator service contracts with the State of Georgia. Each solicitation was with Georgia Power Company. Please note we included one Independent Monitor engagement, and one of our construction monitoring engagements.

Solicitation	Contract Value
Georgia 2009	
Georgia Self-Build	
McDonough (Construction Monitoring)	
Georgia Green (IM Services)	
Georgia 2015	
Georgia 2015 ASI DG	
Georgia 2010/2011	
Georgia 2012	
Georgia 2016	
Georgia 2014 ASI Prime	
Georgia REDI 2017	

**Duke Energy Carolinas, LLC's and
Duke Energy Progress, LLC's
Initial Comments and Independent Administrator Recommendation**

Attachment D

Accion Memorandum Regarding Absence of Conflicts



MEMORANDUM

TO: Ms. Shenna Patterson
FROM: Harold T. Judd, President
DATE: December 4, 2017
RE: Conflicts of Interest: Independent Administrator

I write to supplement our previous submission to clarify our statement regarding conflicts of interest. The RFP requested the following disclosure:

Any person requesting to be considered for approval as the Independent Administrator shall be required to disclose any financial interest involving the electric public utilities implementing CPRE Programs or any market participant, including, but not limited to, all substantive assignments for electric public utilities, Affiliate(s), or market participant during the preceding three (3) years.

No Accion Group, LLC consultant who would be assigned to this engagement has provided any services to any electric public utility, or any affiliate, implementing the CPRE Programs or any of the market participants identified below.

One or more Accion Group, LLC consultants hold common stock of Duke Energy Corporation common stock (NYSE: symbol "DUK") as part of mutual fund portfolios. None of these holding would constitute anything approaching controlling interest in the company.

Cypress Creek Renewables, LLC
Strata Solar, LLC
FLS Energy, Inc.
Ecoplexus, Inc
Southern Current
Narenco
Birds Eye Energy
Headwaters Solar
Sunlight Partners
Heelstone Energy, LLC
ESA Renewables
Carolina Solar Energy LLC
Birdseye Energy
Arres LLC
Solbridge
Calvert Energy, LLC
Ecoplexus, INC
Headwaters Solar

Sunlight Partners
Heelstone Energy, LLC
ESA Renewables
Carolina Solar Energy LLC
Birdseye Energy
Arres LLC
Solbridge
Calvert Energy, LLC
Ecoplexus, INC
Pinegate Development
SunEnergy1
Innovative Solar Systems, LLC
O2 Energies
GreenGo Energy
Entropy Solar
ReneSola
Red Toad, Inc
Holocene Clean Energy

CERTIFICATE OF SERVICE

I hereby certify that copies of the foregoing Initial Comments and Independent Administrator Recommendation as filed in Docket No. E-100, Sub 151, were served electronically or via U.S. mail, first-class, postage prepaid, upon all parties of record.

This, the 8th day of December, 2017.

/s/E. Brett Breitschwerdt

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