

# Rhode Island 2021 Energy Efficiency Workforce Analysis – Final Report

**Prepared for:** 

The Narragansett Electric Company

#### Submitted by:

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# Disclaimer

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# Acknowledgement

For the six years prior to 2019 (i.e., 2013 – 2018), Peregrine Energy Group ("Peregrine") had performed the FTE analysis and composed the reports associated. Sections of this report have been adapted from the 2018 study, "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs"<sup>1</sup> completed by Peregrine. The use of text is done with permission from Peregrine and The Narragansett Electric Company. Specifically, portions of the Executive Summary, Introduction, The Energy Efficiency Workforce, Providers and Employees Analysis sections were adapted from the 2018 study for this report. Additionally, as described in more detail throughout the report, some of the 2021 vendors' FTEs were calculated by scaling the 2020 FTE count, which itself was scaled based on the 2019 and 2018 FTE counts. Thus, the FTE estimates are, in part, derivative of the Peregrine analysis. The detailed description of Peregrine's 2018 methodology in Attachment A was reproduced from the 2018 report. When describing this embedded methodology, wording from the 2018 report was used. Where sections from the 2018 study have been adapted, a footnote after the header makes this explicit.

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<sup>&</sup>lt;sup>1</sup> 2018 Study: "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs," accessed at <u>http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</u>.



# **Executive Summary**

The Narragansett Electric Company engaged Guidehouse to estimate the workforce associated with implementation of The Narragansett Electric Company's electric and gas energy efficiency programs delivered in 2021. This study addresses the requirements of General Law 39-2-1.2, enacted by the Rhode Island General Assembly in 2012. In 2021, The Narragansett Electric Company spent a combined \$130,244,119<sup>2</sup> on the Rhode Island programs that saved 131,365 annual megawatt hours (MWh) of electricity<sup>3</sup> and 316,424 million British thermal units (MMBtu) of natural gas. These programs also led to a reduction in 19 MW in 2021. The measures installed during 2021 will save Rhode Island customers 1,046,790 MWh and 3,454,006 MMBtu over the lifetime of the measures.

The focus of this study is to quantify the workforce that was involved in delivering The Narragansett Electric Company's Rhode Island programs in 2021. The workforce analysis reports the number of jobs associated with the programs and compares them to past years. Guidehouse calculated 1,011 full-time equivalent (FTE) workers associated with The Narragansett Electric Company spending in 2021 for Rhode Island programs.<sup>4</sup> Since an FTE employee often represents the combined labors of more than one person over the course of a year, the number of individual workers exceeds the number of FTEs by a significant amount. At a high level, the increase in FTEs in 2021 relative to 2020 is associated with the recovery of energy efficiency program activity from the COVID pandemic-affected activity in 2020. Spending for energy efficiency programs in Rhode Island increased by 16% from 2020 to 2021, leading to increased activity and therefore an increase in FTEs among the associated workforce. A significant portion of this increase in spending is attributed to increased demand due to reduced restrictions regarding COVID-19.

Guidehouse's basic approach for determining 2021 FTEs was to scale 2020 FTEs by program spending in 2021 relative to 2020. However, in several instances, Guidehouse replaced the calculation when vendors had a good estimate for the whole program or in situations where Guidehouse determined the scaler may be less robust. For example, the EnergyWise program vendor provided an FTE estimate for all aspects of the program. The program also had several significant program changes that led to different cost structures in 2021 than in 2020. The changing cost structure would make the scaler – which implicitly assumes cost structures remain constant – less robust. Guidehouse identified programs where this type of concern presented itself and addressed it by using a estimates from vendors.

An overview of the quantitative FTE findings of this report are shown by sector in Figure 1-1 and Table 1-1. Figure 1-1 and Figure 1-2 show the trends of FTE jobs by market sector (residential, residential income-eligible, and commercial and industrial) from 2015 to 2021 for electric and natural gas, respectively.

<sup>&</sup>lt;sup>2</sup> Spend figures reported in section 6 will not sum to this total for multiple reasons: (1) spend figures reported in section 6 are deflated to 2018\$ so that we can compare figures from previous years and (2) certain expenses such as "regulatory expenses" are not included in charts below because they are not used to estimate FTEs.

<sup>&</sup>lt;sup>3</sup> Note that although the savings are not quantified here, the electric portfolio also includes delivery of energy efficiency services to customers that heat with delivered fuels.

<sup>&</sup>lt;sup>4</sup> As indicated in Appendix C, most vendors are either headquartered or have a physical presence in Rhode Island. The number of FTEs reported do not include customer employees who assist in various ways with project implementation in their own facilities.



Figure 1-1. Summary of FTEs (2015-2021)<sup>5</sup>

Source: Guidehouse analysis and 2018 study

<sup>&</sup>lt;sup>5</sup> "Other" refers to FTEs that are associated with multiple different programs across both the gas and electric sectors, such as marketing, The Narragansett Electric Company workforce and, for 2020 only, COVID-19 training.



2015         2016         2017         2018         2019         2020 <th< th=""><th>2<b>021</b> 217.9 75.1</th></th<>	2 <b>021</b> 217.9 75.1
Electric Programs           Commercial         210.0         241.1         263.5         250.0         265.0         203.7         203.7	217.9 75 1
Commercial 210.0 241.1 263.5 250.0 265.0 203.7 2	217.9
and Industrial	75 1
Residential           Income         37.0         42.3         46.0         45.8         65.1         59.1           Eligible         59.1         59.1         59.1         59.1	
Residential Non-Income 125.4 104.0 98.1 168.9 284.8 263.7 3 Eligible	351.3
Gas Programs	
Commercial and Industrial         32.0         36.1         34.4         31.9         28.7         19.8	20.9
Residential         Income         43.8         41.4         36.5         39.4         56.2         38.5           Eligible         36.5         39.4         56.2         38.5	41.3
Residential           Non-Income         172.1         159.3         174.9         191.6         212.6         189.2         2           Eligible         2         2         2         2         2         2	249.9
Other	
CAP 34.0 38.0 35.0 35.0	
The Narragansett 41.6 39.9 38.2 39.5 43.3 44.4 Electric Company <sup>7</sup>	45.5
Marketing <sup>8</sup> 9.0 9.0	9.0
COVID-19 Training <sup>9</sup> 0.3	0.0
Total         695.8         702.2         726.5         802.1         964.6         827.5         1	,011.0

Source: Guidehouse analysis and 2018 study

<sup>&</sup>lt;sup>6</sup> Note that for the 2019 and 2020 analysis, CAP Agency staff were included within the Residential Income Eligible program under both Electric and Gas.

<sup>&</sup>lt;sup>7</sup> In years prior to 2019, a 2,016-hour work year was assumed when calculating FTEs. The Narragansett Electric Company changed this assumption in recent years to a 1,768-hour work year. This new assumption was implemented beginning in 2019 and resulted in a slight increase in FTEs.

<sup>&</sup>lt;sup>8</sup> Beginning in 2019, marketing was contracted to a new vendor, resulting in an increase in jobs; these are therefore shown separately.

<sup>&</sup>lt;sup>9</sup> In 2020, Environmental Health and Engineering had performed COVID-19 training and compliance testing. In 2021, this program was discontinued.



Figure 1-2 Electric Program FTEs (2015-2021)





Figure 1-3 Gas Program FTEs (2015-2021)

Source: Guidehouse analyses for 2019, 2020, 2021, and 2018 study

The success of the delivery of The Narragansett Electric Company programs is dependent on the efforts of many workers in different roles. Two main types of service providers are identified in the report: support service providers and direct service providers. Support service providers include program design and planning consultants, marketers, rebate processors, and evaluators. These FTEs are usually embedded within the broader reported number for the program. Direct service providers are workers who are contracted by The Narragansett Electric Company to execute a given program. The report provides a description of every The Narragansett Electric Company program, as well as the company responsible for the delivery of the program.

The Narragansett Electric Company programs and delivery strategies (i.e., program offerings, incentive levels) were substantively the same in 2021 as they had been in 2020. However, several vendors reported increased difficulty with worker retention. COVID-19 was likely responsible for some of this difficulty. Specifically, some employees quit their jobs because they did not want to regularly enter customers' homes, whereas other employees quit because they did not feel comfortable getting vaccinated, which was a requirement for installers. In addition to COVID-19-related concerns, it was reported that employees were more likely, relative to previous years, to seek employment at other firms – both in the same industry and in adjacent industries. Furthermore, nearly all vendors experienced significant product shipment delays from wholesalers.

Despite worker retention concerns and product shipment delays, there was a significant rise in FTEs – particularly for the single-family income eligible and the EnergyWise programs. A portion of this increase in FTEs was a likely result of the EnergyWise program going roughly 60% overbudget. EnergyWise going 60% overbudget implies the addition of roughly 80 FTEs. In addition to the EnergyWise program running overbudget, this increase in FTEs was also likely attributable to reduced COVID-19 impacts on the workforce and delivery of energy efficiency programs. In other words, residents and businesses were more comfortable with vendors entering their homes and buildings to perform upgrades. Supporting this claim, multiple vendors reported that customers explicitly stated an increased comfort with vendors entering their homes relative to 2020. All else equal, worker retention concerns and product shipment delays likely led to fewer jobs, but EnergyWise running overbudget and increased demand for energy efficiency services were more than enough to offset these issues.

Vendors also noted an up-tick in heat pump installation work. These programs remain fairly small due to limitations on eligibility for energy efficiency program incentives through The Narragansett Electric Company<sup>10</sup> and to available funding from other sources. If heat pump programs expand – either as part of the programs analyzed in this report or programs with separate funding sources – as they have in other states, vendors noted the need for additional work force training. As one vendor put it, "heat pumps are the new light bulbs." In other words, some vendors anticipate a significant increase in heat pump installations and a corresponding need for heat pump installation training programs.

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<sup>&</sup>lt;sup>10</sup> Customers are only able to take advantage of The Narragansett Electric Company program incentives if the heat pump installation displaces an electric resistance heater. Since most buildings use fossil fuel heat, this incentive does not apply to most homes.

# 1. Introduction

As mandated by state law and with regulatory approval and oversight, The Narragansett Electric Company delivers a portfolio of energy efficiency programs and services referred to in state enabling legislation as "demand-side management programs"<sup>11</sup> (the programs) to all market sectors it serves in Rhode Island, funded by ratepayers primarily through electric and gas utility rate surcharges and supplemented by other funding sources, including Forward Capacity Market revenue. The Rhode Island programs focus on both new construction and retrofit of existing buildings. Programs deliver cost-effective services and energy savings to building owners and tenants, to residential customers residing in single-family and multifamily buildings, to government and non-profit institutions, to small and large commercial businesses, and to manufacturers.

Overall, the 2021 program offerings were similar to those in 2020. Spending in 2021 increased when compared to 2020. In 2021, The Narragansett Electric Company spent a total of \$130,244,119on electric and gas energy efficiency programs in Rhode Island, a 16% increase when compared to 2020. Seventy-three percent of 2021 Program expenditures, \$94,563,965 was for electric programs, while 27%, \$35,680,153 was for gas programs.<sup>12</sup> These programs created 316,424 million British thermal units (MMBtu) of natural gas savings and 131,365 megawatt hours (MWh) of electricity savings). Additionally, these programs led to a reduction in 19 MW in 2021.<sup>13</sup>

Rhode Island General Law 39-2-1.2(k), enacted by the Rhode Island General Assembly in 2012, requires that

Each year, the office [RI Office of Energy Resources] and the council [EERMC] shall submit to the governor, the president of the senate, and the speaker of the house of representatives, separate financial and performance reports regarding the demand-side management programs, including the specific level of funds that were contributed by the residential, municipal, and commercial and industrial sectors to the overall programs; the businesses, vendors, and institutions that received funding from demand-side management gas and electric funds used for the purposes in this section; and the businesses, vendors, and institutions that received the administrative funds.

In fulfillment of this requirement, The Narragansett Electric Company has prepared for submission several financial and performance reports on the programs and has developed a list of businesses, vendors, and institutions that received funding from program funds, as well as businesses, vendors, and institutions that received administrative funds. In addition to fulfilling the specific financial and performance reporting requirements, The Narragansett Electric Company has undertaken and is submitting this "Rhode Island 2021 Energy Efficiency Workforce Analysis Report". This is the eighth consecutive year that The Narragansett Electric

<sup>&</sup>lt;sup>11</sup> Rhode Island General Laws § 39-2-1.2(b).

<sup>&</sup>lt;sup>12</sup> The Narragansett Electric Company d/b/a The Narragansett Electric Company, 2021 Energy Efficiency Year End Report.

<sup>&</sup>lt;sup>13</sup> The Narragansett Electric Company d/b/a The Narragansett Electric Company, 2021 Energy Efficiency Year End Report.

Company has provided a narrative report describing the jobs associated with these expenditures and the workforce that delivers the energy efficiency programs offered.

Although employment directly associated with The Narragansett Electric Company programs is not a formal program goal, it is a significant additional economic benefit that investments in energy efficiency contribute to Rhode Island and to participating businesses. Furthermore, without the availability and contributions of a workforce to deliver programs, identify opportunities for energy efficiency, and install energy efficiency improvements, the demand-side savings that R.I. General Law 39-2-1.2 is intended to create would largely not occur. The report describes the work and workforce associated with program development, design, marketing, management, delivery, and evaluation and attempts to estimate the number of jobs directly associated with The Narragansett Electric Company's 2021 expenditures for programs that originate from energy efficiency funding sources. Accurately calculating the numbers of these jobs is challenging since it depends on the number and types of employees engaged, be they full-time or part-time, and numbers of hours worked to deliver programs, which may be captured by employers for payroll and business planning but is not typically reported to The Narragansett Electric Company unless for billing purposes.

This report builds on Rhode Island workforce studies performed by Peregrine Energy Group for 2013 to 2018, as well as the 2019 and 2020 workforce studies performed by Guidehouse. Please see section 6.1, "Overview of Methodology," for more details on how the FTEs for the 2021 workforce study were calculated. As in prior years, Guidehouse is presenting workforce counts as "full-time equivalent" (FTE) employees. It is assumed for the purpose of this study, as in past years, that one FTE equals 1,768 actual work hours regardless of job responsibility (in addition to vacation, sick, holidays or other leave time), or the equivalent of one person working eight hours a day for 220 workdays in an average year. In many instances, each FTE counted as associated with a The Narragansett Electric Company program represents the actual part-time labors of multiple individuals who are associated with delivery of programs in Rhode Island, but also may be engaged in other work-related endeavors.

For the purpose of this study, the workforce engaged in program delivery does not "result from" the programs, but rather is "associated with" the energy efficiency programs. While Guidehouse can confirm that program budgets have funded employers with whom The Narragansett Electric Company has contracted to support 2021 programs, no information regarding participants' motivation for replacing older inefficient equipment with new efficient equipment was provided. Therefore, to eliminate the question of causality, FTE counts are shown as employment "associated with" the programs, rather than "resulting from."

Several pieces of information were required to produce the findings presented in this report. Guidehouse used the following methodology to determine the 2021 FTEs:

 Guidehouse scaled the 2020 FTEs developed by Guidehouse to 2021 FTEs by using the ratio of each program's spending for 2020 and 2021,<sup>14</sup> with 2021 spending adjusted downward for inflation. Specifically, the ratio of 2021 spending to 2020 spending for each program was multiplied by the 2020 FTEs for that program to get an initial 2021 FTE value. This is the first year of a new three-year plan; however, since the programs

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<sup>&</sup>lt;sup>14</sup> Spending information from The Narragansett Electric Company d/b/a The Narragansett Electric Company, 2021 Energy Efficiency Year End Report.

offered in 2021 are relatively similar to those offered in 2020 and nothing reported by the vendors interviewed altered the fundamental relationship between spending and the size of the workforce, this scaling approach is still considered to be valid. See the methodology section for more details regarding the scaler.

- 2. Guidehouse conducted several interviews with vendors contracted by The Narragansett Electric Company as well as several The Narragansett Electric Company employees. A total of 17 vendor interviews and 6 The Narragansett Electric Company interviews were conducted. The information gathered in these interviews was used to either confirm or adjust the values calculated through scaling, as well as understand other factors impacting the workforce in 2021.
- 3. Vendor spending provided by The Narragansett Electric Company was used to ensure FTEs reported by specific vendors were reasonable.

The sections that follow describe the Energy Efficiency Workforce, details about Support Services and Direct Service Providers, Analysis of Workforce FTEs, and Qualitative Findings and Observations.

COVID-19 had a much smaller impact on the operations of the Energy Efficiency programs in Rhode Island in 2021 relative to 2020. The impact the pandemic had on the workforce is discussed throughout the report. Overall, the programs displayed significant resilience and adaptability when it came to their program operations in 2021. As discussed earlier, COVID-19 likely led to increased turnover, minor customer reluctance, supply chain issues, and rising prices. Furthermore, it resulted in some call-center representatives and program administrators working from home.

# 2. The Energy Efficiency Workforce<sup>15</sup>

Guidehouse found that in 2021 an estimated 1011.0 full-time equivalent jobs or "FTEs" were associated with The Narragansett Electric Company's programs in Rhode Island. A full-time equivalent employee often represents the combined labors of more than one person over the course of a year. The actual numbers of individual workers associated with program expenditures is far greater than the total number of FTEs.

Guidehouse recognizes two main categories of employers/employees that participate in delivery of The Narragansett Electric Company's programs. They are characterized as "Support Services Providers" and "Direct Services Providers." The following section describes these two segments in more detail, followed by a description of how the analysis of FTEs associated with each type of provider was performed.

### 2.1. Support Services Providers

Support services providers are employers and employees involved in Program planning, administration, marketing, rebate processing, evaluation, and market research. Support services providers include:

- The Narragansett Electric Company employees directly involved in energy efficiency program design and delivery, including regulatory matters, administrative management of contractors, marketing, some elements of customer education, and evaluation;
- Entities under contract to The Narragansett Electric Company who provide marketing, outreach, public information, and other related services, including media placement and design of collateral marketing materials;
- Specialized firms that process rebate or incentive applications and make payments to contractors, distributors, and manufacturers that promote, provide, purchase, or install targeted high efficiency equipment;
- Independent program design consultants who assist The Narragansett Electric Company with creation of annual program strategies, plans, and goals; and
- Evaluators of The Narragansett Electric Company Program performance against those annual goals.

### 2.2. Direct Services Providers

The Direct Services Providers are specialized firms, sometimes contracted directly to The Narragansett Electric Company, that may provide some or all of the following program services: promoting, managing, and delivering individual Rhode Island energy efficiency programs; contributing engineering and other technical support to energy efficiency project development;

<sup>&</sup>lt;sup>15</sup> This section is adapted from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.

supplying and/or installing energy saving material and equipment, and providing quality assurance inspections. This category includes, but is not limited to:

- The Narragansett Electric Company account managers who provide outreach and direct technical assistance to customers, particularly for large commercial and industrial retrofits and new construction.<sup>16</sup>
- Energy services companies specializing in providing field services and installation program management The Narragansett Electric Company has contracts with such firms to deliver individual programs to particular market sectors. In this capacity, they will often provide a "turnkey" service that includes the following: outreach and intake of customer requests; scheduling site visits; technical assistance; engineering; material and equipment installations; referrals to and engagements with trades people; administration, management and supervision; warehouse materials purchasing and handling; quality assurance inspections; bookkeeping; and data entry and tracking.
- Companies specializing in logistical management and support These firms engage, manage, and coordinate product suppliers and distributors, retail store offerings, and service networks. These firms often manage similar programs in both Rhode Island and Massachusetts to achieve acceptable economies of scale. They may work out of a Massachusetts office but will spend significant time in Rhode Island working with local businesses.
- Electrical and mechanical engineers employed by contracted consulting firms The Narragansett Electric Company assigns and dispatches technical specialists to identify potential projects in customer facilities, quantify potential costs and savings, recommend actions that customers should take, and perform post-installation inspections to ensure that installed measures are performing as intended. The larger firms with the greatest capacity to provide these services are often based in Massachusetts, where there is a higher volume of business opportunity and activity.
- Equipment suppliers and retailers The Narragansett Electric Company encourages and provides incentives to equipment distributors, suppliers, and retailers throughout the Rhode Island service territory to market and sell targeted energy efficient equipment and materials directly to The Narragansett Electric Company customers and installation contractors. An increasing number of suppliers and installation contractors participate in The Narragansett Electric Company-sponsored "upstream" point-of-sale programs offering instant rebates. These equipment suppliers and retailers typically have Rhode Island storefronts, though they may be part of a regional or national business entity.
- Project expediters These are businesses that support The Narragansett Electric Company Rhode Island initiatives that target both small and large commercial/industrial, institutional, and municipal customers. Many of these firms operate in Massachusetts as well as Rhode Island and, over time, some of the largest have extended their business activities regionally and nationally. They are primarily sales and project management organizations that rely heavily on independent subcontractors and tradespersons to perform installations. Generally, the more comprehensive their technology capabilities are, the more attractive they are to The Narragansett Electric Company since they can

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<sup>&</sup>lt;sup>16</sup>The Narragansett Electric Company is included as both a Support Services Provider and a Direct Services Provider because of the many different roles it has in the programs. Therefore, all The Narragansett Electric Company FTEs are segregated and presented in a separate category, rather than integrated into FTE counts for markets and programs.

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provide a more comprehensive service to The Narragansett Electric Company customers.

- Independent installation contractors These are contractors in the field installing energy
  efficient equipment and approved materials for The Narragansett Electric Company
  customers. They are typically based in Rhode Island, though some may operate out of
  offices in neighboring Massachusetts and Connecticut. They include Rhode Islandlicensed electricians, plumbers, pipe fitters, and refrigeration experts, as well as other
  specialists such as weatherization contractors. Many of these installation contractors are
  active in more than one market sector, sometimes as subcontractors to The
  Narragansett Electric Company-designated program leads or to Project Expeditors
  ("PEX"), but also increasingly as self-directed installation vendors.
- Quality assurance inspectors The Narragansett Electric Company also contracts with inspectors that are independent of service delivery contractors who are responsible for installing equipment. The inspectors check a sample of completed installations or a sample of energy efficient equipment acquired by point-of-sale purchasers to ensure that program standards are being met, equipment is installed properly, and projected savings will likely be realized. Again, because of the similarities across state lines and cost efficiencies, The Narragansett Electric Company will typically award Rhode Island inspections to the same firm providing this service for Massachusetts.



# 3. Support Services Providers Analysis<sup>17</sup>

The following section describes different support services and the entity responsible for its delivery.

### 3.1. EERMC Program Design and Planning Consultants

The Rhode Island Energy Efficiency and Resource Management Council (EERMC) has statutory oversight responsibilities for The Narragansett Electric Company's energy efficiency programs including planning, program design, and evaluation. To help them with these responsibilities, the EERMC hires consultants to assist it in the performance of its responsibilities.

#### Delivery

Optimal Energy (Optimal), with the support of multiple specialized subcontractors, served as the primary consultants to Rhode Island's EERMC in 2021 and collaborated with The Narragansett Electric Company on program design and development. Optimal, though headquartered in Hinesburg, Vermont, primarily serves Rhode Island from a Providence office where employees working on this program are based. The firm also provides like services for other state energy efficiency initiatives nation-wide.

### 3.2. Marketers

Marketers' primary role is promoting The Narragansett Electric Company Rhode Island's energy efficiency programs. Marketers' role generally includes media buying and planning, creative concepting, campaign development and strategy, and facilitating planning sessions for program years.

#### Delivery

Eric Mower and Associates (Mower) is the primary marketing consultant for The Narragansett Electric Company. Mower is the main agency of record servicing marketing for The Narragansett Electric Company, handling programs across residential and commercial sectors. In 2020, Mower took on communications responsibilities, in addition to their regular marketing roles. This was a result of an internal change in Mower and how they manage their teams where the communications teams were integrated into the marketing segment of the company. This allowed Mower to provide a more holistic story to the energy efficiency customers in Rhode Island.<sup>18</sup>

<sup>&</sup>lt;sup>17</sup> This section is adapted from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.

<sup>&</sup>lt;sup>18</sup> Interview with Mower, March 12, 2021.



### 3.3. Rebate Processing Company

Rebate processors receive and process applications from participants for different rebates. They generally receive the applications by mail or online submission and proceed to validate whether the customers and equipment are eligible for the rebate. If a customer is found to be eligible, they can approve instant payment to them. All data related to this process is collected by the rebate processors and sent to The Narragansett Electric Company. Rebate processors will also provide customers with support throughout the process using call centers, notification emails, or letters.

#### Delivery

In 2021, the rebate processing continued to be done solely by Energy Federation, Inc. (EFI). EFI is based in Westborough, Massachusetts, and processes rebates and incentives offered to program participants. Program participants include both consumers, i.e., The Narragansett Electric Company customers who purchase targeted products and then apply for rebates, and equipment installers who promote and encourage The Narragansett Electric Company customers to choose higher efficiency products.

Initiatives supported by EFI included Rhode Island Pool Pump and Upstream Circulator Pump Distributor programs, as well as the ENERGY STAR® Appliances, Lighting, and HVAC programs. They also provided call center support for the Rhode Island appliance program that focuses on high efficiency clothes dryers and dehumidifiers.

In 2021, EFI continued to work on the heating and cooling program by performing inspections in order to ensure the rebate was valid. EFI subcontracted to CLEAResult to perform equipment inspections on-site as well as handle the related phone calls from customers.

Starting in 2021, EFI began processing the incentives for the ENERGY STAR® Gas and Electric HVAC programs. The Narragansett Electric Company made this change in 2020 to streamline its processes across the various programs.<sup>19</sup>

### 3.4. Evaluators

To measure the performance of Rhode Island Program offerings against annual goals, The Narragansett Electric Company contracts with independent consulting firms specializing in utility program evaluation. Many of these firms support The Narragansett Electric Company evaluation needs in other states as well.

#### Delivery

DNV, based in Burlington, MA, served as the primary evaluator for commercial and industrial programs, whereas Cadeo served as the primary evaluator for residential programs.

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<sup>&</sup>lt;sup>19</sup> Interview with CLEAResult, March 3, 2021

# 4. Direct Services Providers Analysis<sup>20</sup>

Based on its 2021 Energy Efficiency Year End Report, The Narragansett Electric Company achieved 95.0% of its annual MWh savings targets and 75.4% of its annual MMBtu savings through its electric and gas energy efficiency programs. The Narragansett Electric Company achieved 83.1% of its annual MW savings targets and 84.8% of its annual MMBtu savings through its electric and gas energy efficiency programs. Achievement towards these energy efficiency goals in 2021 was the result of the aggregate efforts of the many Direct Services Providers who delivered The Narragansett Electric Company programs. This section describes each electric and gas program offered as well as the entity responsible for each program's delivery.

In 2021, The Narragansett Electric Company employed multiple, targeted energy efficiency delivery strategies in Rhode Island. Energy efficiency programs described below were each designed for individual markets and reflect differences in the buying habits, drivers, and technical and financial resources of each market sector (residential, residential income-eligible, commercial and industrial) and their sub-sectors. Program delivery strategies varied with fuel type (i.e., electric vs. natural gas customers), characteristics of different customer rate classes, cost and benefits of different end-use technologies to classes of customers, and whether a program's objective was to affect energy efficiency in current operations or future energy use in new construction.

### 4.1. Commercial and Industrial Programs

In 2021, Commercial and Industrial (C&I) gas and electric programs continued to encourage installation contractors, both technology specialists and tradespeople, to take the lead in achieving The Narragansett Electric Company's energy efficiency goals for large and small businesses. These C&I programs also target municipal facilities and large non-profit institutions (e.g., colleges and universities and healthcare facilities). At the same time, The Narragansett Electric Company has increasingly made use of "upstream" or "point-of sale" strategies, particularly for LED lighting, that discounted the purchase price of preferred, more energy efficient equipment to accelerate market transformation and replacement of older technology.

C&I programs differentiate between "prescriptive" and "custom" energy efficiency measures. Prescriptive measures, often lighting, qualify for pre-determined incentives or discounts from The Narragansett Electric Company based on cost-effectiveness guidelines (e.g., hours of operation or equipment life). Custom and comprehensive measures are often more complex and are evaluated and approved for incentives based on actual total savings they projected to produce. In particular, the Large Commercial and Industrial Retrofit program encourages customers and their installation contractors to incorporate or bundle a mix of shorter payback, more certain, energy savings measures and longer payback, more complex, energy savings

<sup>&</sup>lt;sup>20</sup> This section is reproduced from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of the text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.

measures into projects, providing enhanced incentives for more comprehensive and deeper efficiency improvement.

#### 4.1.1. Large Commercial New Construction (Electric)

The Large Commercial New Construction program encouraged energy efficient design and construction practices in new and renovated commercial, industrial, and institutional buildings. The program also promoted the installation of high efficiency equipment in existing facilities during building remodeling and at the time of equipment failure and replacement. The program offered incentives to eliminate or significantly reduce the incremental cost of high efficiency equipment over standard efficiency equipment and provided technical support to assist customers to identify opportunities for incremental efficiency improvement in eligible buildings.

#### Delivery

The New Construction program was administered and promoted internally by The Narragansett Electric Company staff. As noted above, it offered both technical and design assistance to customers to identify opportunities for incremental efficiency improvement in new building designs and to help customers and their architects/engineers to refine their designs to capture these opportunities. Outside consultants were assigned to assist customers to identify and incorporate energy efficiency solutions into new construction designs and to complete detailed studies that model and quantify energy savings. Commissioning or quality assurance was also offered to ensure that the equipment and systems operate as intended.

To further support large commercial customers, The Narragansett Electric Company contracted with consulting engineers who could be deployed by an account manager to assist a customer. Engineers identified potential custom projects, evaluated or modeled the potential energy savings, and helped the customer complete incentive applications. Some of these consultants brought expertise in specialties like data center energy efficiency improvement or laboratories and clean room technology. In other situations, the customer could propose a scope of work with their own engineer that The Narragansett Electric Company could elect to support. Support from contracted consulting engineers was available through The Narragansett Electric Company to witness project commissioning, to confirm that the installed measures were operating and performing as anticipated, and to ensure that predicted savings would be achieved. Consulting engineers are used for both new construction and retrofit projects.<sup>21</sup>

### 4.1.2. Large Commercial Retrofit (Electric)

The Large Commercial Retrofit program replaces older, but still operating, less efficient energy equipment and systems with more energy efficient equipment. Energy efficiency improvements installed through the program include but are not limited to interior and exterior lighting and lighting controls; drives; heating, ventilation and air conditioning (HVAC) systems; building controls; combined heat and power systems; and street lighting. The goal is achieving persistent, measurable energy savings.

<sup>&</sup>lt;sup>21</sup>Interview with The Narragansett Electric Company on February 10, 2021

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All existing commercial, industrial, and institutional customer facilities are eligible to participate. Customers in the program tend to be larger (i.e., have a monthly usage greater than 1,000,000 kWh) or are pursuing custom electricity saving measures not available through the prescriptive Direct Install Program. The Narragansett Electric Company pays incentives to assist with defraying a portion of the costs associated with installing equipment. The Narragansett Electric Company also can choose to provide engineering assistance to customers to assist with identification of cost-effective opportunities.

#### Delivery

The Large Commercial Retrofit program is a market-based initiative with no contracted program administrator or designated preferred suppliers. The Narragansett Electric Company has established performance standards for qualifying energy efficiency measures and allows customers to choose the suppliers and installation vendors they want to work with. Customers submit applications to The Narragansett Electric Company for incentives that are based on projected savings that will be achieved and receive payments from The Narragansett Electric Company that help defray costs associated with installed equipment. Installers of record for these projects are identified by The Narragansett Electric Company as either "customers," "installation contractors," or PEX.

In addition to the main program described above, several initiatives exist within the Large Commercial Retrofit program, described below.

#### Subprograms

The Narragansett Electric Company has many sub-programs within the Large Commercial Retrofit program including the following:

4.1.2.1 Market segment initiatives – telecommunications, grocery, industrial, farm/agriculture, lodging, and laundry initiatives

4.1.2.2 Upstream lighting

4.1.2.3 Other initiatives – strategic energy management planning program, equipment and systems performance optimization program, combined heat and power, and lighting design incentive initiatives

#### Market Segment Initiatives

The Narragansett Electric Company runs initiatives for several market sectors including telecommunications, grocery, industrial, farm/agriculture, lodging, and laundry. This enables the specific segment to get focused and specialized attention in the interest of promoting greater participation.

#### Delivery

The Narragansett Electric Company typically, selects a lead vendor (e.g., CLEAResult) and gives them responsibility for one market segment (e.g., lodging). These vendors then use

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several different methods to promote energy efficiency upgrades including providing incentives, financing, technical assistance, information, and implementation. For example, the telecom program provides incentives, technical assistance, and project management, whereas the grocery program provides favorable financing and technical assistance. Many of the programs perform audits and follow up with customers, following installation, for quality assurance.

#### Upstream Lighting (Electric)

The Narragansett Electric Company's Commercial and Industrial Upstream Lighting program encourages customers and electrical contractors to choose higher efficiency lighting products at the point of purchase. This program was launched due to a recognition that commercial customers were going to large lighting distributors to purchase stocks of replacement lighting to have should lights fail or to undertake large-scale change-outs. At that point in time, fluorescent lighting predominated the commercial market. The Narragansett Electric Company reasoned that if a customer again purchased and installed the same "old technology" fluorescent product as was being replaced, this would be a major lost opportunity for efficiency improvement; but if the customer could be influenced to purchase and install a more efficient LED product, both The Narragansett Electric Company and the customer would realize the benefits and savings of energy use reduction. The Narragansett Electric Company contracted with CLEAResult to administer, support, and promote Upstream Lighting. The same team manages the Upstream Lighting program in Massachusetts. CLEAResult has engaged manufacturers and enlisted lighting distributors throughout Rhode Island, offering incentives from The Narragansett Electric Company to reduce list prices of specified energy efficient products to electrical contractors and businesses, with the goal of transitioning and transforming stocking practices and customer purchasing behavior.

CLEAResult processed reimbursements to suppliers for discounts provided and managed a quality assurance process to ensure that recorded sales were legitimate. Larger distributors were audited to verify that product sold through the program were indeed going to the customers of record.

#### **Other Subprograms**

The Narragansett Electric Company runs several other retrofit subprograms or initiatives including strategic energy management planning program, equipment and systems performance optimization program, combined heat and power, and lighting design incentives. These programs provide project management support and incentives to customers. Small Business Direct Install (Electric and Gas)

In 2021, the Small Business Direct Install program continued to provide direct installation of prescriptive energy efficient lighting, non-lighting retrofit measures, and gas efficiency measures.

#### Delivery

The Direct Install program's lighting measures were delivered by RISE Engineering of Cranston, Rhode Island and sourced from a product vendor. RISE provided turnkey installation services to this market. According to The Narragansett Electric Company, RISE continued to handle 70% of the applications serviced in 2021, similar to 2020. The 30% of remaining applications not serviced by RISE were serviced through the Customer Directed Option (CDO). RISE employees engaged in the Small Business program were responsible for marketing and lead generation as well as staffing an intake center that was responsible for pre-qualifying potential customers. RISE energy specialists performed field audits of customers' facilities, and data entry staff used completed audits to generate proposals for customers. Audits also resulted in referrals to the Commercial and Industrial Gas Program. When a customer accepted a RISE proposal, a RISE project manager ensured that sufficient product was available for the installation, issued that product to the installer/electricians, and closed out the work order when the installation was completed. RISE maintained a supervised warehouse for material distribution and materials handlers. RISE also employed back office and accounting staff to service this program. Active electricians included both RISE employees and employees of sub-contractors.

### 4.1.3. Large Commercial New Construction and Retrofit (Gas)

Large Commercial and Industrial Gas programs supported installation of energy efficient gas heating and water heating systems, certain thermal envelope measures, and custom gas systems in existing buildings and in new construction. The program guidelines for measure eligibility were the same as for the Large Commercial Retrofit program and the New Construction program. All commercial, industrial, and institutional customers were eligible to participate.

The C&I gas programs offered technical assistance to customers to help them identify costeffective conservation opportunities and paid incentives to assist in defraying part of the material and labor costs associated with the energy efficient equipment. A retrofit measure must demonstrate that it will increase energy efficiency above the performance of the still-functional equipment it will replace. For new construction or in the case of failed equipment, "lost opportunity" rules apply. New equipment, to be eligible for incremental incentives, must exceed the efficiency of what applicable codes require.

#### Delivery

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The Narragansett Electric Company handles the roles of program manager, project coordinator, customer engagement, and data management internally. RISE is engaged in the program in a technical support role. RISE technical staff included multiple engineers, field staff performing audits, an installer doing minor installations for the Small Business Direct Install program, and a quality assurance specialist who validated engineering work. Project energy measures included weatherization, controls, process automation, combustion efficiency, heat recovery, combined heat and power, steam traps, and hot water upgrades. RISE performed post-installation inspections of completed projects. Leidos Inc. continued to handle retrofits and new construction for industrial customers. Leidos completes in field assessments of facilities to identify measures, and then develops a workplan to turn those measures into projects. Leidos completes all energy savings calculations and coordinates with the contractors to execute the project.

#### 4.1.4. Commercial ConnectedSolutions

The Commercial ConnectedSolutions program is a technology-agnostic demand-response program and provides an incentive to participating C&I customers for verifiable shedding of load in response to a signal or communication from The Narragansett Electric Company during



curtailment events. A new Daily Dispatch option was added to the Targeted Dispatch option in 2020.

#### Delivery

Five curtailment service providers (CSPs) were certified and contracted for the Commercial ConnectedSolutions program in 2021. They market to and recruit customers under the terms of the program. The most active of these is CPower Energy Management, which provided about half of the contracted demand reduction, including many customers in the municipal sector. The program employed EnergyHub to provide the Demand Response Management System (DRMS) platform for the program.

### 4.2. Income Eligible Residential Programs

The Narragansett Electric Company offers Income Eligible programs to its electric and gas customers residing in single family (1-4 unit) dwellings and multifamily (5 or more unit) buildings or developments who are eligible for the Low-Income Heating Assistance Program (LIHEAP). This target audience is eligible to receive energy-related assistance through federal and state programs. The Narragansett Electric Company's program strategy in this market is to support, complement, and leverage the resources and services provided by these other programs.

#### 4.2.1. Single Family – Income Eligible Services (Gas and Electric)

The Narragansett Electric Company's Income Eligible Single-Family program provides lowincome customers in 1-4 unit buildings with home energy assessments, installation of energy efficient LED lighting, appliances, heating systems, domestic hot water equipment, and weatherization measures. For many decades, energy services have been, and continue to be, provided to this market sector through local non-profit Community Action Program (CAP) agencies under contract to the Rhode Island Department of Human Services (DHS). These agencies deliver the federally funded Weatherization Assistance Program (WAP) and LIHEAP. These services are fuel-blind and available to income-qualified gas, oil, propane, and electric heat customers as budgets allow. Six CAP agencies provide statewide coverage to Rhode Island residents.

Under the Income Eligible Single-Family program, CAP agencies provide three types of building audits: audits focused on lighting and appliances only that install lighting products; audits providing detailed recommendations and work orders for insulation contractors, heating system and ventilation fan installers; and comprehensive audits that do both. Building Performance Institute (BPI)-certified auditors complete building assessments and work orders.

#### Delivery

CLEAResult, working out of offices in Providence, Rhode Island, has been managing the Income Eligible Single-Family program since 2013. CLEAResult serves as the conduit for The Narragansett Electric Company payments to the CAP agencies and works closely with the Rhode Island DHS staff to coordinate and optimize delivery of ratepayer-funded services and traditional weatherization assistance.

Under CLEAResult's management, productivity and quality of service delivery to low-income residents have continuously improved. CLEAResult has expanded training for current auditors, increased quality control, and improved oversight of The Narragansett Electric Company-funded services and installations delivered through CAP agencies.

Several independent contractors are active in income-eligible weatherization, installing insulation and completed air sealing for the CAP agencies. Many of these contractors also are active in the EnergyWise Single Family program. Contractors are selected off a state-approved list and offer fixed pricing statewide for installed measures. Each agency has a handful of insulation contractors they typically work with. The CAP auditing staff inspects completed insulation work post-installation to ensure it was properly installed.

Additionally, several heating system repair and replacement contractors are active in this market. Heating system upgrades are put out to bid to contractors, and heating contractors also are used for post-installation inspections. There are also electrical contractors that are approved to repair and install bathroom fans to address humidity issues and to replace or disable antiquated knob and tube wiring (a code requirement that must be done for safety purposes before insulation can be installed in walls and ceilings.

The South Middlesex Opportunity Council, based in Massachusetts, oversaw the refrigerator replacement service provided to income eligible residential customers. This included product procurement, ordering, delivery, removal and disposing of old appliances, and conducting quality assurance surveys.

#### 4.2.2. Income Eligible Multifamily (Gas and Electric)

Since 2013, The Narragansett Electric Company has provided energy efficiency offerings for income-eligible multifamily properties with five or more units through the EnergyWise Multifamily program. This suite of programs addresses both gas and electric opportunities. Comprehensive energy services available to these customers included energy assessments, incentives for heating and domestic hot water systems, cooling equipment, lighting and appliances. Services provided to income-eligible and market rate units and buildings through EnergyWise Multifamily program are tracked separately.

Additionally, and in parallel, the Income-Eligible Residential New Construction program works with Rhode Island Housing, local housing authorities, and developers of income-eligible housing to encourage construction of energy efficient properties.

#### Delivery

In conjunction with its delivery of EnergyWise Multifamily services, RISE Engineering, based in Cranston, Rhode Island, had primary responsibility for delivery and coordination of Income Eligible Multifamily services. RISE staff serve as project managers for retrofit projects, meeting with building facility managers and writing work orders and scopes of work (e.g., for air sealing, attic insulation, lighting fixtures, and even replacement refrigerators from retailers) for low-income residents. Independent contractors installed weatherization materials (insulation and air sealing) and heating equipment components. CMC Energy Services, Inc. provided quality assurance (QA) inspections to a sample of income eligible MF residential customers served.

CLEAResult provided support for energy efficient construction of new income-eligible units through the Residential New Construction program.

### 4.3. Residential (Non-Income Eligible) Programs

In 2021, The Narragansett Electric Company's residential programs continued to offer a range of services and incentives to encourage residential electric and natural gas customers, be they owners or tenants, to install energy efficient equipment and materials and to operate their homes with energy efficiency in mind. Programs promoted conversion of residential lighting to LED technology, purchase of more energy efficient appliances, building weatherization, HVAC system replacement, and energy efficient new construction.

Large energy services companies who specialize in supporting utility energy efficiency initiatives are under contract to manage and deliver individual programs. The energy service company's role is, typically, to engage a wide range of market actors, including both buyers and sellers of energy efficiency products and services, who are needed to make a residential sector submarket work. The company then brings these stakeholders together, provides education, training, and technical support, and facilitates investments that result in energy use reduction. Delivery information on each program is detailed below.

### 4.3.1. EnergyWise (Gas and Electric)

In 2021, EnergyWise provided residential customers living in single-family homes (defined as 1to 4-unit buildings) with a comprehensive energy assessment of energy use and buildingspecific recommendations for actions to take to increase home energy efficiency. These included:

- Technical assistance to identify how and where to improve building insulation and whether to replace appliances, heating systems, and thermostats with high efficiency models.
- Upgrading to LED lighting, low-flow showerheads, low-flow faucet aerators and smart power strips.
- Work orders for weatherization services (insulation and air sealing), for which The Narragansett Electric Company would provide financial incentives. If upgrades were made, quality assurance inspections were also provided.
- Rhode Island Heat Loan, which provides 0% interest financing to eligible single-family customers to support the adoption of recommendations made during the assessment.

#### Delivery

For 2021, The Narragansett Electric Company again contracted with RISE Engineering, based in Cranston, Rhode Island, to manage and deliver the EnergyWise Single Family program. Staff had a wide range of program roles: program managers, office and field staff supervisors, field auditors, field installers and technicians, field inspectors, intake staff and schedulers, warehouse and material management staff, electricians, quality assurance/quality control inspectors, database management, and accounting and contract oversight personnel. In general, RISE delivered their program the way they had in 2019, pre-COVID-19. However, in some instances they performed virtual audits.

The EnergyWise program ran roughly 60% overbudget. This implies the addition of roughly 80 FTEs relative to a counterfactual scenario in which EnergyWise stayed on budget.

CMC Energy Services, Inc. provided quality assurance (QA) inspections to a sample of EnergyWise Single Family residential customers served. QA addressed all phases of service delivery and included review of field auditors' performance, post-audit counts of installed measures, and post-weatherization site visits to confirm proper installation technique and customer satisfaction with results.

#### 4.3.2. Residential Consumer Products

In 2021, the Residential Consumer Products program was again coordinated with other regional utilities to promote the purchase of high efficiency household appliances and electronics. These appliances carry an ENERGY STAR® label. The program also offered refrigerator and freezer recycling, which helped address a significant barrier to purchasing a more efficient appliance. This appliance disposal program also has helped remove non-efficient units from the market (eliminating additional, older units in customer basements and garages and preventing them from entering the used appliance market), recycled appliance components, and captured and properly disposed of refrigerants. Additional consumer products like Wi-Fi thermostats, Tier 2 advanced power strips, energy efficient dehumidifiers, room air conditioners, and pool pumps have proven to be applicable to this point-of-purchase strategy and are similarly available from retailers.

#### Delivery

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TRC Companies manages the ENERGY STAR® Appliances in Rhode Island and Massachusetts. As is the case with ENERGY STAR® Lighting, ENERGY STAR® Appliances is primarily a retail-store based initiative. TRC Companies engaged major retail outlets, providing the same support as for ENERGY STAR® Lighting. TRC also subcontracted for disposal and recycling of replaced air conditioners and dehumidifiers.

The Narragansett Electric Company and the other regional utilities contract with ARCA Recycling Inc. to recycle older refrigerators and freezers as part of the holistic strategy to encourage the purchase of energy efficient products. ARCA, operating in Franklin, Massachusetts, is responsible for refrigerator collection, dismemberment, and material recycling. The ARCA workforce consists of employees that work at the Franklin recycling facility, transportation employees who travel into the field to pick up the appliances from customer's homes, administrative employees, account managers and call center agents to field customer questions.<sup>22</sup> Uplight began providing an online marketplace for residential consumer products late in 2019 to promote and provide a platform for the purchase of energy efficient appliances for residential consumers. The Uplight team consists of customer care representatives, program

<sup>&</sup>lt;sup>22</sup> Interview with ARCA, March 1, 2021

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managers, e-commerce operators, reporting, product supply and analytics teams, as well as marketing and engineering employees.

#### 4.3.3. EnergyWise Multifamily (Gas and Electric)

In 2021, EnergyWise Multifamily continued to provide comprehensive energy services to multifamily customers in buildings with five or more units, including energy assessments, incentives for heating and domestic hot water systems, cooling equipment, lighting, and appliances. These same services were available to both market rate and income-eligible multifamily properties. Some multifamily homes go through the Commercial and Industrial Multifamily program due to the way their buildings are metered, but the programs are similar.

#### Delivery

Guidehouse

RISE Engineering managed and coordinated the services offered across a portfolio of The Narragansett Electric Company programs, including EnergyWise Multifamily, Commercial Multifamily, and Income Eligible Services (i.e., Low Income) Multi-family. RISE employees delivering multifamily programs included the Multi-family Operations Manager, a technical services director, field coordinators, field auditors and installers, warehouse materials handlers, and project intake and coordination staff. RISE staff also served as project managers for retrofit projects, meeting with building facility managers, making presentations to condominium boards and owners, and writing work orders and scopes of work (e.g., for air sealing, attic insulation, lighting fixtures, hot water systems and boiler resets, and even replacement refrigerators from retailers for low-income residents).CMC Energy Services, Inc. (CMC) provided quality assurance (QA) inspections to a sample of EnergyWise Multi Family residential customers served. In addition to its regular PPE inspections, CMC Energy Services, Inc. also completed three to five PPE inspections for The Narragansett Electric Company in Rhode Island. This included ensuring that the workforce in the field was adhering properly to the PPE and social distancing requirements.

#### 4.3.4. Home Energy Reports (Gas and Electric)

The Narragansett Electric Company began offering Home Energy Reports (HER) to all residential customers in April 2013 as the first statewide behavioral program in the country and has continued the program through 2021. The Rhode Island HER program uses historical energy usage benchmarking and social comparisons to encourage energy efficient behaviors by residential customers.

The program provides emailed or mailed reports to customers containing customerpersonalized energy usage information, recommendations, and links to The Narragansett Electric Company's other residential energy efficiency programs and services. The goal of reports has been to generate actual energy savings by providing "tips" for reducing energy use as well as to increase demand for and participation in other residential programs offered by The Narragansett Electric Company.

#### Delivery

Oracle Utilities, with offices in Arlington, Virginia, delivers the HER program using proprietary behavioral analysis and energy audit software. A Northeast team manages accounts and optimizes delivery services to clients in Rhode Island, Massachusetts, and New York. Oracle's HER service group continues to be staffed with behavioral scientists, marketing experts, engineers, and software product developers, with support staff, operating in cross-functional teams to develop and deliver Home Energy Reports across the U.S.

#### 4.3.5. Residential New Construction (Gas and Electric)

The Residential New Construction program promoted the construction of high-performing energy efficient single family, multifamily, and low-income homes in both 1-to 4-unit buildings and multifamily buildings up to five stories. To that end, it educated builders, developers, housing agencies, tradesmen, designers, and code officials regarding the construction requirements, performance benefits, and costs for such buildings. Changes driven by the Residential New Construction program improve lifecycle energy performance. This is primarily attributable to better materials selection and improved construction methods.



#### Delivery

The Narragansett Electric Company continued to contract with CLEAResult to deliver the Residential New Construction program in 2021. CLEAResult provided program management, data management, and administrative support to this program out of CLEAResult's Westborough, MA, office. Staff included a program manager, senior field managers, and project managers. Field personnel provided trainings and reviewed plans submitted by builders and developers. Field staff also modeled proposed buildings and completed inspections that verified and certified that construction practices for participating buildings receiving performance ratings.

#### 4.3.6. Residential Codes and Standards Initiative (Gas and Electric)

The Codes and Standards Initiative has been the complement to the New Construction program, providing information, training, and technical support to the design and construction communities and to code officials in municipalities to increase code compliance.

#### Delivery

The Narragansett Electric Company contracted with CLEAResult in 2021 to lead this initiative in parallel with the Commercial New Construction program it also manages. CLEAResult coordinated and conducted residential trainings targeting HVAC contractors, architects, builders, and code enforcement officials. In addition, trainers delivered commercial classroom trainings. CLEAResult also fielded circuit riders to provide on-site technical assistance to developers and municipalities as needed.

#### 4.3.7. ENERGY STAR® HVAC (Gas and Electric)

The ENERGY STAR® HVAC program promotes the installation of high efficiency gas heating and electric cooling systems to replace or displace existing, relatively inefficient equipment. The program also provided in-depth contractor training for design, installation, and testing of high efficiency systems, as well as quality installation verification training to ensure that all equipment is properly sized, installed, sealed, and performing.

#### Delivery

Westborough, Massachusetts-based CLEAResult delivers this program, providing training, technical support, and marketing assistance to trade allies to promote electric mini-splits and higher efficiency water heating systems. Equipment distributors are the market channel used to provide outreach to installation contractors about program objectives, requirements, and opportunities. Independent HVAC contractors installed high efficiency heating and cooling system components. The program has an open market for installation contractors, and there is a list of 70 approved contractors on The Narragansett Electric Company website that customers can reference.

Measures installed in this program are central HVAC units, boilers, furnaces, water heaters, and smart thermostats. Installers were plumbers, pipe fitters, electricians, and refrigeration technicians, primarily Rhode Island-based. This program also provides incentives for air source and ductless mini-split heat pumps and for converting electric resistance heating to air source



mini split heat pumps. These incentives are largely downstream to customers and contractors, rather than up- or mid-stream to distributors or manufacturers. Several HVAC contractors received training to qualify to perform these installations through the HVAC program.<sup>23</sup> EFI handles the processing of incentive payments for HVAC incentive payments as they did start in 2019.<sup>24</sup>

#### 4.3.8. ENERGY STAR® Lighting (Electric)

ENERGY STAR® Lighting is a "point-of-purchase" initiative in coordination with other regional utilities. The program's strategy is to facilitate retailer discounts on lighting products that The Narragansett Electric Company would like residential customers to purchase, resulting in instant rebates and special promotions at retail stores. A mail-order catalog and online store are also available to customers for lighting purchasing. This year, 2021, was the last year that this program will be run.

#### Delivery

TRC Companies, with an office in Marlborough, Massachusetts, supported the residential consumer lighting initiative, providing direct outreach and education to both product retailers and manufacturers. Lockheed Martin works with corporate decision makers to enlist new retailers into the program. They have monthly calls with corporate trade allies and manufacturers to facilitate getting new products to retailers and assist retailers with design and set up of displays and signage in stores. The Lockheed Martin staff serves utility programs in both Massachusetts and Rhode Island. Field staff worked with retailers statewide, providing product information, training them to upsell to more efficient products, offering staff events, conducting in-store surveys and point-of-sale promotions, and helping organize school-based lighting product and power strip purchasing and distribution.

In late 2019, Boulder, CO-based Uplight took over from EFI to provide an online marketplace for The Narragansett Electric Company to promote and supply efficient lighting and other qualified products, but EFI still conducts incentive management for the program. As the online marketplace matured in 2020, an increase in the number of FTEs associated with Uplight's workforce for The Narragansett Electric Company energy efficiency programs in Rhode Island increased significantly. This increase was spread across the ENERGY STAR® Lighting program, as well as the Residential Consumer Products program and the ENERGY STAR® HVAC Electric and Gas program.

<sup>&</sup>lt;sup>25</sup> This section is adapted from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.

<sup>&</sup>lt;sup>25</sup> This section is adapted from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.



#### 4.3.9. Residential ConnectedSolutions

The Residential ConnectedSolutions reduces peak load through the use of Wi-Fi thermostats and other eligible technologies which may include batteries, lighting, water heaters, pool pumps, electric vehicles, and other devices.

#### Delivery

The Residential ConnectedSolutions program employed the Demand Response Management System (DRMS) EnergyHub for the program. Customers were assumed to bring their own devices to the program; therefore, there is no incremental labor assumed for program marketing or device installation.

# 5. The Narragansett Electric Company Employees Analysis<sup>25</sup>

The Narragansett Electric Company employees touch all aspects of energy efficiency programs and services provided to gas and electric customers in Rhode Island including program design, delivery, evaluation, and reporting to regulators. Some of these The Narragansett Electric Company employees are dedicated to only Rhode Island's energy efficiency programs, and others are dedicated to energy efficiency program matters in multiple states. Still other employees are involved part-time in energy efficiency-related efforts in the context of their other The Narragansett Electric Company responsibilities. Since The Narragansett Electric Company employees touch many different aspects of programs, their jobs have been presented as a separate category in the analysis in Section 6.

<sup>&</sup>lt;sup>25</sup> This section is adapted from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.



# 6. Analysis of Workforce FTEs for 2021

The following sections describe the methodology and results for the analysis of the workforce FTEs for 2021.

### 6.1. Overview of Methodology<sup>26</sup>

As in prior years, Guidehouse counts the workforce involved in delivering energy efficiency in full time equivalents (FTEs). This approach to measuring job impacts supports creation of benchmarks for level of effort expended and, by extension, for meaningful comparisons of counts year-to-year and program-to-program. It is also the most cost-effective way to measure and report workforce participation since alternative methods would require far more effort, such as in-depth interviews with all vendors.

Also, as in prior years, and building off of Peregrine's analytical framework, this study only counts labor as being associated with the programs if that labor meets a "but for" test, meaning that "but for" The Narragansett Electric Company's programs, this labor would likely not have occurred. This is not a rigorous rule, nor is it intended to imply causality, but it is a helpful framework for considering the counting of employment associated with certain program activities. The following basic assumptions are made about classes of programs using the "but for" test:

- Retrofit programs, including C&I retrofit, and Single and Multifamily Energy Wise, and Income Eligible programs. All labor associated with these programs is counted, because these programs incentivize customers to install new, more energy efficient equipment to replace still functioning equipment. But for the energy efficiency program, the old equipment would still be in place until they failed.
- New construction programs or replace on burnout programs, including Commercial and Residential New Construction, and ENERGY STAR® Products. In these programs, the customer was planning to or needed to install new equipment and the program incentivized them to install more efficient equipment. There is an incremental cost for the equipment, but there is likely not a significant incremental impact on the labor to install the equipment.<sup>27</sup> For these programs, we counted costs and services associated with program management and engineering support to customers. But for the energy efficiency programs, the measure would still have been installed and the program support and management costs would not have been incurred.
- ENERGY STAR® Lighting. Peregrine only counted the time associated with program management. But for the energy efficiency programs, the retailers' staff and customer's installation costs would still be incurred. The program management effort is the only incremental labor expense.

<sup>&</sup>lt;sup>26</sup> When referencing the 2018 methodology, the text is adapted from the 2018 study "Analysis and Recommendations regarding the Current and Future Workforce Associated with 2018 Rhode Island Energy Efficiency Programs", accessed at <a href="http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf">http://rieermc.ri.gov/wp-content/uploads/2020/07/2018-attachment-5-workforce-report-final.pdf</a>. The use of text is done with the permission of Peregrine Energy Group and The Narragansett Electric Company.
<sup>27</sup> No contractors within the Residential New Construction program were interviewed, there may in fact be some incremental effort required in order to meet air sealing and duct leakage standards that has not been captured. The FTEs within this category may be slightly higher than reported.

Guidehouse leveraged the same fundamental approach that it used in the 2019 and 2020 studies, where it used spending in 2021 as a proxy for program activity and labor expended. Underlying this approach is the similarity between program offerings from year to year. Savings and the reported change in volume of projects installed were also considered to get a deeper understanding of 2021 program activity relative to 2020, but spending continued to be the most straightforward indicator. Other parameters, such as the change in number of projects, have stronger associations with measure mix which could vary from year to year.

Therefore, Guidehouse developed the FTE counts for 2021 by scaling the 2020 FTE counts based on the ratio between the program spending in 2020 and the program spending in 2021.<sup>28</sup> This method provided consistency with the analyses that have been done over the past several years.

Multiplying the 2020 FTEs by a ratio of 2021 spending to 2020 spending was the initial step of the calculation. Guidehouse made some adjustments to 2020 spending before calculating this ratio.

- First, 2021 spending was adjusted to account for inflation and, thus, avoid increasing FTEs because of increased labor and material costs. In previous years, we assumed the annual inflation rate was exactly 2% since this is roughly the average annual inflation rate and the target rate of the Federal Reserve.<sup>29, 30</sup> However, since inflation significantly exceeded 2% in 2021, we chose to use the CPI inflation rate of 4.69%.<sup>31</sup> By adjusting for inflation, the spending values we list are roughly in 2018 dollars, allowing us to apply the spending-based scaler to calculate FTEs.
- Second, we removed costs associated with allocations to the Rhode Island Infrastructure Bank (RIIB) and Office of Energy Resources (OER) that had also been removed from the 2020 FTE analysis.

In years past, the total spend for each program was considered. This year, however, spending was disaggregated by category – project planning and administration ("PP&A"), evaluation and market research, marketing and advertising, sales, technical assistance and training (STAT) spend, and participant incentive. The full marketing spend for each program was excluded from the spend calculation sum since marketing FTEs are already accounted for via the Mower interview. Furthermore, the PP&A was multiplied by a factor of 0.60 since, as reported by The Narragansett Electric Company, approximately 60% of PP&A spend is associated with vendors with the rest being The Narragansett Electric Company staff. Similarly, evaluation and market research spend was multiplied by a factor of 0.85 since, as calculated using spending data, approximately 85% of Evaluation spend is associated with vendors with the rest being The Narragansett Electric Company staff. STAT spend and participant incentive spend are counted

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<sup>&</sup>lt;sup>28</sup> The 2019 FTE counts were calculated by adjusting, where necessary and supported by data, the FTE values developed by Peregrine in 2018. Attachment A from the 2018 report is reproduced in this report to describe, in detail, Peregrine's methodological approach.

<sup>&</sup>lt;sup>29</sup> The Federal Reserve System targets a 2% annual inflation rate in the long-run.
<<u>https://www.federalreserve.gov/faqs/economy\_14400.htm</u>>

<sup>&</sup>lt;sup>30</sup> According to the Federal Reserve Bank of St. Louis, the inflation rates in 2019 and 2020 were 1.81% and 1.25%, respectively. <<u>https://fred.stlouisfed.org/series/CPIAUCSL#0</u>> Our analysis assumed 2% for each of these years.

<sup>&</sup>lt;sup>31</sup> According to the Federal Reserve Bank of St. Louis, the inflation rate in 2021 was 4.69%. <<u>https://fred.stlouisfed.org/series/CPIAUCSL#0</u>>
in their entirety. This leads to a roughly 3% reduction in spend relative to the methodology used in previous years.

While the ratio of spending adjusted as noted in 2020 to 2021 was the foundation of Guidehouse's FTE analysis, there is not a strict linear relationship between energy efficiency spending and employment associated with the programs.

- Some program expenses are less labor intensive than others (e.g., marketing and advertising vs. weatherization services)
- Some program designs are more cost intensive than others (e.g., installing LED products for businesses through the Small Business programs vs. selling discounted LED products through distributors via the Upstream Lighting program).
- Certain energy savings measures are more complicated and laborious than others (e.g., one electrician working alone may install 15 LED ceiling fixtures in a day vs. a team of two may convert 20 streetlights to LED in a day).
- Some measure costs are more labor driven than equipment/material driven. For example, the cost of weatherization measures (e.g., cellulose for installed insulation, and caulking and foam for air sealing) is primarily labor while the cost of HVAC equipment installation is largely in the equipment cost. While these measures often require design engineering as well as field labor to install, the considerable manufacturing labor hours is not represented in program FTE counts, so the FTEs associated with each dollar spent is lower.
- Many vendors will look for ways to improve efficiency of their operations to increase productivity rather than adding staff. This is especially the case where program budget management considerations are communicated to vendors and contracts are increasingly oriented to goals achieved or installations completed.

Because of these factors, Guidehouse adjusted the scaled numbers where necessary. The adjustments were informed by the interviews Guidehouse conducted with key vendors<sup>32</sup> and The Narragansett Electric Company staff and supported by a review of savings installed in 2021. The FTE results are presented below, followed by a description of the adjustments made for each program.

Vendors and The Narragansett Electric Company staff that were interviewed provided valuable insight to the analysis and context.

## 6.2. Summary of 2015-2021 FTEs

Table 6-1 outlines a summary of 2015 to 2021 FTEs by market sector.<sup>33</sup> These results are an aggregate presentation of FTEs by program, which are presented in the following section. Overall, 2021 saw a 22% increase in FTEs when compared to 2020 from 827.5 to 1,011.0.

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<sup>&</sup>lt;sup>32</sup> Programs which required additional adjustments were: Single Family Income Eligible Services, Income Eligible Multifamily, EnergyWise Single Family, EnergyWise Multifamily, Home Energy Reports, Small Business Direct Install, Commercial ConnectedSolutions, Large Commercial New Construction, Commercial and Industrial Multifamily, Community Action Agency Staff, and Community Based Initiatives.

<sup>&</sup>lt;sup>33</sup> 2018 to 2015 values are taken from the 2018 report with no adjustments made.

		Table 6-1	Summary	of FTEs (20	)15-2021)		
	2015	2016	2017	2018	2019	2020	2021
Electric Programs							
Commercial and Industrial	210.0	241.1	263.5	250.0	265.0	203.7	217.8
Residential Income Eligible	37.0	42.3	46.0	45.8	65.1	59.1	75.1
Residential Non-Income Eligible	125.4	104.0	98.1	168.9	284.8	263.7	351.5
Gas Programs							
Commercial and Industrial	32.0	36.1	34.4	31.9	28.7	19.8	20.9
Residential Income Eligible	43.8	41.4	36.5	39.4	56.2	38.5	41.3
Residential Non-Income Eligible	172.1	159.3	174.9	191.6	212.6	189.2	249.9
Other							
CAP Agencies <sup>34</sup>	34.0	38.0	35.0	35.0			
The Narragansett Electric Company <sup>35</sup>	41.6	39.9	38.2	39.5	43.3	44.4	45.5
Marketing <sup>36</sup>					9.0	9.0	9.0
COVID-19 Training						0.3	
Total	695.8	702.2	726.5	802.1	964.6	827.5	1,011.0

Source: Guidehouse analysis and 2018 study

## 6.3. FTEs and Adjustments by Program

The following section outlines FTEs by specific program. For each program, a description of any adjustments made to the FTE count, if applicable, is presented. Note that the 2021 spending

 <sup>&</sup>lt;sup>34</sup> Note that for the 2019 and 2020 analysis, CAP Agency staff were included within the Residential Income Eligible program under both Electric and Gas.
 <sup>35</sup> In years prior to 2019 a 2,016-hour work year was assumed when calculating FTEs. The Narragansett Electric

<sup>&</sup>lt;sup>35</sup> In years prior to 2019 a 2,016-hour work year was assumed when calculating FTEs. The Narragansett Electric Company changed this assumption in recent years to a 1,768-hour work year. This new assumption was implemented beginning in 2019 and resulted in a slight increase in FTEs.

<sup>&</sup>lt;sup>36</sup> Beginning in 2019, marketing was contracted to a new vendor, resulting in an increase in jobs, these are therefore shown separately.



has been adjusted for inflation. Table 6-3 below outlines the percentage changes from 2020 to 2021 for spending and FTEs.

Table 6-2 outlines FTEs for both 2020 and 2021. Since spending was heavily relied upon to derive 2021 counts, the spending by program for both years is also presented. Note that the 2021 spending has been adjusted for inflation. Table 6-3 below outlines the percentage changes from 2020 to 2021 for spending and FTEs.

As seen in Table 6-3, some programs, especially those with at-home visits, had greater spending increases relative to FTE increases compared to 2020. This trend is partially explained by the fact that the FTEs identified in the 2020 workforce analysis study were yearend 2020 FTEs. They were counted as full FTEs in last year's analysis despite reduced program activity during the year and perhaps periods of furlough or inactivity during 2020. On the other hand, reduced program activity in 2020 directly resulted in decreased program spending. A subsequent rebound in activity in 2021 directly resulted in increased program spending in 2021. As a result, for some programs, FTEs remained relatively constant, whereas spending increased in 2021 relative to 2020.



	2020 Spend (2018\$)	2020 ETEs	2021 Spend (2018\$)	2021 ETEs
Electric Programs			ορείια (2010φ)	T T L S
Commercial & Industrial (C&I)		203.7		217.8
Large Commercial New	<b>#0.000.454</b>		<b>#</b> 7,000,750	1.0
Construction	\$6,092,151	1.0	\$7,366,752	1.0
Large Commercial Retrofit	\$21,058,081	171.3	\$20,871,106	174.2
Small Business Direct Install	\$7,214,273	22.5	\$6,612,820	33.7
Commercial ConnectedSolutions	\$2,235,798	8.9	\$2,773,050	8.9
Other	\$577	0.0	\$0	0.0
Low-Income		59.1		75.1
Single Family Income Eligible Services	\$5,737,161	34.2	\$7,521,818	58.0
Income Eligible Multifamily	\$1,191,810	5.5	\$3,120,972	17.1
CAP Agencies Staff		19.4	\$0	0.0
Residential		263.7		351.5
EnergyWise	\$14,829,676	147.2	\$20,189,868	219.9
Residential Consumer Products	\$2,151,302	10.4	\$1,816,319	10.8
EnergyWise Multifamily	\$1,488,781	14.0	\$1,178,835	6.5
Home Energy Reports	\$2,110,791	2.5	\$2,165,611	2.5
	\$910,885	3.0	\$1,013,539	3.4
	\$3,231,652	84.4	\$3,738,749	107.4
ENERGY STAR® Lighting	\$8,706,886	2.0	\$3,082,834	0.8
Residential Connected Solutions	\$547,700	0.3	\$533,861	0.3
	\$127,911	0.0	\$803 ¢0	0.0
		40.0	<b>Ф</b> О	0.0
Commercial & Industrial (C&I)		19.8		20.9
Construction	\$2,620,106	0.8	\$2,174,926	0.7
Small Business Direct Install	\$128,906	0.4	\$118,927	0.6
Large Commercial Retrofit	\$2,912,996	13.6	\$2,778,922	14.8
Commercial & Industrial Multifamily	\$320,512	5.0	\$853,554	4.7
Other		0.0	\$0	0.0
Low-Income		38.5		41.3
Single Family Income Eligible Services	\$2,139,996	12.8	\$3,573,384	27.5
Income Eligible Multifamily	\$1,736,671	9.0	\$2,508,119	13.8
CAP Agency Staff		16.6	\$0	0.0
Residential		189.2		249.9
ENERGY STAR® HVAC	\$2,418,905	82.7	\$2,240,216	84.1
EnergyWise	\$8,576,679	97.4	\$14,777,046	155.1
EnergyWise Multifamily	\$634,124	6.0	\$1,451,892	8.0
Home Energy Reports	\$352,253	0.5	\$364,375	0.5
Residential New Construction	\$419,675	2.6	\$351,451	2.3
Other		0.0	\$0	0.0
Other				54.5
The Narragansett Electric Company Staff		44.4		45.5
Marketing		9.0		9.0
COVID-19 Training		0.3		0.0
Total		827.5		1,011.0

#### Table 6-2 FTEs and Spend by Program (2020-2021)<sup>37</sup>



Source: Guidehouse analysis

Table 6-3 Percentage Increase from 2020 to 2021 by Program				
	Percentage Change in Spending	Percentage Change in FTEs <sup>38</sup>		
Electric Programs				
Commercial & Industrial (C&I)				
Large Commercial New Construction	28%	0%		
Large Commercial Retrofit	2%	2%		
Small Business Direct Install	-4%	50%		
Commercial ConnectedSolutions	26%	0%		
Other	N/A	N/A		
Low-Income				
Single Family Income Eligible Services	37%	69%		
Income Eligible Multifamily	171%	212%		
CAP Agencies Staff	N/A	N/A <sup>39</sup>		
Residential				
EnergyWise	40%	49%		
Residential Consumer Products	4%	4%		
EnergyWise Multifamily	-17%	-54%		
Home Energy Reports	4%	0%		
Residential New Construction	15%	15%		
ENERGY STAR® HVAC	27%	27%		
ENERGY STAR® Lighting	-62%	-62%		
Residential ConnectedSolutions	2%	2%		
Natural Gas Programs				
Commercial & Industrial (C&I)				
Large Commercial New Construction	-11%	-11%		
Small Business Direct Install	22%	51%		
Large Commercial Retrofit	9%	9%		
Commercial & Industrial Multifamily	189%	-6%		
Other				
Low-Income				
Single Family Income Eligible Services	74%	116%		
Income Eligible Multifamily	47%	52%		
CAP Agency Staff		N/A <sup>40</sup> %		
Residential				
ENERGY STAR® HVAC	2%	2%		
EnergyWise	75%	59%		
EnergyWise Multifamily	150%	33%		
Home Energy Reports	5%	0%		
Residential New Construction	-13%	-13%		
Other				

Source: Guidehouse analysis

<sup>&</sup>lt;sup>37</sup> Spending totals are adjusted for inflation and, thus, listed in 2018\$. See the methodology section for more details.

<sup>&</sup>lt;sup>39</sup> In previous years, CAP Agencies Staff's spending was incorporated into Single Family Income Eligible Services spending, but their FTEs were listed on its own line item. This year, Guidehouse is adding CAP Agencies Staff's FTEs to Single Family Income Eligible Services FTEs in order to be consistent with how spending is tracked and listed. This leads to the disproportionately large increase in FTEs for Single Family Income Eligible Services and explains why "N/A" is listed in the CAP Agency row.



#### 6.3.1. Small Business Direct Install

RISE indicated that there were 24 FTEs associated the Small Business Direct Install Program (Gas and Electric) in Rhode Island.

#### 6.3.2. Single Family Income Eligible Services

CLEAResult indicated there were 3 CLEAResult FTEs associated with the Single-Family Income Eligible Services program in Rhode Island in 2021, in addition to 28.5 FTEs from CAP agencies and 54 FTEs from CAP agency contractors. Guidehouse split the 85.5 FTEs across the gas and electric sides of the program based on the 2021 spending ratio.

#### 6.3.3. EnergyWise

In 2021, customers received a rebate of 100% of the cost of an insulation project early in the year. Eventually this rebate was reduced to 75% and later 50%. This was done because the program had originally increased the rebate to 100% to compensate for demand reduction associated with COVID-19. However, this year, The Narragansett Electric Company decided program engagement was sufficient to reduce the rebate. This, in part, led to a roughly 60% overspend of the budget.

Since Guidehouse manually adjusted the FTEs associated with the EnergyWise program based on information from an interview with RISE, there was no need to make any adjustments to the program spending due to the varying incentive amounts.

RISE indicated there were 47 RISE FTEs associated with the EnergyWise program in Rhode Island in 2021. The trade allies associated with the program in 2020 totaled 320 FTEs. Guidehouse allocated all audit/inspection FTEs to the EnergyWise electric program and then allocated the remaining FTEs proportionate to total program spend.

#### 6.3.4. Residential Consumer Products

Guidehouse scaled 2020's FTEs proportionate to 2021's spend increase given that this program's incentive structure remained similar. Uplight and ARCA both had staff working on this program.

#### 6.3.5. EnergyWise Multifamily

Since Guidehouse manually adjusted the FTEs associated with the EnergyWise Multifamily program based on information from an interview with RISE, there was no need to make any adjustments to the program spending due to this increased incentive.

RISE indicated there were 10 RISE FTEs associated with the EnergyWise Multifamily, Income Eligible Multifamily, and Commercial & Industrial Multifamily programs in Rhode Island in 2021. The weatherization contractors associated with these programs in 2021 totaled 40 FTEs. Guidehouse allocated all audit/inspection FTEs to the EnergyWise electric program and then allocated the remaining FTEs proportionate to total program spend.



#### 6.3.6. Home Energy Reports

The Home Energy Reports program is not dependent on spending the way other programs are. It is based on volume. The volume of home energy reports in 2021 was relatively consistent with the volume of reports in 2020; therefore, Guidehouse held the 2021 FTEs constant at the 2020 value.

#### 6.3.7. Residential ConnectedSolutions

Guidehouse scaled 2020's FTEs proportionate to 2021's spend increase given that this program's incentive structure remained similar.

#### 6.3.8. Commercial and Industrial Multifamily

RISE indicated there were 10 RISE FTEs associated with the EnergyWise Multifamily, Income Eligible Multifamily, and Commercial & Industrial Multifamily programs in Rhode Island in 2021. The weatherization contractors associated with these programs in 2020 totaled 40 FTEs. Guidehouse allocated all audit/inspection FTEs to the EnergyWise electric program and then allocated the remaining FTEs proportionate to total program spend.

#### 6.3.9. Income Eligible Multifamily

RISE indicated there were 10 RISE FTEs associated with the EnergyWise Multifamily, Income Eligible Multifamily, and Commercial & Industrial Multifamily programs in Rhode Island in 2021. The weatherization contractors associated with these programs in 2021 totaled 40 FTEs. Guidehouse allocated all audit/inspection FTEs to the EnergyWise electric program and then allocated the remaining FTEs proportionate to total program spend.

#### 6.3.10. Commercial ConnectedSolutions

Guidehouse kept the number of FTEs associated with this program constant relative to the previous year, 2020.

#### 6.3.11. Large Commercial New Construction

CLEAResult noted that there was no difference in the number of FTEs working on this program in 2021 relative to 2020. As a result, even though there was slightly more spend for the program, Guidehouse chose to keep the number of FTEs the same as last year.

#### 6.3.12. The Narragansett Electric Company Employees

In 2021, The Narragansett Electric Company FTEs were reported using data provided by The Narragansett Electric Company. The Narragansett Electric Company report 80,493 employee hours relating to Rhode Island Energy Efficiency work. This amounted to 45.5 FTEs. This an increase of 2,026 hours compared to 2020 The Narragansett Electric Company employee hours relating to Rhode Island Energy Efficiency work, which amounted to about a 1 FTE increase. This assumed a 1,768-hour work year to be consistent with the hours used in calculating FTEs for other workforce members. Note that this assumption differs from years prior to 2019 reporting, where a 2,016-hour work year was assumed.



#### 6.3.13. Marketing and Customer Outreach

Guidehouse chose to leave marketing at 9 FTEs given that Mower confirmed that FTEs did not change relative to 2020.

#### 6.3.14. Rebate Processing, EERMC Consultants and Evaluation

Additional FTEs are associated with rebate processing, EERMC consultants, and evaluation contractors.

- Based on discussion in interviews, the rebate processing FTEs were assumed to be the same as last year.
- The EERMC Consultant FTEs were scaled using the same methodology used for other programs i.e., we calculated the percentage increase in spending for the EERMC Consultant and applied this to the FTEs calculated for EERMC Consultants for 2020.
- The Evaluation Contractors FTE figure was calculated using the standard scaling methodology. We calculated the ratio of 2021 spending to 2020 spending and multiplied this by the FTEs figure we reported last year.

## 6.4. Summary of Indirect / Direct FTEs

Table 6-4 summarizes the FTEs associated with support services as defined in Section 2.1. The total FTEs associated with support services is 63.6, or 6.3% of the total number of FTEs associated with the energy efficiency programs in 2021. The overwhelming majority of FTEs are associated with direct service providers.

Markets and Programs	Final 2021 FTEs
The Narragansett Electric Company Staff	45.5
Marketing Contractors	9.0
Rebate Processing	4.0
EERMC Consultants	2.9
Evaluation Contractors	2.2
Total	63.6

#### Table 6-4 Support Service FTEs in 2021

Source: Guidehouse analysis

\*Note that these are not official programs but are initiatives. They are included separately for added details and to stay consistent with previous report



## 7. Qualitative Findings and Observations

Through the interview process, several qualitative findings and observations were made, these are summarized in this section. Guidehouse notes that our interviews confirmed our basic approach of scaling 2021 FTEs by spending and making adjustments based on interview findings.

The following observations are ones that were brought up in several interviews and have been aggregated here; some of these are comments about the status of the program delivery effort and do not necessarily impact FTEs. Some of the observations that were stated in the 2020 report re-occurred as themes in the 2021 interviews, so they are re-stated in this report.

- Many vendors stressed the importance of job training programs given the increase in program participation by customers. Due to COVID-19 restrictions, many employers utilized virtual trainings rather than in-person trainings. Most employers viewed virtual training as inferior to in-person training since it makes it more difficult to build relationships. However, several vendors believed that the shift to virtual trainings may have led more individuals to attend the trainings.
- Furthermore, COVID-19 and its downstream affects continued to present problems for many programs. Several vendors reported that their employees had exposure to COVID-19 and, thus, had to take time off work. However, no vendors reported that exposures were due to work. Other employees left the industry because they did not want to get vaccinated, which was a requirement for installers. Broadly, many vendors experienced above average turnover and difficulty finding replacement employees. Vendors commented that these labor constraints made job training programs more important.
- Additionally, almost all vendors experienced significant product shipment delays from wholesalers. Normally, these delays would have resulted in idleness for employees; however, given that there were increases in the number of customers and, in some cases, a backlog from 2020, most vendors reported that product delays did not result in idleness.
- The standard practice, as it has been in the past, is to perform home energy assessments in person with one or two person crews. However, this year virtual audits were performed at the request of the customers. Vendors prefer in-home audits because in-home audits provide more precise information to shape recommendations to customers.
- As the workforce gets older, there is an opportunity to develop a new skill set. Vendors noted a shift away from non-network lighting measures and a need for more mechanical contractors. For example, it was noted that there is a lack of refrigeration contractors who can execute The Narragansett Electric Company programs. Error! Bookmark not defined.
- Several vendors reported focusing more on diversity, equity, and inclusion ("DEI") in hiring as well as hiring local contractors.

The following observations are ones that were specific to the vendor interviewee's program. Please see section 4 for further discussion on the impacts that COVID-19 had on the programs. Note that interviews were not conducted with vendors in every program, so the observations below are not comprehensive.



## 7.1. Industrial Initiative<sup>40</sup>

• Leidos noted that, in 2021, products were mailed resulting in reduced time Leidos' employees spent on the program.

## 7.2. Income Eligible Single-Family Program<sup>41</sup>

- CLEAResult noted that they hired many more people. However, CLEAResult also noted that they would have liked to have hired more than they did, but there were not enough people to hire. To help increase the number of skilled installers, CLEAResult is partnering with the Rhode Island Builder's Association and other organizations to help run a large job training program.
- CLEAResult identified particularly long wait times for products (i.e., sometimes over one year). This was a major hurdle given that many low-income customers move regularly, making it difficult to work on long timelines.
- CLEAResult noted that mailing products saved their firm time and did not result in additional work.
- CLEAResult noted that virtual trainings had the effect of reducing engagement during sessions. They emphasized the importance of having cameras turned on during training sessions.

## 7.3. ENERGY STAR® HVAC<sup>42</sup>

- CLEAResult noted that there was a loss of staff at some of the agencies. This meant that experienced auditors were replaced with new staff who required training. This additional training effort slowed down their progress.
- CLEAResult noted inflation as a cause of concern.

## 7.4. EnergyWise<sup>43</sup>

- RISE reported a significant increase in FTEs associated with the EnergyWise programs. A portion of this increase in FTEs is the result of an overspend of the 2021 budget. Thus, the EnergyWise FTEs' increase is likely to be temporary.
- RISE reported that inflation presented problems to their business.

## 7.5. EnergyWise Multifamily<sup>44</sup>

• RISE reported a significant increase in FTEs associated with the EnergyWise Multifamily programs.

<sup>&</sup>lt;sup>40</sup> Interview with Leidos, February 24, 2022

<sup>&</sup>lt;sup>41</sup> Interview with CLEAResult, February 28, 2022

<sup>&</sup>lt;sup>42</sup> Interview with CLEAResult, March 2, 2022

<sup>&</sup>lt;sup>43</sup> Interview with RISE Engineering, March 4, 2022

<sup>&</sup>lt;sup>44</sup> Interview with RISE Engineering, March 3, 2022

 RISE noted that appointment cancellations – especially towards the end of the year – presented a problem to installers.

## 7.6. Appliance Recycling Initiative<sup>45</sup>

• ARCA utilized contactless pick-up, which was preferred by some customers given COVID-19 precautions and, additionally, helped save time for the individuals picking up the refrigerator.

<sup>&</sup>lt;sup>45</sup> Interview with ARCA, March 18, 2022

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# Appendix A. Methodologies Used for Assessing Employment<sup>46</sup>

Peregrine has used a consistent calculation of FTE employees in this study to provide a definable and comparable measure of job impacts. The number of individual employees associated with The Narragansett Electric Company Programs in Rhode Island well exceeds total FTEs reported. This was confirmed by interviews with companies who provide support services or manage programs for The Narragansett Electric Company and by our analysis of field installation of individual program measures. Individuals who perform this work may be full-time or part-time employees, may work solely in Rhode Island or divide their time between Rhode Island utility programs and utility programs in other states, or may be engaged both in energy efficiency activity and other work for which their trade licenses qualify them. FTE counts are determined based on the following: reports from employers of actual Rhode Island hours tracked; from allocations of total labor hours to Rhode Island using relative numbers of Rhode Island customers served by a team vs. customers in other states, primarily Massachusetts; or using unit counts of installed materials (e.g., a particular lighting fixture) or number of projects completed (e.g., a residential home weatherization) installed to calculate total labor hours.

For non-installation roles, many companies interviewed told Peregrine that they employed multiple individuals with specialized skills or in discrete roles that were necessary and important to delivering a comprehensive, high-quality product or service. However, only a portion of each employee's total annual hours might be attributable to Rhode Island energy activity.

For unit installed-based calculations, totals for individual items installed are converted into hours or days by applying the average per unit installation labor time and then converted total hours into FTEs by dividing by 1,760<sup>47</sup> hours or 220 days per FTE year. Similarly, specific types of work completed, such a weatherization job or heating system installation, are assigned an average labor time for an installation crew, and counts are multiplied by the time for each to generate total days or hours and an FTE number.

Some examples:

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 Engineers providing technical support to customers. The Narragansett Electric Company's Large Commercial and Industrial customer base in Rhode Island is relatively small, the call for engineering support is very intermittent, the engineering expertise that different customers need varies. Rather than retaining engineers with a variety of skills to be available to assist Rhode Island customers, The Narragansett Electric Company has entered into master services agreements with multiple consulting engineering firms from whom expert engineering can be purchased as needed. However, since business economics necessitate that these consulting engineering firms' keep their staff utilized and billable most of the time, the majority of preferred engineering firms do other work. Some, like RISE Engineering, provide similar energy engineering services to multiple

<sup>&</sup>lt;sup>46</sup> This section is reproduced from pages 53-55 and Attachment A of the 2018 report, except for updating the name of the utility company serving Rhode Island.

<sup>&</sup>lt;sup>47</sup> Guidehouse used 1,768 hours in its analysis, consistent with information provided by The Narragansett Electric Company.

utility programs, in multiple states, to utility and non-utility clients, or to a combination of these.

- Firms that manage programs targeting specific customer sub-sectors and offer marketspecialized technical services in multiple utility jurisdictions. The Energy Smart Grocer program delivered by CLEAResult and the Industrial program delivered by Leidos, Inc. exemplify this dynamic in the commercial market. Both companies are headquartered outside of New England, but they have local offices in Westborough and Framingham, Massachusetts, respectively. Both have field staff that spent a portion of their time helping The Narragansett Electric Company customers in Rhode Island but supported many more such projects for utility customers in Massachusetts. The firms dispatch staff, as required, to advance individual projects in Rhode Island, but they could not cost effectively deliver this program to Rhode Island alone, given the size of the target market in the state. For both programs, the customers select the contractors they prefer to do the installations.
- Programs targeting regional retailers. The contractors delivering the residential ENERGY STAR® Lighting and Appliance programs (TRC Companies) or the commercial Upstream Lighting program (CLEAResult) and Upstream HVAC program (Energy Solutions) work with and mobilize regional distributors and retailers to stock and promote energy efficient products preferred by utilities. The Narragansett Electric Company and other utilities, covering both Rhode Island and Massachusetts, have recognized that using a single contractor to manage this effort across multiple territories creates programmatic benefits and economies of scale. Time spent supporting Rhode Island programs is allocated out of the total staff deployed, which may include individuals dedicated wholly or in part to Rhode Island.
- The Narragansett Electric Company's Rhode Island team. The Narragansett Electric Company itself reported 79,566 employee hours billed against Rhode Island energy efficiency program-related accounts, equal to 39.5FTE employees. Those hours and that FTE count represent not only the aggregate contributions of Rhode Island-dedicated employees, but also employees with system-wide or similar other-state responsibilities who contributed fractionally to the Rhode Island FTE total.
- RISE Engineering, based in Cranston, Rhode Island, RISE has been a partner to The Narragansett Electric Company in Rhode Island since the inception of energy efficiency programs over 30 years ago. Today, RISE is the lead vendor for or a major participant in many of the largest programs offered in Rhode Island by The Narragansett Electric Company, including EnergyWise Single Family, EnergyWise Multifamily, Small Business Direct Install, Large Commercial and Industrial Retrofit, and the Commercial and Industrial Gas programs. For the complex, labor intensive, high volume, EnergyWise Single Family program, RISE's total FTE counts and the number of individual personnel contributing to the program are nearly equal. The large customer volume of EnergyWise Single Family enables RISE to employ full-time staff to serve in specific program roles, such as auditors, installers, and inspectors. This creates stability and consistency that benefits customers, The Narragansett Electric Company as well. Further, similarities between staffing needs across multiple programs, e.g., for engineering, materials handling, or accounting, have allowed RISE to pool staff to provide higher levels of utilization and improved staffing economies. Additionally, similarities in technical needs between programs, e.g., for electricians, allowed RISE to employ a baseline number of full-time technical specialists, but then supplement them on an as needed basis with sub-contracted assistance. Having this capacity has, in turn, enabled RISE to be a major player as a Project Expediter supporting The Narragansett Electric Company's Large

Commercial Retrofit program, generating business opportunities, managing more complex installations, securing equipment and materials, and providing or contracting for installation labor. And, at the same time, as new business opportunities have emerged and been secured in neighboring states, RISE has been able to grow further, shifting specialized staff back and forth between states as demand for services dictates, while maintaining or increasing the efficiency of staff utilization and improving labor economics.

Peregrine has made a conscious effort to use consistent methodologies to count jobs year-toyear as it has undertaken studies for The Narragansett Electric Company of the workforce associated with energy efficiency programs. Our goal has been to maximize the potential for apples-to-apples comparisons of total jobs and program specific workforce jobs. Further, we believe the methodologies we have used are conservative in their counting and generally understate the employment impacts of The Narragansett Electric Company programs.

#### A.1 Program Support Service Providers

#### The Narragansett Electric Company

The Narragansett Electric Company provided to Peregrine a summary of billed hours for employees involved with individual energy efficiency programs in Rhode Island in 2018. Responsibilities of these employees included program planning and development, program administration, regulatory affairs, marketing, evaluation, and market research. Peregrine is reporting The Narragansett Electric Company FTEs as a separate category for purposes of this study and not allocating them to specific programs or groups of programs.

#### **Support Services Contractors**

Peregrine interviewed most of the larger contractors who supported The Narragansett Electric Company in these activities, and they described their roles and responsibilities and provided counts and hours for employees supporting The Narragansett Electric Company in Rhode Island. The FTEs Peregrine is reporting often represent the aggregation of small numbers of hours worked by many employees. Often, this was because the contractor's role required contributions from many members of a multi-disciplinary team. Depending on the nature of the services provided and whether the support role could be associated with specific programs, time of these contractors is assigned to programs according to the overall allocation of gas and electric spend by program sector (Residential, Residential Income Eligible, Commercial and Industrial), or allocated to a specific program sector.

#### **Direct Service Providers**

Employee numbers reported by Direct Service Providers was a primary input to FTE counts. Peregrine Interviewed the major contractors directly engaged by The Narragansett Electric Company to support or deliver Rhode Island programs to get information about type, number, and responsibilities of personnel employed. Some of these contractors provided the same services in 2018 to The Narragansett Electric Company customers in multiple states and in some cases to multiple utilities, often using the same team of employees. Peregrine relied on



Where employer-sourced information on employment was not available, Peregrine relied on program records and statistics for 2018 installations to calculate person-hours, person-days, and ultimately annual full-time equivalent field staff. Peregrine used totals for individual energy efficiency measures installed or, in some cases, total dollar value of categories of projects completed in 2018 to calculate FTEs. Depending on the information available, Peregrine would multiply the average time required (in person-hours or person-days) for each installation by the number of installations and converting the result to FTEs based on an assumed 1,760 work hours per year or 220 workdays per year. These unit-based installation times were secured from representative installation companies that performed this work or from organizations that supervised installation activity. In other cases where the only information available was total project cost, Peregrine would estimate the labor cost component of projects and determine total hours required for installations using average hourly billing rates, again converting those total hours into annual FTEs. Finally, in cases where major employers could provide actual installer hours of work to Peregrine, those actual hours or days of work were used instead of calculated FTEs.

Again, central to these calculation methodologies is an effort to use the same approach year-onyear for individual programs.

#### A.2 Residential Programs

#### EnergyWise 1 – 4 Unit Residential Program

For the EnergyWise Residential program, RISE Engineering's program manager provided to Peregrine an overview of how the program functions and any changes from 2016, as well as updated FTE counts of RISE employees in various roles based on payroll tracking. Peregrine then allocated this total number of FTEs to gas and electric programs, using the relative size of The Narragansett Electric Company electric and gas budgets as the basis for these allocations.

In 2014, RISE had shared general rules of thumb with Peregrine concerning how weatherization contractor crews and heating contractors perform site work. These typical installation scenarios were borne out by direct interviews with installation companies, as well as by interviews with Community Action Program supervisors with similar responsibilities for low-income residential services. Peregrine has continued to use these rules of thumb for 2018 to estimate numbers of FTE insulation and heating system contractor personnel that installed major energy efficiency measures.

Peregrine assumes it takes a weatherization crew made up of three insulation specialists an average of two days to complete an insulation and air sealing job. The Narragansett Electric Company provided counts of numbers of weatherization jobs completed in 2018. Peregrine then used the total numbers of insulation jobs and the average number of man-days required for each installation to calculate a total number of FTEs (again, assuming work 220 days per person per year) providing insulation services in 1-4 unit buildings. FTEs were marked up by 20% to account for a contractor's support and management staff.

For heating system installations, we assume that it takes a two-person team four days on average to remove and replace a hydronic heating system. Peregrine secured counts of high efficiency heating systems and related equipment installed in 2018 from Hawk Incentives, which processes the incentives paid out for these installations. Since Peregrine had received differentiated counts for replacements furnaces and boilers, Peregrine assigned less installation time to replacement furnaces (due to less piping work) and adjusted time estimates accordingly. Replacement residential gas equipment was allocated to the gas program and any replacement residential oil or propane heating equipment or electric heat pump installations were treated as an expense of the electric program. We multiplied average total hours required for an installation by the total number of items installed. The total number of calculated hours was then divided by 1,760 hours to convert it to FTEs, and the FTEs were marked up by 20% to account for a contractor's support and management staff.

#### EnergyWise Multifamily Residential Program

As with the EnergyWise 1-4 Unit Residential Program, Peregrine interviewed RISE's program manager and was provided with staffing counts. In addition to general program supervision, responsibilities included technical leadership, auditing, field coordination and inspections, and electrical installation work. Again, RISE was able to convert staff counts to FTEs associated with this particular program. Peregrine relied on installation counts from The Narragansett Electric Company to determine numbers of individual measures that had been installed by independent weatherization contractors and heating contractors in these buildings. As was the case for contractors installing measures in 1-to-4-unit buildings, these counts were multiplied by average times for installations in hours or portions or hours, and the resulting total hour counts were divided by 1,760 hours per FTE to arrive at annual FTE counts.

#### **Rhode Island Heating and Cooling Program**

The Heating and Cooling Program serves as the umbrella for high efficiency heating, cooling, and water heating. In some respects, it is a distributor and contractor installation program that encourages these market channel participants to promote high efficiency heating and cooling equipment (e.g., condensing gas boilers and furnaces, ductless and ducted heat pumps for air conditioning, high efficiency central air conditioners, smart thermostats) to their respective customers, and passes on The Narragansett Electric Company rebates to customers for installation of approved equipment. Installation contractors submitted rebate applications on behalf of their customers to rebate processers Blackhawk and Energy Federation who processed reimbursement checks.

FTE counts for program management were developed from staff counts and allocations provided by the program manager to Peregrine. Total FTEs were then allocated to gas or electric based on the ratio of spending gas and electric programs.

Counts of installation FTEs were generated using installed equipment counts provided by The Narragansett Electric Company based on rebates provided. These counts were then used to calculate total hours or days of installation time required and converted to FTEs.

## Residential New Construction, Residential Codes and Standards, Residential Home Energy Report Program

For each of these programs, there was no significant incremental labor impact associated with product installed or purchased because the program did not so much affect whether product was installed as it did which product was installed. Peregrine generated FTE counts through interviews with contractors that facilitated these programs and provided support services (e.g., marketing assistance, informational mailings, technical assistance, trade ally training, quality assurance inspections). These businesses provided staffing counts from their accounting records. Total FTEs were then allocated to gas or electric based on the ratio of spending in each residential gas and electric program.

#### ENERGY STAR® Lighting, ENERGY STAR® Products

Both programs were funded solely through the residential electric budget. For both programs, there was no significant incremental labor impact associated with amount of product installed or purchased. Further, retailers' staff engaged at the point-of-sale were not counted as incremental FTEs. Peregrine generated FTE counts through interviews with individual contractors engaged by The Narragansett Electric Company to supply services in support of the programs. These businesses provided staffing counts for 2018 from their accounting records. Total FTEs were then allocated to the residential electric spend.

#### A.3 Low Income Residential Programs

#### Income Eligible 1-4 Unit Residential

FTE counts for this program for 2018 include program management staff by the program vendor CLEAResult, Community Action Program (CAP) agency staff counts, and calculated labor required to complete installations. CLEAResult staff FTE counts came from direct interviews with CLEAResult's program manager. We determined CAP agency energy staffing for each of the six agencies operating in Rhode Island with the assistance of CLEAResult and then aggregated them to establish the statewide CAP Agency staff count. CLEAResult also provided counts of weatherization and heating system installations completed in 2018. Peregrine used CAP agencies guidance on contractor crew sizes and installation practices to calculate the numbers of FTE installers who performed this work.

#### Income Eligible Multifamily Residential

Peregrine used the same approach to calculating FTEs for the Income Eligible Multifamily program as for the EnergyWise Multifamily Residential Program since both programs were administered by RISE Engineering and used the same delivery strategy.



#### A.4 Commercial and Industrial Programs

#### Small Business Direct Install Program

Peregrine used counts of employees provided by RISE Engineering, the regional program administrator, to generate FTEs for RISE staff involved in program management and measure installations and for their sub-contractors as well. No actual measure counts and calculated FTEs were used to compile job counts attributable to the work of RISE and its subcontractors, as all workers were accounted for without a piecework analysis. Peregrine also calculated additional FTEs associated with the "customer-directed option" (or "CDO") that allowed customers to use an electrician they had an existing relationship with to install program measures and receive the same incentives as were available through RISE. These numbers were based on information from RISE about numbers of electrical contractors that were active through CDO and the numbers of customers they work with and then cross-tabulated installation time that would be required for actual items installed.

#### Large Commercial Retrofit Program (Electric)

#### Installations

As described in the section on energy program delivery, the Large Commercial Retrofit program was the most market-based of all electric programs offered. Customers initiated projects, as did businesses that had products or services they were trying to sell. Installations included prescriptive lighting, motors and drives, compressors, and HVAC control measures. FTEs for installation work was calculated in a number of ways, depending on which information and how much information was available to Peregrine in the data sets supplied by The Narragansett Electric Company. For prescriptive Large Commercial Retrofit installations that were part of a specific technology group (e.g., lighting, drives), Peregrine used installed item counts to generate total installation times or total project cost to generate labor cost estimates and converted this information to FTEs. For larger, more complex custom projects, The Narragansett Electric Company helped disaggregate total project costs into costs for subcategories by technology. Installation labor ratios of FTEs associated with non-custom installations of specific equipment and total project costs were applied to total costs of custom measure sub-categories. Once the total dollar value of the project was determined, we could apply assumptions about the ratios of labor cost to material cost for different technologies, calculate the type and number of labor hours this represented, aggregate the total hours, and convert them to FTEs.

#### Sales and project management

As in past years, Peregrine interviewed the larger Project Expeditors to get counts of sales and project management staff they were employing in 2018 to secure and oversee projects. Similarly, Peregrine estimated the number of sales and project management personnel that were employed by other installation contractors active in Large Commercial Retrofits. We extrapolated the sales and project management staffing identified for Project Expediters to calculate numbers of like staff employed by other installation contractors. This extrapolation used the total dollar value of Large Commercial retrofit projects installed by PEX and by other



contractors under to estimate the additional sales and project management staff employed by these other installation contractors.

#### Engineering support

For engineering support services provided to commercial customers, Peregrine used the recorded payouts for technical assistance services provided in 2018 to calculate workforce FTEs. The Narragansett Electric Company provided engineering services to customers through retained contractors, in particular where energy efficiency solutions required technical support to determine what could be done, what should be done, what energy savings would result, and what incentive levels were appropriate. To calculate the FTEs associated with technical assistance support provided by engineers under contract to The Narragansett Electric Company, Peregrine took the total dollars paid out for this work and calculated how many hours of labor it represented at an assumed \$120 per hour. Total hours were then converted to FTEs. Finally, for the Smart Grocer and Industrial initiatives, Peregrine interviewed and secured staff counts from CLEAResult and Leidos Engineering.

#### **Upstream Lighting, Upstream HVAC**

As in other programs where The Narragansett Electric Company and other utilities had engaged a shared contractor to promote and manage like programs in multiple states, Peregrine secured counts of contractor staff from program managers, calculated FTEs, and allocated a portion of them to Rhode Island.

Upstream Lighting-related sales counts were rolled into the Large Commercial Retrofit counts. Peregrine calculated the FTEs required for installation of equipment that required an electrical contractor to wire it by code, taking counts of product, applying per unit labor times, and then calculating the total FTEs for installations. Peregrine did not include any stand-alone lamps sold by Upstream lighting in its FTE calculations because Peregrine could not determine with certainty if they had been installed by the customer or an installation contractor. Upstream HVAC sales counts were reviewed and considered but ultimately not included in total counts. Numbers were relatively small and were in many cases attributed to equipment failures where no incremental labor was needed.

#### **Commercial and Industrial Gas Programs**

For Commercial and Industrial Gas programs Peregrine interviewed RISE to secure counts of RISE employees and FTEs. RISE management time attributed to the program was reduced for 2018 because The Narragansett Electric Company internalized much of this role leaving RISE to do engineering and Small Business gas installations.

A variety of contractors installed energy efficiency measures under the Large Custom Retrofit program. Due to a lack of specific details about the cost of these projects, Peregrine relied on statistics about incentives levels paid to develop order of magnitude estimates of total project costs for labor and equipment and then conservatively calculated hours of installation labor and total FTEs assuming an average labor rate of \$100/hour.

## **Appendix B. Interview Guides**

#### B.1 Vendor Interview Guide

	If New Program Interviewee	If Interviewed Last Year				
	1. Introduction					
1.1	Tell us a little bit about your company's role	Has anything changed about your company's				
	in The Narragansett Electric Company	role in The Narragansett Electric Company				
	Energy Efficiency programs.	Energy Efficiency programs since <b>2020</b> ?				
	Z.					
2.1	what is your estimate of the number of Files	what is your estimate of the number of FIEs				
	who worked on [insert applicable Ri EE	who worked on [insert applicable Ri EE				
	<b>program</b> ] from your company in <b>2021</b> ? Note	<b>program</b> ] from your company in <b>2021</b> ? Note				
	that the number of FIEs may be less than	that the number of FIEs may be less than the				
	the number of employees – an FTE is the	of full time equivalent employees (i.e. 2 part				
	i a 2 part time would make 1 STE	time would make 1 FTF)				
	( <i>i.e., 2 part time would make 1 FTE).</i>	This should be a count of actual ETEs not				
	their estimate without COVID – make sure	their estimate without COVID – make sure				
	to clarify]	to clarify]				
22	What is the breakdown of the ETEs working	What is the breakdown of the FTFs working				
2.2	on the programs from your company in	on the programs from your company in				
	<b>2021</b> ? For example, the number of FTFs	<b>2021</b> ? For example, the number of FTEs				
	working on administrative activities, number	working on administrative activities, number				
	of FTEs working as project managers, etc.	of FTEs working as project managers, etc.				
2.3	How do the number of FTEs for <b>linsert</b>	How do the number of FTEs for <b>[insert</b>				
	applicable RI EE program] from your	applicable RI EE program] from your				
	company compared to <b>2020</b> ? An estimated	company compared to 2020? An				
	% change is sufficient.	estimated % change is sufficient				
2.4	Were subcontractors/installation	[If subcontractors/installation contractors				
	contractors used by your company for this	used last year]				
	program in <b>2021</b> ? If yes, what was the	Was there a change in the number of FTEs of				
	number of FTEs of	subcontractors/installation contractors from				
	subcontractors/installation contractors?	<b>2020</b> ? An estimated % change is sufficient.				
2.5	[If answer to previous question was yes]	[If subcontractors/installation contractors				
	How do the number of FTEs for	not used last year]				
	subcontractors/installation contractors	In last year's study you indicated there was				
	compare to <b>2020</b> ? An estimated % change is	no use of subcontractors/installation				
	sufficient.	contractors in <b>2020</b> . Did this change in 2021?				
		It yes, what was the number of FTEs for				
		subcontractors/installation contractors?				
2.6	What impact, if any, did COVID have on the	What impact, if any, did COVID have on the				
	[Insert applicable RI EE program] workforce	[Insert applicable RI EE program] workforce				

	in <b>2021</b> (with specific regards to your company)? [Looking for a qualitative answer.]	in <b>2021</b> (with specific regards to your company)? <b>[Looking for a qualitative answer.]</b>		
	<ul> <li>Follow up prompts:</li> <li>a. Did your company encounter worker shortages in 2021?</li> <li>b. Did your company encounter product shortages in 2021? If so, how did this affect your workforce?</li> <li>c. Did your company perform virtual assessments in 2021? If so, how did this affect your workforce?</li> <li>d. Did your company mail products for at-home installations? If so, did this create the need for remote technical support and/or additional in-person follow ups?</li> </ul>	<ul> <li>Follow up prompts:</li> <li>a. Did your company encounter worker shortages in 2021?</li> <li>b. Did your company encounter product shortages in 2021? If so, how did this affect your workforce?</li> <li>c. Did your company perform virtual assessments in 2021? If so, how did this affect your workforce?</li> <li>d. Did your company mail products for at-home installations? If so, did this create the need for remote technical support and/or additional in-person follow ups?</li> </ul>		
	3. Customer	Engagement		
3.1	How does the number of customers served through [ <i>insert applicable RI EE program</i> ] by your company in <b>2021</b> compared to <b>2020</b> ? An estimated % change is sufficient. How does your company acquire EE	How does the number of customers served through [ <i>insert applicable RI EE program</i> ] by your company in <b>2021</b> compared to <b>2020</b> ? An estimated % change is sufficient. Have there been any changes to how your		
	customers in RI?	company acquires EE customers in RI since <b>2020</b> ?		
3.3	How did COVID and associated impacts affect the <b>[insert "increase" or "decrease"</b> ] in customers served in <b>2021</b> compared to <b>2020? [Looking for a qualitative answer.]</b> Are there any other COVID and associated impacts that you'd like to mention that you didn't mention earlier (during the FTE section)?	How did COVID and associated impacts affect [ <i>insert "increase" or "decrease"</i> ] in customers served in 2021 compared to 2020? [Looking for a qualitative answer.]		
3.4	Were there any non-COVID related program changes in <b>2021</b> relative to <b>2020</b> that affected your workforce's engagement with customers? If so, what were those changes and how did they affect your workforce's engagement with customers?	Were there any non-COVID related program changes in <b>2021</b> relative to <b>2020</b> that affected your workforce's engagement with customers? If so, what were those changes and how did they affect your workforce's engagement with customers?		



	4. Workforce: Hiring, Training, and Retention			
4.1	How do you attract and retain workforce to	Have there been any changes to how your		
	support programs?	company attracts and retains workforce to		
		support programs since <b>2020</b> ?		
4.2	Does your company provide training to the	[If provided training in 2020]		
	workforce? If so, how do you provide	Have there been any changes to how your		
	necessary training to the workforce?	company provides training to the workforce		
	(Question focuses on identification of needs,	since <b>2020</b> ?		
	training process and frequency)	[If did not provide training in 2020]		
		In <b>2021</b> , did your company provide training		
		to the workforce? If so, how do you provide		
		necessary training to the workforce?		
		(Question focuses on identification of needs,		
		training process and frequency)		
4.3	Are there any changes related to the way	Are there any changes related to the way		
	The Narragansett Electric Company manages	The Narragansett Electric Company manages		
	your workforce that you would recommend	your workforce that you would recommend		
	to The Narragansett Electric Company? If so,	to The Narragansett Electric Company? If so,		
	what are those recommendations and what	what are those recommendations and what		
	impact do you think they would have	impact do you think they would have?		
	[Looking for a qualitative answer.]?			
	5. Additiona	al Comments		
5.1	Does The Narragansett Electric Company	Does The Narragansett Electric Company		
	communicate relevant programmatic,	communicate relevant programmatic, policy,		
	policy, or strategy changes to your	or strategy changes to your company? What,		
	company? What, if anything, can the	if anything, can the company do to improve		
	company do to improve its communication?	its communication?		
5.2	Any other comments related to these	Any other comments related to these		
	questions?	questions?		

#### B.2 The Narragansett Electric Company Staff Interview Guide

#### **Question 1: Program Confirmation**

At the outset, I'd like to confirm the programs that we are going to be discussing.

Name	Area
Angela Li	All residential programs
Ben Rivers	Small Business program
Laura Rodormer	Residential Income Eligible, New Construction
Mike Rossacci	Income Eligible Single Family; Market Rate SF (Pgm. Mgr.)
Paul Wassink	Demand Response Programs
Josh Kessler	Large C&I programs



#### **Question 2: Program Changes**

A. What significant <u>program changes</u> have occurred from the 2020 to the 2021 energy efficiency programs in Rhode Island that may have had a significant impact on the jobs associated with these programs?

B. Could you tell me if any of the programs you are associated with featured a significant incentive change from 2020 to 2021 or in the middle of 2021? *Prompt if needed:* We are looking specifically for programmatic changes that have had significant impacts on jobs beyond those that might be reflected in scaling the number of FTE jobs.

#### **Question 3: COVID**

What feedback or information have you received from vendors or program managers regarding the continuing impact of COVID on the employment/workforce environment in Rhode Island in 2021? (For example, maybe the number of FTEs is steady, but does it take 50% longer to do insulation work because of all the precautions that they need to take.)

Added prompt: For the vendors you work with or are aware of, are there specific COVID-related impacts that we should be sensitive to as we interview them?

#### **Question 4: Other Feedback**

What other feedback or information have you received from vendors or program managers regarding the employment/way of doing work in Rhode Island in 2021, either in general or as a result of programmatic changes?

#### **Question 4: Other Workforce Drivers**

Other than what vendors have told you, have you become independently aware of any changes in 2020 in the employment/workforce environment in Rhode Island compared to previous years?

#### **Question 5: Programs in Transition**

What are emerging areas of growth in the energy efficiency programs and what impact, if any, has this had on the jobs associated with energy efficiency programs? *Prompt: New measures, new delivery techniques, new market segments* What other measure mix changes have the programs experienced in 2021 going into 2022? Do you think any of these transitional areas cause areas of uncertainty for those in the workforce, whether it's related to uncertainty in programs, workforce compensation/development, program goals, etc.

#### **Question 6: Vendors to Interview**

Other than vendors you have already mentioned, are there any other vendors that you suggest we interview about 2021?



## **Appendix C. Participating Companies**

The following list includes contractors and subcontractors performing work directly for The Narragansett Electric Company Energy Efficiency programs in 2021 that were counted in the FTE analysis and additional companies who assisted customers to secure equipment rebates, for example through the New Construction, High Efficiency HVAC programs, and upstream lighting. The list also includes the Community Action Program agencies and their subcontractors involved with the delivery of the low-income program, whether under The Narragansett Electric Company funding or WAP/LIHEAP/ARRA funding.

The list is organized by state, with companies then listed alphabetically. Rhode Island firms are listed first. Of the 1,152 companies, agencies, contractors and sub-contractors listed here, 59% are either headquartered in Rhode Island or have a physical presence in Rhode Island, 19% are Massachusetts-based companies, and 3% of companies are Connecticut firms. The remaining firms have offices in the other New England states or outside of New England. The list is organized with Rhode Island first, then other states in alphabetical order. Within each state, the firms are listed alphabetically.

Vendor	City	State
210 Plumbing	Newport	RI
5A Builders LLC	Narragansett	RI
A & K Safety	Warwick	RI
A E Costa Electrical Contractor LLC	Warwick	RI
A Perry Plg & Htg	Coventry	RI
A Santurri Electric	East Greenwich	RI
A Westerfield Plmg	Wakefield	RI
A&I Electric	Pawtucket	RI
A-1 Plumbing & Drain Clg	Pawtucket	RI
Aaa Plumbing	Wakefield	RI
Accu Electric	Providence	RI
Adam Waldeck Plumbing & Heating LLC	Warwick	RI
Advance Electrical Corporation	Providence	RI
Advanced Plumbing RI LLC	Exeter	RI
Aero Mechanical Inc	Johnston	RI
Affordable Plumbing Solutions	Coventry	RI
Air Conditioning Services Of New England	Cranston	RI
Air Flow Inc	Coventry	RI
Air Quality LLC	Warwick	RI
Air Synergy LLC	Norwood	RI
Air Tech Pro HVAC	Warwick	RI
Airhart Electric Inc.	Coventry	RI
Ak Mechanical	W Warwick	RI

#### Table C-1. List of 2021 Companies, Agencies, Contractors and Sub-Contractors that Worked on The Narragansett Electric Company Energy Efficiency Programs



Vendor	City	State
Al Jerauld	N Providence	RI
Ala And Sons Construction	Warwick	RI
Alan Paul Electric	Warwick	RI
Albert Trombetti Electrician	Cranston	RI
Alex Rubio Plumbing	Providence	RI
All In Service	Providence	RI
All Phase Heating & Cooling	Норе	RI
All Seasons Htg & Air Inc	Johnston	RI
All Star Insulation LLC	Providence	RI
Alliance HVAC	Cumberland	RI
All-State Plumbing & Heating	Tiverton	RI
Almada Jr. Dba; Rudolph	Providence	RI
Alpha Electrical Contractors Inc.	East Providence	RI
Alpha Mechanical	E Providence	RI
Al's Electric	North Providence	RI
AM Electric LLC	Warwick	RI
Amaral, Paul	Tiverton	RI
American Home Heating And Ac	Cranston	RI
American Htg Plg & Sprinkler	Worcester	RI
Anchor Plumbing & Htg-Providen	Providence	RI
Andy's Overhead Electric LLC	Exeter	RI
Anibal J. Cante	Central Falls	RI
Anne The Plumber	Woonsocket	RI
Anthony Januario Heating Co	Bristol	RI
Anthony Marotti Electrician	Albion	RI
Anthony's Quick Plumbing And Heating	Cranston	RI
Antonio Grillo	Westerly	RI
Anything Plg & Htg Service	Walpole	RI
Apb Plumbing & Heating	Cumberland	RI
Apple Valley Alarms	North Scituate	RI
Apuzzo Plumbing & Heating	N Scituate	RI
Aquidneck Fastn Inc *3	Tivertown	RI
Aquidneck Services LLC	Taunton	RI
Ar Heating & Cooling	Central Falls	RI
Arden Engineering Constructors, LLC	Pawtucket	RI
Ardente Supply Co Inc	Provdience	RI
Armor Insulation	Pawtucket	RI
Arther Lettieri	Providence	RI
Arthur W. Adler	Bristol	RI
Asp Electric	Cumberland	RI
Aten Energy	Pawtucket	RI
Atlantic Property Solutions Inc	Pawtucket	RI
Atms Electrical Services	East Providence	RI



Vendor	City	State
Auburn Electric	Cranston	RI
Audet, E.W. & Sons Inc.	Providence	RI
Aussant Electric	Cumberland	RI
Autiello Plumbing & Heating	Cranston	RI
Automated Temperature Controls	Winchester	RI
Automatic Heating Equipment	Providence	RI
Automatic Temperature Controls	Cranston	RI
AZ Corporation	Hopkinton	RI
Azverde Electric Co	Valley Falls	RI
B & B Consumers Nat Gas Serv	Woonsocket	RI
B & K Electric, LLC	Warwick	RI
B & M Plumbing	Warwick	RI
B Baptista Electric, Inc	Cumberland	RI
B Martel Plumbing & Heating	Central Falls	RI
B Z Electric	West Warwick	RI
B&W Building Maintenance Electrical Contractors	Providence	RI
B.T. Electric Compnay Inc.	Providence	RI
Balme, Ryan Electric	Chapachet	RI
Baptista Enterprise	Cumberland	RI
Bard Plumbing & Heating	Warwick	RI
Barlow Heating LLC	Warwick	RI
Barrett Plumbing & Heating Inc	West Greenwich	RI
Barrington Plg & Htg	Barrington	RI
Bashaw Electric	East Greenwich	RI
Baum Energy	Warren	RI
Belcher Electric LLC	Warwick	RI
Beneficial Energy	Pawtucket	RI
Benjamin Jenkins Dba	Middletown	RI
Berard Heating & HVAC	Warwick	RI
Bertrand Plumbing Inc	Pascoag	RI
Big Dog Plumbing & Heating LLC	Ashaway	RI
Bileau HVAC Inc	Woonsocket	RI
Bill Castellone	Cranston	RI
Bill's Direct Plumbing & Heating	Bristol	RI
Blackstone Smithfield Co	North Smithfield	RI
Blanco, Owen	Warwick	RI
Blyden Electric	Bristol	RI
Bmac Plumbing Htg & Gas Works LLC	Harrisville	RI
Bmb Services LLC	E Greenwich	RI
Bob Hopkins Electrician	Exeter	RI
Bobby Hopkins	Exeter	RI
Bob's Mechanical	Warwick	RI
Bodell Plumbing & Heating	South Kingstown	RI



Vendor	City	State
Boss Heat	Charlestown	RI
Boss Heating & Cooling Inc	Charlestown	RI
Boulevard Plumbing & Heating	Portsmouth	RI
Brandon Schiano	Cranston	RI
Brassard Plumbing	North Providence	RI
Brien Godin	Cumberland	RI
Brilliant Technologies	Cranston	RI
Brittain Electric Inc.	Jamestown	RI
Brock's Electric	Johnston	RI
Broway Electric, LLC	Cranston	RI
Bruno & Son Electric Inc.	North Providence	RI
Bryant Donovan	Portsmouth	RI
Buckley Htg & Cooling	Peacedale	RI
Building Systems Technologies LLC	North Providence	RI
Buono Electric	Johnston	RI
Burnscold Heating And Air Conditioning	West Warwick	RI
Butler And Sons Plumbing And Heating	Cranston	RI
C Carr Electric LLC	Cumberland	RI
C&K Electric	Providence	RI
C. Caswell Plumbing	Jamestown	RI
Cacicia Electric Inc	Johnston	RI
Calyx Retrofit	Lincoln	RI
Cap Of Providence	Providence	RI
Capaldi Electric	Providence	RI
Capitol Plumbing Heating & Construction	Cumberland	RI
Capozzoli Construction LLC	Coventry	RI
Carbone Plumbing Heating & Air	Johnston	RI
Carjon A/C & Heating	Smithfield	RI
Carlino Electric	Coventry	RI
Carlo Fossati Plumbing	Greenville	RI
Carter Bros Inc	Oakland	RI
Cassana HVAC	Johnston	RI
Cd Heating Inc	Cranston	RI
Century Electric	Westerly	RI
Century Heating	Smithfield	RI
Charette Plumbing LLC	West Kingston	RI
Charland Enterprises Inc	Pawtucket	RI
Charles Doherty And Steve Girard	Warwick	RI
Charles Nichols Plumbing	Warwick	RI
Chilabato, Peter	Portsmouth	RI
Chris Cardillo Electrician	Providence	RI
Chris Electric, Ltd.	Newport	RI
Chris Rooney Electrician	Smithfield	RI



Vendor	City	State
Cj's Plumbing & Heating Specialist	Smithfield	RI
Cjs/State Wide Appliance Repair	Rumford	RI
Ck Plumbing And Heating	Pawtucket	RI
Classical Builders - Marshall Williams	Warren	RI
Clearesult	Providence	RI
Clearly Led LLC	Wakefield	RI
Clermont Mechanical Plumbing	Glendale	RI
Cmags HVAC	Warwick	RI
Coastal HVAC	Wakefield	RI
Coastal Plumbing Service Inc	Wakefield	RI
Coldmasters Temperature Cont	Providence	RI
Collard Enterprises	Coventry	RI
Competition Burner Service	Newport	RI
Comprehensive Community Action	Cranston	RI
Consolidated Maintenance	Johnston	RI
Continental Engineering Inc	Johnston	RI
Control Systems	Cranston	RI
Costa, Dave	East Providence	RI
Cotioa Electric	Johnston	RI
Cox Electric LLC	Narragansett	RI
Cozzo Electrical Services Cod Acct	Johnston	RI
Crew Remodeling & Construction	Newport	RI
Cross Insulation	Smithfield	RI
Crystal Plumbing & Heating	Providence	RI
Csv Mechanical	South Kingstown	RI
Cubo Construction LLC	Central Falls	RI
Custom Comfort HVAC	Woonsocket	RI
Custom Plumbing & Heating Co	Newport	RI
Cutler H. Besser & Sons	Scituate	RI
Cw Cummings Plumbing Co	Coventry	RI
D & D Metal Works	N Providence	RI
D & E Electric, Inc.	Warwick	RI
D & J Plumbing & Heating Inc	Carolina	RI
D And Z Electric Inc	Woonsocket	RI
D Gomes Electric LLC	Pawtucket	RI
D&D Electric	Cranston	RI
D&V Mechanical Inc	Westerly	RI
D.F.S. Plumbing Services	Cranston	RI
D.S. Plumbing	Coventry	RI
Danico LLC	North Providence	RI
Dauphinais Electrical Services LLC	Woonsocket	RI
David Phillips Plg & Htg	Riverside	RI
David R. Gince Electrician	Woonsocket	RI



Vendor	City	State
David Seddon Electrician	Rumford	RI
David W Bradley Plg & Htg	E Providence	RI
Deal Electric	Cranston	RI
Delmonico Enterprises Plg	Cranston	RI
Dennis Decorpo Electric	Scituate	RI
Dennis Parillo	Johnston	RI
Dennis Vallee	Harrisville	RI
Department 84	Greenville	RI
Derek Germain	Cumberland	RI
Desmarais Plumbing & Heating Inc	Johnston	RI
Dessaint Electric Co.	Warwick	RI
Di Gregorio & Son Inc Plumbing And Heating	N Kingstown	RI
Dimery, Robert W. Dba	Barrington	RI
Diorio, Joseph	Pawtucket	RI
Dirocco Plumbing Services LLC	North Providence	RI
Divona Enterpries	Cranston	RI
DJL Electric	Warren	RI
Donald D Gravel	North Smithfield	RI
Donaldson Electric	Cumberland	RI
Done Right	North Providence	RI
Donovan & Sons	Middletown	RI
Dp's Plumbing And Heating	Scituate	RI
Driver's Plumbing & Heating	Providence	RI
Dsc Heating & Ac	North Kingstown	RI
Dual Voltage Electric	Johnston	RI
Dumais Plumbing & Remodeling Inc	Slatersville	RI
Dupuis Oil Co	Pawtucket	RI
Duran Electric	Lincoln	RI
DWI Electrical Group	Johnston	RI
Dynamic Air Systems Inc	E Providence	RI
Eagle Construction	Bristol	RI
Eastern Biomass	Pascoag	RI
Eastern Plumbing & Heating	Providence	RI
Easy Flow Plumbing	W Warwick	RI
Ecologic Spray Foam Ins. Rebat	Charlestown	RI
Econ Electric Contractors	Bristol	RI
Ecos Supply & Design	Providence	RI
Ed Sylvia Plumbing	Narragansett	RI
Eddy's Weatherization	Providence	RI
Edward Camara Plumbing Svc	Lincoln	RI
Edward Martino	Johnston	RI
Ef Odonnell	Providence	RI
Electrical Wholesaler Inc.	Cranston	RI



Vendor	City	State
Electrician's "R" Us RI Inc.	Pawtucket	RI
Electronic Alarm Systems	Warwick	RI
Electro-Tec Systems Inc	Lincoln	RI
Emerald Services	Foster	RI
Emergency Response Plumbing Heating And Air Conditioning Inc	Warwick	RI
Emergency Response Service	Providence	RI
Emmett Electric	E Providence	RI
Energy Conservation Inc.	South Kingstown	RI
Energy Efficient Exteriors	Pawtucket	RI
Energy Electric, Inc.	Woonsocket	RI
Energy Geeks	Woonsocket	RI
Energy Monster Rebate	Riverside	RI
Energy One	West Warwick	RI
Energy Source LLC	Providence	RI
Enos Home Improvements	West Warwick	RI
Eoh Fix All	North Providence	RI
Ep Electric	East Providence	RI
Eurotech Climate Systems LLC	Pawtucket	RI
Evergreen Plg & Htg - Warwick	Warwick	RI
Ewma Jeffrey J Electric LLC	Cumberland	RI
Exceptional Heating Co	Providence	RI
Expo Development	North Providence	RI
F & S Electric Inc.	Bristol	RI
Falcone, Arthur P	Hope Valley	RI
Ferreira Electric	Bristol	RI
Ferreira, Ryan	Cranston	RI
Feula Plumbing & Heating	Johnston	RI
Figlozzi Plg & Htg	Peace Dale	RI
Fiore And Sons LLC	Warwick	RI
First Response Plumbing	Newport	RI
Fitts, Matt	Greenville	RI
Five Star Mech	Richmond	RI
Five Star Plg & Htg Johnston	Johnston	RI
Flou HVAC	Charlestown	RI
Fm Bodington Plbg & Htg Inc	Little Compton	RI
Francis Heating & Hydronics	E Providence	RI
Francisco Mechanical	North Providence	RI
Freeport General Contracting	North Providence	RI
Freeway Enterprises	Pawtucket	RI
Fressilli Plumbing Inc	Riverside	RI
Frontier Mechanical Contractor LLC	Pawtucket	RI
Furnace & Duct	Providence	RI
Gambit Electric	Johnston	RI



Vendor	City	State
Garner Morgan	Tiverton	RI
Gary Coyne	Chepachet	RI
Gary Ficca Electrician	North Smithfield	RI
Gatta Electric	Cranston	RI
Gem Plumbing	Lincoln	RI
Gerald M Lepore Jr.	Cranston	RI
Gino's Plumbing And Heating	Warwick	RI
Giorno Plmbg & Htng	Cranston	RI
Glenn Martinelli	West Greenwich	RI
Global Plumbing & Heating	Darlington	RI
God's Hands Appliance Service	West Warwick	RI
Gomes Heating & Cooling	N Kingston	RI
Gordon Building & Excavating Inc.	Hope Valley	RI
Grasso Management	Providence	RI
Gravel Electric Inc.	Harrisville	RI
Greenside Energy, LLC	Middletown	RI
Greenwich Insulation	West Greenwich	RI
Greg Blanchette	N Smithfield	RI
Greg Brown	Smithfield	RI
Grenier & Sons Plumbing & HVAC LLC	Foster	RI
Griff Electric LLC	Portsmouth	RI
Gronski Plumbing & Heating	Cranston	RI
Gross, Carl	Providence	RI
Guarino Power Systems LLC	Smithfield	RI
Gunn, Inc	Westerly	RI
Guy Clemont Plumbing & Heating	Cranston	RI
H&R Electric Contractors Inc.	Greenville	RI
Hawkes Plg & Htg Co Inc.	Fiskdale	RI
Herrington Construction	Providence	RI
Hilario A. Quezada Electrician	Providence	RI
Hodges Electric	Scituate	RI
Holgate Plumbing And Heating	Tiverton	RI
Holland Electric	Peace Dale	RI
Homans Associates	Warwick	RI
Home Depot	Smithfield	RI
Houle Plumbing & Heating	Greene	RI
Howard Saucier	Cranston	RI
Hsp Construction LLC	West Greenwich	RI
Hughes Inc.	North Kingstown	RI
Hutchins Electric	East Greenwich	RI
HVAC Excellence	Central Falls	RI
HVAC Inc	Cumberland	RI
Hydro Earth Inc	North Providence	RI



Vendor	City	State
Hynson Electrical Services (A Dba)	Bristol	RI
Ianniello Plumbing And Heating	Cranston	RI
lasimone Plumbing & Heating	N Providence	RI
Installed Measures	Coventry	RI
Integrated Consulting Group	Warwick	RI
Interstate Electric	East Providence	RI
Ipa Electric LLC	Cranston	RI
Irb Solutions Inc	Greenville	RI
Iroquoian Plumbing & Heating S	Providence	RI
Island Solar Plumbing And Heating	Jamestown	RI
It's Shocking Electric Corp.	Cranston	RI
Izzo & Sons Electric	Warwick	RI
J & A Electric	Providence	RI
J & K Supplemental Plumbing Inc	East Greenwich	RI
J And B Construction	Providence	RI
J And J Electric	Warwick	RI
J Giorgi Plumbing	Cranston	RI
J Joyce Plumbing & Heating	Warwick	RI
J&L Heating And Air Conditioning	Pawtucket	RI
J&M Plumbing	Coventry	RI
J. Costa Electric Inc.	Cumberland	RI
J.D. Mello PIg & Htg Inc	Westford	RI
J.N. Jordan Plumbing LLC	Shannock	RI
Jack's Plumbing	Lincoln	RI
Jacobson Energy Researc	Providence	RI
Jake Lavoie Plumbing And Heating LLC	S Kingstown	RI
Jaquez General Contractor	Providence	RI
Jason Galvin	North Kingstown	RI
Jason Truppi Plumbing	N Providence	RI
Jb Construction	Providence	RI
JC Electric Inc.	Wakefield	RI
JED Electric Inc.	Greene	RI
Jeffrey Berard Plumbing & Mechanical	Warwick	RI
Jeremy Garcia	Middleton	RI
Jerry's Paint & Hardware	Narragansett	RI
Jg Home Remodeling	Riverside	RI
Jid Heating LLC	Cranston	RI
Jim Amaral	Riverside	RI
Jim Silvia	Warwick	RI
JL Electric Inc.	Middletown	RI
Jmac Plumbing And Heating Inc	Warwick	RI
JMB Mechanical	Stoneham	RI
JMB Plumbing LLC	West Warwick	RI



Vendor	City	State
Jmhvac	Pawtucket	RI
Jo Plumbing	Warwick	RI
Joaquin Refrigeration	Portsmouth	RI
Joe Vigneault Electrician	Riverside	RI
Joe's Plumbing & Heating	Warwick	RI
John Ekdahl	Chepachet	RI
John Fletcher	Ashaway	RI
John Giguere Electrician Dba	North Smithfield	RI
John Nicholson Mech Contractor	N Scituate	RI
John P Heogh	West Warwick	RI
John Scampoli	Providence	RI
John Schweglewis Plumbing Solutions LLC	N Smithfield	RI
Johnny Mack Electric	Narragansett	RI
Johnnys Home Solutions LLC	Central Falls	RI
John's Home Service & More	Portsmouth	RI
Johnson Brother Heating	Providence	RI
Jonathan Svitil	Lincoln	RI
Joseph Janton	West Warwick	RI
Joseph Mcdermott Pipeworks	Bristol	RI
Joseph Soave	North Providence	RI
Josh's Plumbing Services	Foster	RI
Joshua Pincince Electrician	Woonsocket	RI
Jps	Middleton	RI
Jrb Services Inc	North Scituate	RI
Jr's Industrial Electric	North Kingstown	RI
Juan Villanueva	Cumberland	RI
Judd Brown Design Inc	Packtucket	RI
Just Heat	Portsmouth	RI
K Electric	Warwick	RI
K&R Heating And Cooling	Lincoln	RI
Kamco Contracting LLC	Warwick	RI
Kazounis Plumbing And Heating	Hope Valley	RI
Kelco Electric Inc.	Johnston	RI
Kelley, James	Scituate	RI
Ken Adams	Cranston	RI
Kenny Pierce	Ashaway	RI
Kent County Electrical Service	Warwick	RI
Kevin Masse	Johnston	RI
Kevin Messier Electrical	Cumberland	RI
Kirk Rerick	Норе	RI
Kme Electric	Woonsocket	RI
Knight Plumbing & Heating	Cranston	RI
Kwik Plumbing & Heating Inc	Johnston	RI



Vendor	City	State
L & F Plumbing LLC	Cranston	RI
L&B Remodeling	North Providence	RI
Lad Electric	Cranston	RI
Lamplighter, In	Little Compton	RI
Lance Plumbing And Heating	N Scituate	RI
Landy, Ross	Portsmouth	RI
Lang Plumbing & Heating	N Scituate	RI
Leak Free Lifestyles	Coventry	RI
Leidos Engineering	Newport	RI
Lemay, Donald	Bristol	RI
Leveille Electric	Smithfield	RI
Liberty Plumbing & Heating	Jamestown	RI
Lj Giorgi Plumbing & Heating I	N Providence	RI
Lombardo Electric Co	Warren	RI
Lounas Inc	Providence	RI
Lowe's Home Improvement	Warwick	RI
Loxley Electrical Svc. LLC	Foster	RI
Lui Plumbing Inc	Newport	RI
Luke Beaudreault	Harrisville	RI
Luso Plumbing & Heating Inc	Cumberland	RI
M D'Andrea Electric LLC	Portsmouth	RI
M P Samsky Corp.	North Smithfield	RI
M&M Construction	N Providence	RI
M.T. Glorgi Plumbing & Heating	N Bergston	RI
Madden Electric	Little Compton	RI
Maggiacomo Plumbing Inc	Cranston	RI
Magnetic Electric Inc	Warwick	RI
Main Street Plumbing LLC	Pawtucket	RI
Malone Plg & Htg Inc	Cranston	RI
Maloney's Oil Company	Pawtucket	RI
Manfredo Electric	Warwick	RI
Manning Plumbing Company	Warwick	RI
Manuel Teixeira	Pawtucket	RI
Marcaccio Electric	North Providence	RI
Marcel Ms LLC	Pawtucket	RI
Marchetti, Matthew A.	Cranston	RI
Marciano Electric	Barrington	RI
Mark Cunha	Cranston	RI
Mark Dandrea Electric	Portsmouth	RI
Mark Haines	Richmond	RI
Maron Construction Co Inc	Providence	RI
Mastro Electric Supply	Providence	RI
Mastrocinque & Sons Plmb & Htg	Portsmouth	RI



Vendor	City	State
Matt Flush LLC	Greenville	RI
Matt Salzano Home Improvement	Bristol	RI
Matt's Mechanical	Smithfield	RI
McCormick Electrical	North Kingstown	RI
Mcm Corp	Smithfield	RI
Md Freitas Plumbing And Heating	Pascoag	RI
Md Heating & Air Conditioning LLC	N Providence	RI
Mechanical Republic LLC	Providence	RI
Meticulous Construction	Warwick	RI
Metro Electric	Woonsocket	RI
Michael Freitas Plg & Mech	N Providence	RI
Michael Glorgi	Pascoag	RI
Michael Hodson	Harrisville	RI
Michael Martin Cod Acct	Smithfield	RI
Michael Pariseau HVAC	Chepatchet	RI
Midstate Heating & Cooling	Hope Valley	RI
Mike Hamel	Warwick	RI
Mike Lafleur *3	Smithfield	RI
Millenial HVAC Plumbing	Westerly	RI
Miller Mechanical Inc	Wayland	RI
Mister Freeze	Providence	RI
Mj Electric & Refrigeration	Central Falls	RI
Mj Heating & Air Conditioning	Tiverton	RI
Mjf Plumbing And Heating	Bristol	RI
Moises Chevalier Electrician	Cranston	RI
Morra Electric Inc.	Johnston	RI
Morrair HVAC LLC	Warwick	RI
Mother Earth Creations In	Pawtucket	RI
Mpg Mechanical	Charlestown	RI
Mr Plumber	East Providence	RI
Mr. Rooter	Warwick	RI
Mts Mechanical	East Providence	RI
Mussulli Electric	Harrisville	RI
Mutual Engineering	Warwick	RI
Mya Electric	Lincoln	RI
N Atlantic Htg Inc -Conventry	Coventry	RI
Nathan Guilbault	Pawtucket	RI
National Service Co	Warwick	RI
Nds Plumbing & Heating	Warren	RI
Nec Home Services LLC	Bristol	RI
Nestor Padilla After Hours Plumbing	Providence	RI
Netzero Insulation Tech	Warwick	RI
Netzero Insulation Technologies, Inc.	Warwick	RI



Vendor	City	State
New England Boiler Works LLC	Coventry	RI
New England Plumbing-Heating	Foster	RI
Newbury Insulation	Woonsocket	RI
Nexgen Mechanical Inc	Cranston	RI
Ngb Electric	Smithfield	RI
Nicholas Electric &	Johnston	RI
Nicolas Bermudez	Pawtucket	RI
Nolin Electric	North Scituate	RI
North Scituate Electric	Scituate	RI
Northeast Temperature Control	Westerly	RI
Northern Energy Services Inc.	Providence	RI
Ocean State Air Solutions	Portsmouth	RI
Ocean State Electric LLC	Johnston	RI
Ocean State Mechanical Inc	Coventry	RI
Ocean State Plumbing & Htg Inc	Cranston	RI
Ocean State Weatherization	North Smithfield	RI
Oil Central Inc	Pawtucket	RI
Old Tyme Electric, Inc.	Pawtucket	RI
Oliveira Plumbing & Heating LLC	Smithfield	RI
Omni Electric	Wakefield	RI
O'Neil Electric Company	Warwick	RI
Osvaldo Diana Jr	Woonsocket	RI
P & S Electric Inc.	Cranston	RI
Packard Builders	Kingston	RI
Pagnozzi Plumbing LLC	Smithfield	RI
Pajan Services, Inc	Foster	RI
Pal Electric	Exeter	RI
Papas Plumbing	Johnston	RI
Parrella Electric	Providence	RI
Pav Electric	Wakefield	RI
Peak Plumbing And Heating LLC	Cumberland	RI
Percivalle Electric Inc	Warwick	RI
Peregrine Prop Management	Rumford	RI
Perez Plumbing Heating & Air Conditioning	Cranston	RI
Perfect Touch Electrical Contractors Corp.	Cranston	RI
Peter Shadoian Electrician	North Providence	RI
Petro Heating & Ac Services	Warwick	RI
Petro Home Services	East Greenwich	RI
Petronelli Plumbing & Heating	Johnston	RI
Petterson Electric	Warwick	RI
Pezzullo & Sons Electric Inc.	East Providence	RI
Phillip J. Forcier Electric	Cumberland	RI
Phillips Plumbing & Mechanical	Cranston	RI


Vendor	City	State
Phil's Heating & Ac	Westerly	RI
Pickles Plumbing And Heating LLC	Mapleville	RI
Pinnacle Plg & Htg-Greenville	Greenville	RI
Pinnacle Plumbing & Heating	Smithfield	RI
Plumb Perfection	Johnston	RI
Plumb Pro LLC	Cranston	RI
Plumbing & Heating Solutions LLC	East Greenwich	RI
Plumbworks	N Smithfield	RI
Polar Air	Charlestown	RI
Polaris Plumbing And Heating Inc	North Kingstown	RI
Ponagansett LLC	Providence	RI
Positive Energy Electric	Saunderstown	RI
Potvin Electric Inc.	North Providence	RI
Potvin Plumbing & Heating	Warwick	RI
Power by Design Electrical Contracting LLC	Richmond	RI
Precise Plumbing	Warwick	RI
Precision Construction	Providence	RI
Preferred Heat Inc	Providence	RI
Premair HVAC	Warwick	RI
Pride HVAC Services	Portsmouth	RI
Prince Noah HVAC	Central Falls	RI
Priority Plg & Htg Inc	Providence	RI
Priority Plumbing & Heating	Warwick	RI
Prism Streetlights Inc	Warwick	RI
Pro Maintenance LLC	Cranston	RI
Professional Heating Service	N Providence	RI
Progress Construction & Management Group	Providence	RI
Providence Innovation Dis	Providence	RI
Providence Installer	Providence	RI
Providence Mech Serv-Smithfiel	Smithfield	RI
Providence Mechanical Serv. Ll	Smithfield	RI
R & M Electric Inc.	Coventry	RI
R E Coogan Heating Inc	Warwick	RI
R.B. Queern & Co Inc	Portsmouth	RI
R.C Plumbing And Heating	Smithfield	RI
R.E.M. Mechanical LLC	North Kingstown	RI
R.F. Heating & Cooling Inc	Exeter	RI
R.K. Plourd & Son Construction LLC	Warwick	RI
Rama Electric	Wakefield	RI
Raymond Degnan	N Providence	RI
Raz Heating And Plumbing Services	Foster	RI
Rc Smith Electric Co Inc	Warwick	RI
Reardon Plumbing And Heating	Warren	RI



Vendor	City	State
Reddy Piping Concepts	Cranston	RI
Regan Heating & Ac	Providence	RI
Regent Electric Co. Inc	Coventry	RI
Reilly Electrical Contractor Inc.	Cranston	RI
Rel Services Inc	Johnston	RI
Reliant Electric	Cranston	RI
Renaissance Sheet Metal LLC	Cranston	RI
Renewable Energy Solutions LLC C	Warwick	RI
Resendes Heating Service LLC	Coventry	RI
Restivos Heating & A/C	Johnston	RI
Rf Plumbing & Heating	Johnston	RI
Rhode Island Electric Contractors, LLC	North Kingstown	RI
Rhode Island Insulation	Норе	RI
Rhode Island Water Heaters	Cranston	RI
Rholen Central	Bristol	RI
RI Insulation	Норе	RI
RI Pipe Guys	Warwick	RI
RI Sheet Metal LLC	East Providence	RI
Ricci Electric	Coventry	RI
Richard Ditusa	Johnston	RI
Richburns Plumbing	Portsmouth	RI
Rise Engineering	Cranston	RI
Ritacco Electric LLC	Westerly	RI
Rj Sheridan Co	Cranston	RI
Robert Larisa	Barrington	RI
Roberts Electric	Pawtucket	RI
Rod Electric	Pawtucket	RI
Rodriguez Plumbing & Heating	Provincetown	RI
Roger Cozzo	Johnston	RI
Roger O Joyal Refrigeration	North Smithfield	RI
Rolland M Belanger Plg & Htg	Pascoag	RI
Ron Davis	Johnston	RI
Rooter Man Plumbers	Johnston	RI
Rossi Electric Co Inc	Warwick	RI
Rowlett & Son's HVAC	Cranston	RI
RPM Electrical Services	Providence	RI
Rsc Plumbing LLC	Exeter	RI
Rsm Electric	North Providence	RI
Rst Mechanical HVAC	Coventry	RI
Rudy Almada Electrician	East Providence	RI
Rudy Branca Electrician	Cranston	RI
Rumford Mechanical	Rumford	RI
Rusco Enterprises Inc./TA	Warwick	RI



Vendor	City	State
Russ Lembo Electrician	Johnston	RI
Ryan Coffey Certified Pm Tech	Cranston	RI
Ryan Fitzgerald *3	Central Falls	RI
Ryan Heating Cooling	Charlestown	RI
S & K Electric Inc.	Charlestown	RI
S & S Electric	Chepachet	RI
Sakonnet Electric	Bristol	RI
Sakonnet Plumbing & Heating	Little Compton	RI
Sal Manzi & Son Plumbing & Heating Inc	Cranston	RI
Sam Bliven Jr Plumbing & Heating Inc	Westerly	RI
Santoro Electric	Warwick	RI
Sargent Plumbing Inc	West Kingston	RI
Sarra Corporation	Cranston	RI
Sauvageau, Roy	South Kingstown	RI
Savard Oil Co Inc	E Providence	RI
Scituate HVAC LLC	North Scituate	RI
Scotto Electric	Portsmouth	RI
Seaview Plumbing	Narragansett	RI
Seddon Electric	Rumford	RI
Servpro Of Cranston	Providence	RI
Shamrock Electric	Middletown	RI
Shawn Duguay	Johnston	RI
Shawn Ventura	Coventry	RI
Shepard Services	Cumberland	RI
Sheridan Electric Inc.	Warwick	RI
Shoreline Building & Design	East Greenwich	RI
Sine Plumbing & Heating	E Providence	RI
Site Specific	Providence	RI
Skawski Heating & Cooling	Providence	RI
Small's Plumbing Inc	Woonsocket	RI
Smithco Oil Service	Wakefield	RI
Smithfield Plbg & Htng Supply	Greenville	RI
Soares, William	Bristol	RI
Sol Power Solar LLC	Charlestown	RI
Some Construction Co	Providence	RI
Sonner Plumbing, Heating & Construction Inc	Cranston	RI
Sosa & Son Corp A/C Heating, Plumbing Refrigeration	Woonsocket	RI
South County Energy	Westerly	RI
South County Gas Service	Narragansett	RI
South County Mechanical Services Inc	Wyoming	RI
Spencer's Plumbing	East Greenwich	RI
Spl Electrical Corporation	North Smithfield	RI
Stable, HVAC Mechanical Contractor	Pawtucket	RI



Vendor	City	State
Stanley Delima	Middletown	RI
Stanton Electric, Inc	Cumberland	RI
Statewide Insulation	North Smithfield	RI
Statewide Plbg & Htg	Cranston	RI
Stc Boiler	West Warwick	RI
Stedman & Kazounis -Charlestow	Charlestown	RI
Stem Electrical	Warwick	RI
Sterling Mechanical Services LLC	Greene	RI
Steve Capozzoli	Coventry	RI
Steve Gamache	North Smithfield	RI
Steve Maymon Plumbing & Heating	Warwick	RI
Stonylane Electric	Exeter	RI
Sunshine Fuels & Energy Serv	Bristol	RI
Superior Comfort Inc	Bristol	RI
Superior Electric	Warwick	RI
Superior Fire & Electrical Services	North Providence	RI
Superior Insulation	Narragansett	RI
Superior LED Lighting LLC	Warwick	RI
Supply Ne Middletown 15	Middletown	RI
Supply Ne Peacedale	Peacedale	RI
Supply New England-Pawtucket	Pawtucket	RI
Sw & Sons Plumbing & Heating LLC	N Providence	RI
Sylvester Sheet Metal Inc	West Warwick	RI
T&T Plumbing & Heating	Wakefield	RI
T. Gomes Heating & Cooling	Warwick	RI
Ta Gardiner Plbg & Htg	Bristol	RI
Tebano Electric	Bristol	RI
Tebo Electric Inc	Woonsocket	RI
Tech 1 Plumbing & Heating	Cranston	RI
The Affordable Plumber LLC	Pawtucket	RI
The Paradigm Group	Warwick	RI
The Plumber Company	Johnston	RI
Thermal Energy Inc.	Cranston	RI
Therrien Mechanical Systems Li	Lincoln	RI
Thibault Plumbing & Heating Inc	Cranston	RI
Thielsch Engineering	Cranston	RI
Thompson Properties LLC	Barrington	RI
Thumbs Up Plumbing	Tiverton	RI
Timothy Fontaine	North Providence	RI
Todd A Desarro	Hope Valley	RI
Todd Chatell Electrician	West Kingston	RI
Tom Jenkins Jr.	Middletown	RI
Tom Peters Plumbing & Heating	Portsmouth	RI



Vendor	City	State
Tom Whitaker	Newport	RI
Tomas HVAC	Smithfield	RI
Tom's Plumbing LLC	Manville	RI
Toner Electric Co	Middletown	RI
Tony Gouveia Electrician	Coventry	RI
Townsend, Kenneth	Exeter	RI
TPF Electrical Service	Pawtucket	RI
Travers Plumbing & Heating Inc	Portsmouth	RI
Tri-County Community Action	Johnston	RI
Troy Zane	West Greenwich	RI
Tuma Insulation Equipment LLC	Warwick	RI
U.G. Nason's Inc	Middletown	RI
Ultimate Plumbing	Warwick	RI
Universal HVAC LLC	North Providence	RI
Valcourt Heating Inc	Tiverton	RI
Valley Htg & Cooling	Hope Valley	RI
Valley Plumbing & Heating	Cumberland	RI
Valley Repair Inc	Wyoming	RI
Vicmir And Sons Inc	Riverside	RI
Victor M Neves	Johnston	RI
Viking Electric Inc.	Riverside	RI
Vision Energy Solutions, Inc	Providence	RI
Vivona Plumbing & Heating Inc	Portsmouth	RI
Wagner Plumbing Services	E Providence	RI
Wakefield Heating Service	Wakefield	RI
Wakefield Plumbing LLC	Middletown	RI
Waldo Plg & Htg LLC	Lincoln	RI
Walsh Electric	Bristol	RI
Warwick Plumbing & Heating	Johnston	RI
Watermark Plumbing LLC	Cranston	RI
Wayne Electric, Inc.	Bristol	RI
Weathertek Insulation	Coventry	RI
Westerly Hi Tech Solutions	Hope Valley	RI
Westview Plumbing & Heating Inc	Middletown	RI
Wickford App & Lghtng	Pawtucket	RI
Wide Park LLC	Kingston	RI
William J Riley Plumbing & Htg	Warwick	RI
William N Harris	Barrington	RI
Winsupply Warwick RI Co	Warwick	RI
Wojcik Electric Inc	Narragansett	RI
Wood's Heating Service	East Providence	RI
Woonsocket Neighborhood Development	Woonsocket	RI
Wright Comfort Solutions Inc	Coventry	RI



Vendor	City	State
Wyman & Son Electric	Providence	RI
Yoakum Septic Services LLC	Smithfield	RI
Zambarano Home Improvement	North Providence	RI
Zanella Plumbing & Heating	Westerly	RI
Zawadski Plumbing	Warwick	RI
Zompa Plumbing & Heating	Warren	RI
Association of Energy Services Professionals	Phoenix	AZ
Moving Forward LLC	Scottsdale	AZ
Vargas Electric	Tucson	AZ
Alternative Energy Systems	Chico	CA
Cohen Ventures	Oakland	CA
Cprime Inc	San Mateo	CA
CRM Orbit	San Francisco	CA
Nest Labs Inc	Mountain View	CA
Pires Electric	Freemont	CA
Simple Energy Inc.	Miraloma	CA
Source Refrigeration And	Anaheim	CA
Tetra Tech Inc.	Pasadena	CA
Voltus Inc	San Francisco	CA
E Source Companies LLC	Boulder	CO
Best Energy - Pawcatuck	Pawcatuck	СТ
Bill Aitken Heating LLC	North Stonington	СТ
Branco Electric	Trumbull	СТ
Budderfly Inc	Shelton	СТ
Cameron Hanna	Somers	СТ
Capitol Light	Hartford	СТ
Ceil Plbg & Htg	Pawcatuck	СТ
Cerreto Associates LLC	Danielson	СТ
Condon Electrical Services LLC	Waterford	СТ
Cowan Htg&Clg	Voluntown	СТ
Craig C. Porter	Dayville	СТ
Densmore Oil Company	Mystic	СТ
Duncklee Inc	Stonington	СТ
Dynamic Building & Energy	North Stonington	СТ
Dynamic Electric LLC	Meriden	СТ
Eagle Industries Inc.	Colchester	СТ
Energy Resources	Thomaston	СТ
Gt Electric	Norwalk	СТ
Harrington Plumbing & Heating	Pawcatuck	СТ
Jack Kenny	W Greenwich	СТ
John Bosma	North Stonington	СТ
Kelly Electric	Jewett City	СТ
Michael Giuffre	Moosup	СТ



Vendor	City	State
Middlebury Mechanical	Middlebury	CT
Mystic Plbg & Htg	Mystic	СТ
Nick Zaharie	Pawcatuck	СТ
Ok Industries	New Britain	СТ
Pater Z Contracting	Waterford	СТ
Prime Electric	Norwich	СТ
Prism Consulting Inc.	Stamford	СТ
Shannon Nrg Resource	Waterbury	СТ
Sharpco Inc	North Grosvenordale	СТ
Simmons HVAC	Pawcatuck	СТ
South Shore Heating & Cooling, Inc	Pawcatuck	СТ
Steven Deangelis Electrician	Durham	СТ
The Hdl Co LLC	Lisbon	СТ
Tri Phase Contractors, LLC	North Haven	СТ
Tyler J Steiner	Danielson	СТ
US Electrical Services In	Middletown	СТ
Valley Heating & Cooling Inc	Jewett City	СТ
Violette Mechanical	Ellington	СТ
Wir Plumbing And Heating LLC	Voluntown	СТ
ACEEE	Washington	DC
Cadeo Group LLC	Washington	DC
Energy Solutions Center	Washington	DC
ICF Resources LLC	Wilmington	DE
Noramco Us Holdings Inc	Wilmington	DE
City Facilities Management	Jacksonville	FL
Express Lighting	Pompano Beach	FL
Osc Solutions Inc	West Palm Beach	FL
Burton Energy Group LLC	Alpharetta	GA
Coolsvs Energy Solutions	Savannah	GA
National Energy Educational Development Need	Manassas	GA
Siemens Industry Inc	Munich	Germany
Ace Hardware	Oak Brook	IL
Ecomfort.Com	Bolinabrook	IL
Frontier Energy Inc.	Chicago	IL
Innerworkings Inc	Chicago	IL
Zeno Controls LLC	Chicago	IL
5C Energy	Attleboro	МА
A & M Compressed Air	Uxbridge	MA
A & M Electrical Mechanical. Inc	Fall River	MA
Abel Vasquez	Methuen	MA
Advance Air & Heat Company Inc	East Freetown	MA
Advanced Energy Services LLC	Hopedale	MA
Ags HVAC Services LLC	Westport	MA



Vendor	City	State
Ahold Usa	Quincy	MA
AI3 Architects	Wayland	MA
Air Energy LLC	South Easton	MA
Air Masters HVAC Serv Of Ne	Fall River	MA
Air Tight Insulators	New Bedford	MA
Aks Electric Cod Acct	Rehoboth	MA
Alex Kabli Electrician	Rehoboth	MA
Alternative Building Corp	Sutton	MA
Alternative Weatherization	Fall River	MA
American Electric	Malden	MA
American Plant Maintenance	Woburn	MA
Andelman and Lelek Engineering Inc.	Norwood	MA
Anthony Vieira Heating And Air	North Attleboro	MA
Ap Sevices	Waltham	MA
ARCA Recycling Inc.	Franklin	MA
Attention To Detail Plumbing And Heating LLC	Westport	MA
B & L Ductless	Swansea	MA
B&L Ductless LLC	Dighton	MA
B2Q Associates Inc.	Andover	MA
Badgers Cooling And Heating	Plainville	MA
Baraby Electric	Fall River	MA
Bayside Electric Co Ins	Burlington	MA
Baystate Energy Reduction LLC	Norwood	MA
Bec Services Limited	Uxbridge	MA
Belmont Marketplace Inc	Wakefield	MA
Biello Electric	Fall River	MA
Bob Costa Plumbing & Heating	Seekonk	MA
Boston E Lab, Inc	Canton	MA
Botelho Electric	Rehoboth	MA
Briggs Mechanical	N Attleboro	MA
Bruin Corp Of Attleboro	North Attleboro	MA
C L Fisk And Sons	Seekonk	MA
C2S Energy LLC	New Bedford	MA
Ca Senecal Electrical S	Boston	MA
Cabral, Lyle *3	Swansea	MA
Camara's Heating & Air	Westport	MA
Campbell Electric Inc	Braintree	MA
Can Do It Electric	Braintree	MA
Cannata Electric Cod Acct	Sandwich	MA
CENTER FOR ECOLOGICAL TEChnology	Pittsfield	MA
Central Cooling & Heating	Falmouth	MA
Champion Resources	Ipswich	MA
Chris Mello Plumbing And Heating	Seekonk	MA



Vendor	City	State
Classic Sheet Metal Htg & Ac	Swansea	MA
Cma Heating & Air	North Dartmouth	MA
Coastal Electric Inc.	Hanover	MA
Coastal Energy Services	Swansea	MA
Commercial Electric	Pocasset	MA
Commonwealth Electrical Tech	Worcester	MA
Competitive Plumbing & Heating	Fall River	MA
Complete Recycling Solutions LLC	Fall River	MA
Conservation Services Gro	Westborough	MA
Consortium For Energy Eff	Middleton	MA
Control Point Mechanical, Inc	Shrewsbury	MA
Correia Electric	Attleboro	MA
Cotti-Johnson HVAC Inc	Taunton	MA
Coughlin & Associates Ene	Stow	MA
Craig R Casavant Inc *3 Cod	Blackstone	MA
D Cabral Plumbing	Swansea	MA
Dalkia Energy Solutions L	Beverly	MA
David J. Dionne Electric	Blackstone	MA
David Obrien Electric	Plymouth	MA
Diamond HVAC	Westport	MA
Douglas Machado	N Dartmouth	MA
Dpg Corp	Rehoboth	MA
Dube's Plumbing	Blackstone	MA
Ducom Electric Inc	Tewksbury	MA
E & V Oil Co Inc/Iron Man Htng	Swansea	MA
Efficient Buildings LLC	North Dartmouth	MA
Electrical Technologies	Medford	MA
Elite Construction Corp	Seekonk	MA
Elite Energy Services LLC	Fall River	MA
Elite Heating & Air Conditioning	Swansea	MA
Elkus Manfredi Architects	Boston	MA
Emc Corporation	Franklin	MA
Emcor Services	Stoughton	MA
Emond Plumbing & Heating Inc	Taunton	MA
Energy And Resource Solu	North Andover	MA
Energy Efficiency Advisers Inc.	Mendon	MA
Energy Federation Inc.	Westborough	MA
Energyiwise Inc.	Sutton	MA
Environmental Systems Inc	Attleboro	MA
Expandable Sound	East Freetown	MA
Faille Electric	Plainville	MA
Farias Home Services	Mansfield	MA
Flavio S. Lubrano Electrician	Rehoboth	MA



Vendor	City	State
Flm Plumbing & Heating (2)	Seekonk	MA
Forte Electric Inc.	Attleboro	MA
Fortin Electric	New Bedford	MA
Furman Electric	North Attleborugh	MA
Fuseideas	Winchester	MA
G & L Electric Inc.	Bellingham	MA
Germain Plumbing & Heating	Seekonk	MA
GH Electrical Service	Attleboro	MA
Glynn Electric Inc.	Plymouth	MA
Gone Green Electric Co., Inc.	Rockland	MA
Graybar Electric Co. Inc.	South Boston	MA
Greene Construction Inc.	Newburyport	MA
Grillo Plumbing Inc	Franklin	MA
Hallmark Electrical Systems, Inc	Taunton	MA
Hardwire LLC	Worcester	MA
Heat Watch LLC	Medfield	MA
Homeserve	Woburn	MA
HVAC Experts Htg & Ac	Oxford	MA
Indresano Energy Company	Wellesley Hills	MA
Inovis Energy Inc	Kingston	MA
Insulate 2 Save	Fall River	MA
Insulation R Us	Fall River	MA
Ironman Heating & Cooling	Swansea	MA
Jason Cabral	Fall River	MA
Jay Comeau Electrician	Attleboro	MA
Jay Sheldons Heating	Seekonk	MA
Jdp Contracting Inc	Brockton	MA
Jerry Alvarado	Roxbury	MA
Jf Electric	Quincy	MA
Jim Kelley Electrician	Reading	MA
Jmac Development Corp	Natick	MA
John A. Moniz Electrical	Swansea	MA
John Mcdonough Electrician	Boston	MA
Jr's HVAC Design	Belmont	MA
Js Construction LLC	Malden	MA
Justin Nardolillo	Somerset	MA
Kp Sullivan Heating LLC	Blackstone	MA
Lafayette & Cross Co. Inc	Seekonk	MA
Lafleur Plumbing And Heating	Rehoboth	MA
Larry Kissell	Rehoboth	MA
Larry's Heating	Rehoboth	MA
Lawrence Air Systems Inc	Seekonk	MA
Ledoux Electric	Seekonk	MA



Vendor	City	State
Lexicon Energy Consulting	Condord	MA
Litemor	Norwood	MA
Lussier, Joseph - Lussier Electric Services	Worcester	MA
M&S Elman Plumbing Company	East Bridgewater	MA
Machs Mechanical	Attleboro	MA
Magina, Carlos Elect Inc	Seekonk	MA
Mam Plumbing -Rehobeth	Rehoboth	MA
Marc Corbeil Plumbing	Millville	MA
Mark J Cadorette Plumbing And Heating	North Smithfield	MA
Martins Electric LLC	Seekonk	MA
Mason Plumbing And Heating	Taunton	MA
Mass Electric Company	Everett	MA
Mass Power And Light	Uxbridge	MA
Mazzarella Mechanical	Seabrook	MA
Mcdonough Electric LLC Cod Acct	Bedford	MA
Mcmanus Plumbing And Heating	Millville	MA
Medas Electric	Taunton	MA
Michael Lacroix, Electrician	Belchertown	MA
Michael Melino Electrician	Westford	MA
Mike Bell Electric	Seekonk	MA
Moldanado Construction, Inc.	Saugus	MA
Moniz Electrical Services LLC	Somerset	MA
Motus LLC	Boston	MA
Moura Mechanical Services	Hudson	MA
Murphy Electric & Industry Control LLC	Pembroke	MA
National Light Bulb Company	North Easton	MA
New England Energy Conpt	North Dighton	MA
New England Safety Systems	Taunton	MA
Ngusa Service Company	Waltham	MA
Nicks HVAC	Lowell	MA
Norm Svendsen	Attleboro	MA
Northeast Energy Efficiency	Lexington	MA
O.H. Burg Corporation	Stoughton	MA
Oberon Initiatives Inc	Stoughton	MA
O'Neill Mechanical Services	Seekonk	MA
Oracle America	Cambridge	MA
P&D Management Group Three LLC	New Bedford	MA
Patriot Sheet Metal HVAC	Seekonk	MA
Paul Heery Plumbing & Heating	Whitman	MA
Pb & J Mechanical Services	E Wareham	MA
Platinum Home Services Inc	Fall River	MA
Plumbers Supply Co - New Bdfrd	New Bedford	MA
Propane Plus	Rehoboth	MA



Vendor	City	State
R.J. Laperle Plumbing & Heating	Attleboro	MA
Ralco Elect/Service Division	Westport	MA
Ramos Electric	Holyoke	MA
Rapid HVAC & Refrigeration	Seekonk	MA
Raposo, Kevin	Westport	MA
Raymond D. Melanson Electric	Swansea	MA
Rem Electric	Attleboro	MA
Resendes Electric	Swansea	MA
Resource Lighting And Ene	Fall River	MA
Rethinking Power Management	Boston	MA
Retrofit Insulation	Seekonk	MA
Revise Energy lic	Bradford	MA
Reynolds, Jeffrey Dba	Westport	MA
Rich May PC	Boston	MA
Richard Daigle	Fall River	MA
River Energy Consultants	Fall River	MA
Rob Molloy	Norwell	MA
Robert Bain	Rehoboth	MA
Robinson & Cole LLP	Boston	MA
Roi Energy Investments LI	East Walpole	MA
Roia, Jason Electrical	Fall River	MA
Safe Electric	Georgetown	MA
Sam Quindley	Middleboro	MA
Sarnie Electrical	Walpole	MA
Schecter Electric	Swansea	MA
Schneider Electric Smart	Andover	MA
Seekonk Oil	Seekonk	MA
Simoes Electric	Beverly	MA
Simon's Supply Company	Fall River	MA
South Coast Alternative Power Solutions	Acushnet	MA
Southcoast Ele & Ref Ser	Westport	MA
Steam Trap Systems	Amesbury	MA
Steven D Haskel	Attleboro	MA
Stp Plumbing & Heating	Blackstone	MA
Sullivan & Mclaughlin	Boston	MA
Superior Energy Solutions, Inc.	Swansea	MA
Supply New England - Attleboro	Attleboro	MA
Supply New England - Uxbridge	Uxbridge	MA
Synapse Energy Econ. Inc.	Cambridge	MA
T & J Heating & Ac	Bellingham	MA
T&T Light Co	Millbury	MA
The Cadmus Group LLC	Boston	MA
The Crew	Somerset	MA



Vendor	City	State
The Energy Efficiency Group	Norwood	MA
Theroux Mechanical	S Attleboro	MA
Thomas P Cleary	Weymouth	MA
TNZ Energy Consulting Inc.	Stoughton	MA
Tom Fricker Heating & Ac	Franklin	MA
Tony Refrigeration LLC	Fall River	MA
Total Comfort Heating & Coolin	Norton	MA
Total Fire Services	Bellingham	MA
TRC Environmental Corp.	Boston	MA
Triangle Refridgeration	Fall River	MA
Trust Energy Solutions LLC	Marlborough	MA
Uplight Inc	Lexington	MA
Utility Energy Inc.	Fall River	MA
Veolia North America	Boston	MA
Victory Heating & Ac Co	Bellingham	MA
Wade Haudons	Taunton	MA
Wicked Plumbing LLC	Somerset	MA
Wipro Ltd	Quincy	MA
Wnuk Plumbing LLC	E Longmeadow	MA
World Energy Efficiency S	Worcester	MA
Young Electrical Service	Taunton	MA
Your Plumber Inc	Norton	MA
Enerwise Global Technologies Inc.	Baltimore	MD
Green & Healthy Homes Ini	Baltimore	MD
Housing Opportunities Co	Kensington	MD
Mez Electric	Owings Mills	MD
Boyko Engineering Inc.	Gorham	ME
Naomi Mermin Consulting	Portland	ME
Al Durand Electric	Wixom	MI
Energy Design Service Sys	Whitmore Lake	MI
Northern Power Elect Sv	Mancelona	MI
Energy Management Collabo	Plymouth	MN
Award Headquarters	Fenton	MO
Hussmann Corporation	Bridgeton	MO
Build.Com	Online	NA
Ontechsmartservices.Com	Online	NA
Supplyhouse.Com	Online	NA
Theexchange.Com	Online	NA
APEX Analytics	Greensboro	NC
Coastal Lighting LLC	Wilmington	NC
Enernet LLC	Summerfield	NC
Advanced Concrete Cutting	Pelham	NH
Daniels Equipment Co	Auburn	NH



Vendor	City	State
E2S LLC	Windham	NH
Progressive Energy Inc.	Bedford	NH
Tbd Lighting LLC	Bedford	NH
Apex Electrical Contractors	Roselle	NJ
Dodge Data & Analytics LLC	Hamilton	NJ
Ideas Agency Inc	Blairstown	NJ
Precision Power	Hopatcong	NJ
SHI International Corp.	Somerset	NJ
A Eletrical	New York	NY
CHA Consulting Inc.	Albany	NY
Customertimes	New York	NY
Dnv Energy Insights Usa I	New York	NY
EnergyHub Inc.	Brooklyn	NY
Eric Mower & Associates	Syracuse	NY
Jsc New England Operating	Lydonville	NY
L&S Energy Services Inc	Clifton Park	NY
Lightning Electric	West Nyack	NY
Mhk Development	New York	NY
Ram Marketing	Saint James	NY
Remis/Marco Company	Ronkonkoma	NY
The Levy Partnership Inc	New York	NY
Trane Inc.	Plainview	NY
Etech Inc	Columbus	OH
Questline Inc	Columbus	ОН
His Electric	Edmond	OK
Energyx Solutions Inc	Toronto	ON
Cascade Energy Inc.	Portland	OR
Resource Innovation Institute	Portland	OR
Bidenergy	Philadelphia	PA
Darlington Electric	Dowington	PA
Direct Energy Business Ma	Pittsburgh	PA
Jdv Electric	Lansdowne	PA
Mammoth Incorporated	Pleasant Gap	PA
Ontech.Com	Online	PA
Pontoon Solutions Inc.	Pittsburgh	PA
US Energy Solutions Inc	Philadelphia	PA
Wesco Energy Solutions	Pittsburgh	PA
William Stegall*3	Easley	SC
Hightower Electric	Houston	ТХ
Lopez Negrete Communication	Houston	ТХ
Maintenance Plus	Plano	ТХ
Miguel Dominguez Electrician	Fort Worth	ТХ
NexRev Inc.	Plano	ТΧ



Vendor	City	State
Smith System Driver Improvement	Arlington	ТХ
Compressed Air Challenge	Alexandria	VA
Guidehouse Inc	Mclean	VA
Optimal Energy Inc.	Hinesburg	VT
Vermont Energy Investment Corp	Winooski	VT
Compass Electric Cod Acct	Vancouver	WA
Flowenergy LLC	Woodinville	WA
New Buildings Institute Inc.	White Salmon	WA
Northwest Energy Efficiency Council	Seattle	WA
Franklin Energy Services	Port Washington	WI
Slipstream Group Inc.	Madison	WI

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