

# To Provide Utility Management Services to the Long Island Power Authority

MAY 19, 2021

---

**Prepared by:** Long Island Power Authority



# Table of Contents

---

<b>1</b>	<b>Summary</b>	<b>3</b>
<b>2</b>	<b>Purpose and Goals of the RFI</b>	<b>6</b>
<b>3</b>	<b>Response Process</b>	<b>8</b>
3.1	Submission Methodology	8
3.2	Timing	8
3.3	Notice of Intent to Respond to the RFI	8
3.4	Q&A	9
3.5	Responses to this RFI – Timing and Format	9
<b>4</b>	<b>Questions for Respondents</b>	<b>10</b>
4.1	Interest and Experience in Providing Utility Management Services	10
4.2	Service Level Agreement Service Delivery Approach	10
4.3	Teaming for Provision of Utility Management Services	11
4.4	Personnel Resources	11
4.5	LIPA- and Service Provider-Owned Assets	12
4.6	Pricing and Contract Duration	12
4.7	Information Needed for Proposals in Response to an RFP	13
4.8	Other Comments	13
<b>5</b>	<b>Miscellaneous</b>	<b>14</b>
	<b>APPENDIX A: LIPA'S SERVICE AREA</b>	<b>A-1</b>
	<b>APPENDIX B: SERVICE LEVEL AGREEMENT SCOPES</b>	<b>B-1</b>
	<b>APPENDIX C: FORM OF NOTICE OF INTENT TO RESPOND</b>	<b>C-1</b>
	<b>APPENDIX D: CONTACT INFORMATION</b>	<b>D-1</b>
	<b>APPENDIX E: FUNCTIONS RESPONDENT'S ORGANIZATION MAY PROVIDE</b>	<b>E-1</b>
	<b>APPENDIX F: MANAGEMENT POSITIONS PROVIDED BY CURRENT SERVICE PROVIDER</b>	<b>F-1</b>

# 1. Summary

---

The Long Island Power Authority (“LIPA” or the “Authority”), a corporate municipal instrumentality and political subdivision of the State of New York, provides retail electric service to approximately 1.1 million customers in Nassau County, Suffolk County, and a portion of Queens County known as the Rockaways (collectively, the “Service Area,” which is depicted in **Appendix A** hereto) through its subsidiary, The Long Island Lighting Company d/b/a LIPA.

LIPA ranks as the third largest public power utility in the United States in terms of customers served. Its mission is to provide clean, reliable, and affordable electric service for our customers.

LIPA is governed by a Board of Trustees consisting of nine members appointed by the Governor and State Legislative leaders. The Board has the authority to set rates and annual operations and capital budgets, subject to review and recommendation from the State’s Department of Public Service, and approve long-term energy contracts and fiscal, procurement, and other core policies. Some brief statistics are set forth immediately below.

## LIPA BRIEFLY (2020 DATA)

Number of Customers (Millions)	1.1
Energy Requirements (Megawatt Hours)	20.1 million
Committed Generating Capacity (Megawatts)	5,757
Distribution System (Miles)	14,000
Transmission System (Miles)	1,400
2021 Operating Budget (Millions)	\$3,721
2021 Capital Budget (Millions)	\$764

In 1998, LIPA became the retail supplier of electric service in the Service Area after acquiring the Long Island Lighting Company through a merger. Among other things, the merger resulted in LIPA owning (i) the electric transmission and distribution system, including assets, facilities, equipment, and contractual arrangements used to provide electrical service within the Service Area, and (ii) an 18% ownership interest in the Nine Mile Point 2 (“NMP2”) located in upstate New York (collectively, the “Electric System”). NMP2 is operated and managed by the Exelon Corporation.

<sup>1</sup> <https://www.publicpower.org/system/files/documents/100-largest-public-power-utilities-revenue-2018.pdf>

In connection with the 1998 merger transaction, LIPA contracted with the KeySpan Corporation for day-to-day management of the Electric System and for oversight of the ownership interest in NMP2 (other arrangements, not relevant here except as specifically addressed below, were made for power purchases and energy management services). In 2007, KeySpan was acquired by National Grid USA and the 1998 services contract, as amended, expired on December 31, 2013. After a competitive procurement process, PSEG Long Island LLC (“PSEG LI”), a subsidiary of PSEG Enterprise Group, was awarded the replacement contract, which was thereafter amended and restated in an Amended and Restated Operations Services Agreement (the “OSA”).

The scope of management services required under the OSA is broad and includes, without limitation, the following management functions: day-to-day operation and maintenance of the Electric System; system planning and construction, information technology, customer service, meter reading, billing and collection; certain power supply planning and procurement; clean energy programs; business services, including accounting, budgeting, and treasury operations; human resources; procurement, and contract management; external affairs and communications; legal, regulatory, real estate; and overseeing and administering LIPA’s interest in NMP2. Management of these “Functions” and their related “Sub-Functions” covering these areas are identified in further detail in **Appendix B** and are collectively referred to in this Request for Information (“RFI”) as the “Utility Management Services.”

**The OSA is substantially structured as a “cost plus” contract. LIPA will provide the assets and substantially all of the employees to operate the Electric System. The revenues for electric service are payable to LIPA, and LIPA pays the costs to operate the system. The service provider acts as LIPA’s agent and contracts on LIPA’s behalf.**

LIPA pays PSEG LI an annual fee for management services, comprised of certain fixed compensation and potential performance incentive compensation. In exchange, PSEG LI furnishes 18 executives or senior managers to provide management services for LIPA’s assets. Respondents should expect that a fee structure for management services comprised of fixed and incentive-based compensation will be the remuneration payable for each of the individual Functions that collectively constitute the Utility Management Services.

**Most of the work under the OSA is performed by the approximately 2,500 employees (managers, non-union employees, and union employees) of a PSEG LI subsidiary, Long Island Electric Utility Servco LLC (“ServCo”), for whom LIPA funds the salary, wage, and benefit costs. Other work, also funded by LIPA, is performed by PSEG LI affiliates and subcontractors.**

LIPA retains the ultimate authority and control over the Electric System assets, oversight of PSEG LI and the Utility Management Services, and certain other responsibilities, including issuing bonds to finance investments, determining all Electric System rates and charges, reviewing and approving the consolidated budget, and approving power and fuel supply agreements. Significantly, **LIPA has the right to have ServCo and its employees transferred to a new service provider(s) who will replace PSEG LI.** Accordingly, changing service providers will not affect the employment status or compensation of the ServCo employees and LIPA expects to continue to fund their labor costs under any new arrangements with replacement service providers. **Respondents to this RFI should assume that the LIPA-selected replacement service provider(s) will directly or indirectly (through custodial ownership of the ServCo subsidiary) employ, at LIPA's expense, the ServCo employees associated with the Function(s) that they are awarded and manage those employees to help perform such Function(s).**

## 2. Purpose and Goals of the RFI

---

LIPA has issued this RFI to gauge interest in, and gather information to assist in developing, a Request for Proposals (“RFP”) that **LIPA intends to subsequently issue to solicit offers from interested parties, including consortiums of interested parties, to perform all or select portions of the Utility Management Services currently performed by PSEG LI under the OSA.**

LIPA has provided notice to PSEG LI of the termination of the OSA. LIPA anticipates that work pursuant to any new service contract(s) awarded under a subsequently issued RFP would commence following the expiration or earlier termination of the OSA. For purposes of responding to this RFI, Respondents should assume that replacement service provider(s) would commence work under new service contract(s) on or about January 1, 2023 (the “Services Commencement Date”) with transition services being performed by PSEG LI, and coordination among PSEG LI and the new service provider(s) prior to the Services Commencement Date. For more information, please see the [Phase II Report of the Options Analysis for the Management of LIPA Assets](#).

LIPA anticipates replacement service provider(s) will perform the awarded management Functions and related Sub-Functions (see **Appendix B**) pursuant to service-level agreements (“SLAs”) that, for each Function, clearly spell out the roles, responsibilities, and obligations of the service provider and contain performance metrics that determine whether the Respondent will earn the incentive compensation component of the overall fee for the Function.

The LIPA Board of Trustees has established aggressive goals for delivering service to our customers, including:

- Outstanding customer satisfaction among the top 25 percent of electric utilities in the country, as measured by a third party;
- A highly reliable electric grid that is within the top 25 percent of peer electric utilities, as well as industry leading emergency response;
- Meeting New York’s aggressive climate goals, including 70 percent renewable energy by 2030 and a carbon-free electric grid by 2040; and
- Providing electric service at the lowest possible cost, with rates that are comparable to or below neighboring utilities in the New York City metropolitan area.

For more information, please see the [LIPA Board Policies](#) that discuss these goals, as well as the Board-adopted [2021 Operating and Capital Budget](#).

LIPA anticipates that each replacement service provider will, for each awarded Function awarded to it, perform long-term planning to achieve the Board's policy goals, align objectives among stakeholders, prioritize projects, and provide accountability for promised results. Replacement service provider(s) will be required to develop long-range plans for each Function as well as a process for coordinating long-range plans with other Functions, and with shorter-term work plans and associated budgets (collectively, "Strategic Planning").

The goals of this RFI include:

- Assessing the market for various portions of the Utility Management Services and the potential interest among potential service providers (including consortiums of providers) in providing Utility Management Services to LIPA.
- Positioning LIPA to achieve the Board's long-term policy goals through the selection of one or more qualified replacement service providers offering management services at competitive costs.
- Identifying service delivery strategies that foster genuine and effective partnership(s) between LIPA and the replacement service provider(s) related to the performance of the relevant Utility Management Services.
- Enhancing LIPA's ability to prepare an RFP for Utility Management Services in the coming months.

## 3. Response Process

---

### 3.1 Submission Methodology

LIPA uses an electronic procurement platform hosted by Bonfire (hereafter the “Bonfire Platform”) to facilitate communications with Respondents. All RFI-related submissions (e.g., Notice of Intent to Respond, RFI Responses, Respondent questions) must be uploaded electronically to <https://lipower.bonfirehub.com>. Hard copy submissions will not be accepted. All submissions become the property of LIPA and will not be returned or subject to digital destruction. Uploading a submission to the Bonfire Platform constitutes authorization to the Authority to utilize the concepts and contents of the submissions received, except to the extent that the submission expressly provides that a particular concept or content is subject to a specified intellectual property right of the Respondent (or other person or entity) and may not be utilized. Please refer to Section 5 below regarding protection of confidential and sensitive information contained in submissions.

For a quick tutorial on how to upload a submittal, visit: [Vendor Registration and Submission](#).

### 3.2 Timing

LIPA reserves the right to extend or otherwise modify the following schedule:

ACTIVITY	DEADLINE FOR SUBMISSION
Respondents' Questions	June 7, 2021
LIPA Responses to Respondents' Questions	June 14, 2021
Notice of Intent to Respond (optional)	June 28, 2021
RFI Response Deadline	5 p.m. EDT July 19, 2021

### 3.3 Notice of Intent to Respond to the RFI

Parties interested in responding to this RFI, are encouraged, but are not required, to submit a “Notice of Intent to Respond” on or before the deadline set forth above by sending an email to [Procurement1@lipower.org](mailto:Procurement1@lipower.org). The form that should be used for the Notice of Intent to Respond is attached as **Appendix C**.



### **3.4 Q&A**

Any questions must be submitted by the deadline set forth above using the Bonfire Platform. Late or follow-up questions submitted after the deadline will be answered at LIPA's discretion. Any revisions or clarifying statements in response to Respondent questions will be posted as an Addendum to the RFI on the Bonfire Platform.

### **3.5 Responses to this RFI – Timing and Format**

Responses to this RFI must be submitted by the deadline set forth in Subsection 3.2 above using the Bonfire Platform.

Responses should be in a format that corresponds to the paragraphs below in this Subsection and to the Sections and Subsections that follow so that all responses are in a similar format that facilitates LIPA's timely review and consideration. Respondents are encouraged to be as thorough as possible in their responses (and may include additional or supplemental information in attachments), but are not required to respond to every Section, Subsection, or question. Respondents are also invited to provide information for LIPA's consideration that is beyond that requested in this RFI.

#### **A. Contact Information**

Respondents should use the form attached as **Appendix D** to supply their contact information.

#### **B. Table of Contents**

Respondents should provide a table of contents for their Response to the RFI, indicating the page numbers of various sections, subsections, and attachments.

#### **C. Executive Summary**

Respondents should provide a summary of their RFI response.

#### **D. Responses to Questions for Respondents**

## 4. Questions for Respondents

---

### 4.1 Interest and Experience in Providing Utility Management Services

LIPA wishes to gauge the number of Respondents available to perform some or all of the various Functions of the Utility Management Services, including their qualifications and experience.

Questions of particular interest to LIPA include:

- Provide a brief description of your organization, its history, leadership, and financial position.
- Which of the Functions described in **Appendix B** of this RFI is your organization interested in performing? Please respond to this question by completing the table in **Appendix E**.
- Indicate the qualifications and experience of your organization in providing the services you have identified in **Appendix E**.
- To perform any Functions, does your organization anticipate a need for any supporting services to be provided by LIPA or others? If so, please explain.
- What do you see as the greatest obstacles to providing these services for a utility owner such as LIPA, and how would you overcome them?
- What do you see as your biggest advantage as a provider of the Functions?
- If you were to team with other Respondents, would your contribution be systems-based (i.e. software or information technology-related) or functionally-based (i.e. direct supervision and performance of a Functions) or a combination of both?

### 4.2 Service Level Agreement Service Delivery Approach

The Summary in Section 1 describes that the Utility Management Services are expected to be provided under SLAs. LIPA is interested in your organization's thoughts with respect to this arrangement, including:

- What are the strengths and weaknesses of the proposed SLA approach from your perspective? Will this SLA approach foster genuine and effective partnerships between LIPA and the replacement service provider(s)?
- Are there other service delivery arrangements that your organization believes would be beneficial for LIPA to consider? If so, please describe.
- With reference to **Appendix B**, do you have alternative suggestions for aggregating/disaggregating Functions or Sub-Functions into SLAs? If so, provide explanation.

### **4.3 Teaming for Provision of Utility Management Services**

If LIPA were to adopt the proposed SLA delivery approach, some Respondents may desire to team with other Respondents to provide the full range of Utility Management Services or at least more of the Functions than a single Respondent would acting alone. Respondents' answers to the following questions may help LIPA structure future RFP(s) permitting such teaming:

- Would your organization be willing to be included on a list of Respondents that others could contact to join them in responding to any future RFPs for Utility Management Services?
- How might a group of Respondents able to perform one or more of Functions be organized and what mechanisms should be established to ensure accountability, seamless delivery of services by acting in a unified manner, and one point (or limited points) of contact under the agreement?
- What might such a group do to ensure that each Respondent instills a professional, service-oriented, and customer-centric culture to the provision of services under the agreement?

### **4.4 Personnel Resources**

The current service provider provides approximately 18 executives or senior managers, listed in **Appendix F**, to provide management services for LIPA's assets. In addition, the service provider employs approximately 2,500 full-time employees in the ServCo subsidiary to provide electric utility services to LIPA. LIPA retains rights to the ServCo subsidiary and can move the subsidiary, including all employees and related pension and post retirement plans, to another service provider. The ServCo employees range from mid- and senior-level management personnel (up to the Director level) to line personnel and back-office staff. LIPA's objective is to ensure, to the fullest extent practicable, that these employees are not negatively impacted should there be a change of service providers (which may include multiple service providers). Such ServCo employees will have the opportunity to retain their current job positions, compensation and benefit levels, seniority, employment safeguards, and other factors.

LIPA anticipates that costs of compensation and benefits, including pension and other post-retirement benefits, for the applicable employees would be passed through by the Respondent(s) to LIPA, and LIPA would retain rights and obligations to the ServCo subsidiary and its employees, as under the OSA. LIPA is interested in responses to the following questions:

- What advantages, disadvantages, or obstacles do you see in the employment of the employees as part of your organization?
- What other approaches should LIPA consider for the retention and management of Servco employees?

#### **4.5 LIPA- and Service Provider-Owned Assets**

LIPA owns or leases nearly all of the assets used for provision of services. PSEG LI owns the “PSEG Long Island” logo and brand that is currently displayed on the trucks and other areas of brand identification. The new service provider would need to establish a new brand for providing electric service on Long Island and execute a transition to that brand among customers, employees, and stakeholders.

Under the OSA, the service provider uses certain common information technology platforms (such as the SAP ECC Enterprise Resource Planning (“ERP”) system). For more information, please see “Managing a Potential Transition” in the [Phase II Report of the Options Analysis for the Management of LIPA Assets](#).

Your answers to the following questions will help LIPA structure one or more RFPs for Utility Management Services:

- What information will you need to make a realistic estimate of the time required to migrate the systems from the common information system platform to a stand-alone ServCo platform?
- LIPA plans to have an agreement with the current service provider to provide transition services to facilitate transition to the new service provider. What type of services will be advantageous for the Respondent to make way for a smooth transition?

#### **4.6 Pricing and Contract Duration**

LIPA is a tax-exempt entity, and therefore, federal tax law governs the compensation structure, contract term, and other provisions that LIPA may enter with a Respondent. LIPA anticipates that contractual arrangements for Utility Management Services will include an initial term subject to

termination rights that LIPA could exercise with sufficient notice.

LIPA anticipates that compensation for the provision of Utility Management Services will be substantially tied to the performance of the Respondent relative to defined standards and performance metrics. Depending on the Functions selected, the percentage of performance-based compensation relative to overall compensation could vary. The defined standards and performance metrics would periodically be determined by LIPA, and the Service Provider would have a right to reasonable budgets to achieve such standards and metrics.

To assist it in the development of any future RFPs for Utility Management Services, LIPA is interested in responses to the following questions:

- What is your organization's preferred duration for the initial term of a contract to provide Utility Management Services? What is the minimum and maximum initial terms that your organization would consider?
- What are your thoughts on performance-based compensation that requires the satisfaction of performance standards and metrics?

#### **4.7 Information Needed for Proposals in Response to an RFP**

LIPA understands the time and effort required to develop and submit proposals in response to any subsequently issued RFPs for Utility Management Services. Accordingly, such RFPs should contain sufficiently detailed information to assist potential bidders.

- What other information or data do you anticipate your organization will need to fully understand the Utility Management Services to be provided and be able to submit a binding proposal?
- How much time do you anticipate your organization would need to prepare a proposal in response to any future RFP for Utility Management Services?

#### **4.8 Other Comments**

In addition to the above input, please provide any additional thoughts or comments that you believe would be of value to LIPA.

## 5. Miscellaneous

---

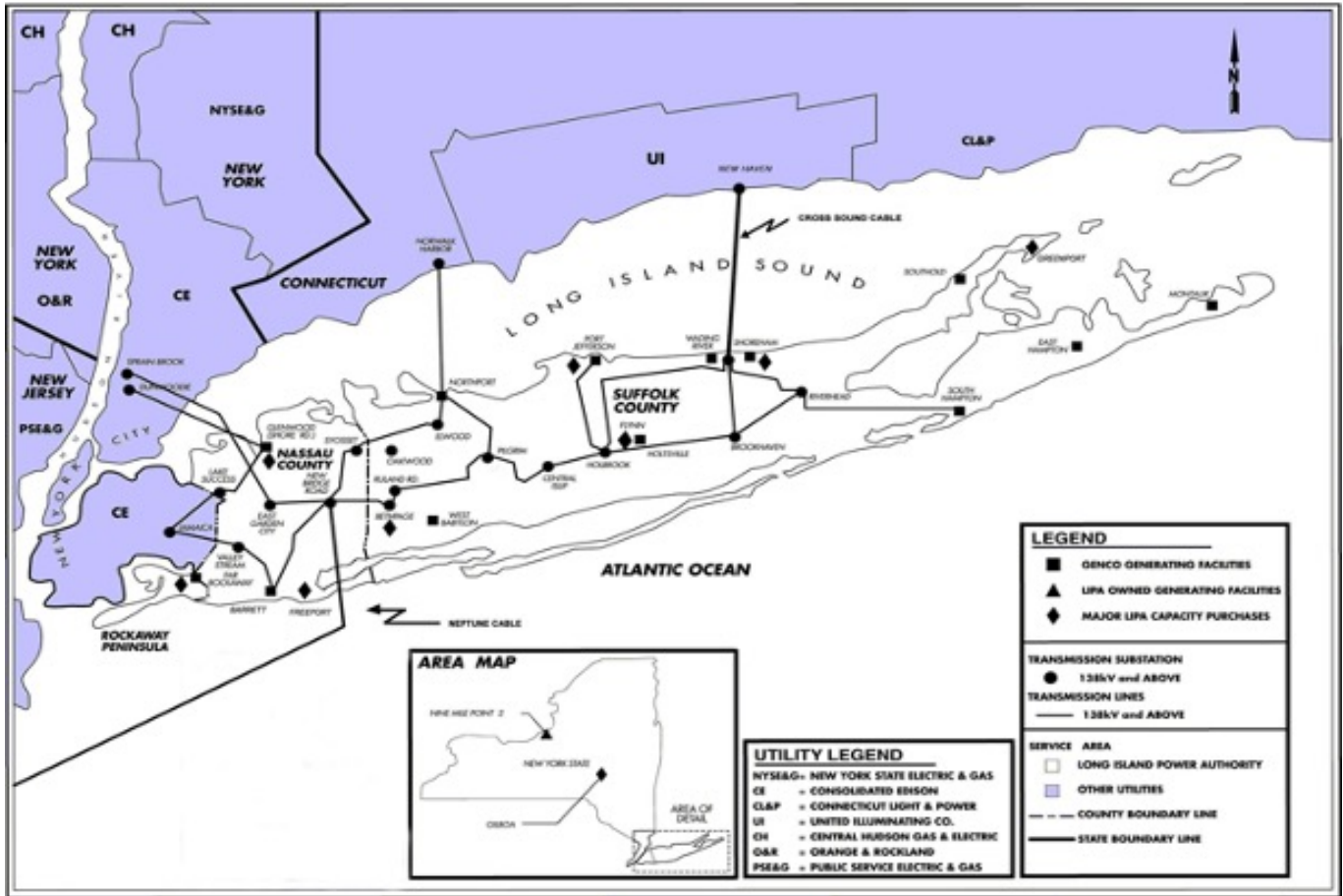
**Not responding to this RFI will not preclude participation in any subsequent RFP. Respondents are not obligated to respond to the questions in 4.2 through 4.8.**

All costs and expenses incurred by Respondents in developing and/or submitting a response to this RFI and/or any related activity shall be borne by the Respondents. This RFI is not an offer, or an invitation to make an offer, and does not constitute a binding commitment or agreement of any nature. LIPA reserves the right, in its discretion, to withdraw or modify this RFI at any time and to decline to issue an RFP.

Respondents are encouraged to provide frank and concise information when responding to this RFI. Respondents shall clearly indicate in their responses what information, if any, is proprietary and confidential and shall, in a separate attachment, discuss the reasons therefor. Except as follows immediately below, and as may be necessary for the purpose of evaluating responses, LIPA will not disclose any material marked “Confidential and Proprietary” other than to LIPA advisors engaged to assist on this project and who have agreed to maintain confidentiality.

Respondents are hereby advised that the Authority and LIPA are subject to the New York State Freedom of Information Law (“FOIL”), Article 6 of the Public Officer’s Law. Material marked “Confidential and Proprietary” will be treated as a Respondent’s privileged trade secret or proprietary information under FOIL, other applicable law, regulation, or legal process, and will only be disclosed by the Authority and LIPA as required by law, regulation, or legal process.

**APPENDIX A: LIPA'S SERVICE AREA**



## APPENDIX B: SERVICE LEVEL AGREEMENT SCOPES

---

### T&D SYSTEM OPERATIONS

---

#### Asset Management

- Planning and Program
- Maintenance of Standards and Procedures
- System Protection
- Quality and Compliance Audits
- Asset Inspection

#### Transmission Operations

- Transmission Resiliency and Reliability
- Preventative Maintenance and Security
- Performance Improvement Planning

#### Distribution Operations

- Distribution Reliability
- Circuit Improvement Program Effectiveness
- Integration of Distributed Energy Resources Including Utility-Side and Behind-The-Meter Storage
- Staffing and Productivity

#### Vegetation Management

- Planning and Execution
- Routine Vegetation Inspection

#### Support Services

- Safety
- Fleet
- Environmental
- Materials Management
- Training

#### Emergency Planning and Response

- Emergency Planning
- Storm Damage Mitigation Activities
- Mutual Aid Coordination and Implementation
- FEMA Reimbursement Coordination and Compliance
- Estimated Times of Restoration

#### NERC/CIP

- Training and Compliance
-



## T&D SYSTEM PLANNING AND CONSTRUCTION

---

Function	Sub-Function(s)
Planning	<ul style="list-style-type: none"> <li>• Transmission System Planning</li> <li>• Distribution System Planning</li> </ul>
Design and Engineering	<ul style="list-style-type: none"> <li>• Operational Performance</li> </ul>
Permitting	<ul style="list-style-type: none"> <li>• Permit Application and Issuance</li> <li>• Permit Compliance Monitoring</li> <li>• Permit Records Maintenance</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Transmission and Substation Construction</li> <li>• Overhead and Underground Distribution Construction</li> </ul>

---

## INFORMATION TECHNOLOGY

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"> <li>• Attainment of CMMI and ITIL Maturity Levels</li> <li>• Compliance with LIPA IT Planning and Governance Policy and Standards</li> <li>• Quarterly Reporting, Annual Workplan Development</li> <li>• Long-Range and System Capacity Planning Planning</li> <li>• Project Management</li> <li>• Resource Planning</li> <li>• Risk Management</li> <li>• Financial Management</li> <li>• Transparency and Data Access</li> </ul>
System Development and Implementation	<ul style="list-style-type: none"> <li>• System Acquisition</li> <li>• System Implementation</li> <li>• System Flexibility and Adaptability to Future Requirements</li> </ul>
Operational Performance	<ul style="list-style-type: none"> <li>• Provision of Dedicated CIO/CISO</li> <li>• Maintenance of Critical Systems for Core Services</li> </ul>
Cybersecurity	<ul style="list-style-type: none"> <li>• Attainment and Improvement of NIST Framework Levels</li> <li>• Compliance with LIPA Cybersecurity Policy and Standards</li> <li>• Monthly Reports on Cybersecurity Activities</li> </ul>

---

## CUSTOMER SERVICE

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"> <li>Residential Customer Satisfaction</li> <li>Business Customer Satisfaction</li> <li>Worker Safety (OSHA Incidents and Severity (Days Away))</li> <li>Compliance with evolving Regulatory and Statutory Standards</li> </ul>
Billing and Payments Processing	<ul style="list-style-type: none"> <li>Operational Performance</li> <li>Revenue Assurance</li> <li>Meter Revenue Assurance</li> <li>DPS Mandated Adjustments</li> <li>Payment Accuracy</li> <li>Customer Complaint reduction</li> <li>Special Billing Arrangements and Pricing Flexibility</li> <li>Billing System Automation</li> </ul>
Contact Center	<ul style="list-style-type: none"> <li>Call Center Service Levels (automation + CSRs)</li> <li>Maintain Call Capacity and Call Quality Levels</li> <li>Attainment of Specified First Contact Resolution</li> <li>Email and Web Service Responsiveness</li> <li>Life Sustaining Equipment Customer Management</li> </ul>
Meter Operations	<ul style="list-style-type: none"> <li>Meter Reading Completeness and Accuracy</li> <li>AMI deployment and Advanced Utilization</li> </ul>
Collections	<ul style="list-style-type: none"> <li>Maintenance of Days Sales Outstanding target averages</li> <li>Net Write-Offs</li> <li>Accounts Receivable aging</li> <li>Security Deposit Adherence</li> <li>COVID-19 Related Balances on Payment Plans</li> <li>Lien Program</li> </ul>
Business and Strategic Planning	<ul style="list-style-type: none"> <li>Compliance with LIPA Customer Service Policy and Standards</li> <li>Compliance with LIPA's Customer Value and Affordability Policy</li> <li>Customer Service Long-Range Plan</li> <li>Annual Workplan to Advance Long-Range Plan</li> <li>Quarterly Performance Reporting</li> <li>Budget Forecasting</li> </ul>

---

## POWER SUPPLY

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"> <li>• Resource Planning</li> <li>• Resource Procurement and Contract Management</li> <li>• Regional Wholesale Markets Analysis and Representation in Stakeholder Processes</li> <li>• Representation and Administration of LIPA's Ownership Interest in NMP2</li> </ul>

---

## CLEAN ENERGY PROGRAMS

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"> <li>• Energy Efficiency</li> <li>• Beneficial Electrification</li> <li>• Distributed Energy Resources including Behind-The-Meter Storage</li> </ul>

---

## BUSINESS SERVICES

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"> <li>• Accounting</li> <li>• Budgeting/Forecasting</li> <li>• Treasury Operations</li> <li>• Pricing and Tariff Administration</li> <li>• Payroll</li> <li>• Insurance</li> <li>• Performance Measurement and Reporting</li> <li>• Facilities Management</li> <li>• Security</li> </ul>

---

## HUMAN RESOURCES

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"> <li>• Recruiting and New Employee Orientation</li> <li>• Compensation and Benefit Management</li> <li>• Performance Management and Development</li> <li>• Labor Relations</li> <li>• Training</li> </ul>

---

**PROCUREMENT AND CONTRACT MANAGEMENT**

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"><li>• Contractor Performance Oversight and Management</li><li>• Maintenance of State Diversity Procurement Laws (Minority/Women-Business Enterprises and Service-Disabled Veteran-Owned Businesses)</li><li>• Adherence to FEMA Procurement, Contracting, and Cost-Substantiation Regulations</li></ul>

---

**EXTERNAL AFFAIRS AND COMMUNICATIONS**

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"><li>• Government Relations</li><li>• Customer and Stakeholder Communications</li><li>• Branding/Advertising</li></ul>

---

**LEGAL**

---

Function	Sub-Function(s)
Organizational Performance	<ul style="list-style-type: none"><li>• Regulatory Monitoring and Compliance</li><li>• Adherence to State Records Management Regulations</li><li>• T&amp;D System-Related Litigation and Litigation Management</li><li>• Commercial Matters</li><li>• FOIL Compliance</li><li>• Environmental Compliance</li><li>• Real Estate Management and Compliance</li></ul>

**APPENDIX C: FORM OF NOTICE OF INTENT TO RESPOND**

---

To: Long Island Power Authority  
Ms. Gomes, Director of Procurement

Re: **REQUEST FOR INFORMATION TO PROVIDE UTILITY MANAGEMENT SERVICES**

Dear Ms. Gomes,

This will serve as [Company Name] Notice of Intent to submit a proposal in response to the Long Island Power Authority's **Request for Information to Provide Utility Management Services**.

Our firm's contact information is as follows:

Proposer Name:

Address:

Phone Number:

E-Mail Address:

Contact Person:

**APPENDIX D: CONTACT INFORMATION**

---

This form was developed by LIPA to facilitate its review of the responses received. Please provide the information indicated below.

**Contact Information (Required Data):**

Name of Respondent:	
Address:	
Contact:	
Title:	
Telephone:	
E-Mail:	

---

## APPENDIX E: FUNCTIONS RESPONDENT'S ORGANIZATION MAY PROVIDE<sup>1</sup>

Name of Respondent:

Service Area	Provided by Respondent? <sup>2</sup>	Comments <sup>3</sup>
1. T&D System Operations		
2. T&D System Planning and Construction		
3. Information Technology		
4. Customer Service		
5. Power Supply		
6. Clean Energy Programs		
7. Business Services		
8. Human Resources		
9. Procurement and Contract Management		
10. External Affairs and Communications		
11. Legal		

<sup>1</sup> These are services that would be delivered under Service Level Agreements.

<sup>2</sup> Please place an "X" in this column if you provide the service listed in the first column. Refer to Appendix B of the RFI for more detail on Functions.

<sup>3</sup> The Respondent may use the Comment column to more fully describe the services it is capable of providing. Such explanation is not required, however. Any exceptions to the full scope of a Function should be noted.

**APPENDIX F: MANAGEMENT POSITIONS PROVIDED BY CURRENT SERVICE PROVIDER**

---

	Title
1	President and Chief Operating Officer
2	Director - Communications
3	Director - External Affairs
4	Managing Director & Vice President Construction Services
5	Director - Transmission and Distribution
6	Managing Director & Vice President Power Markets
7	Managing Director & Vice President Electric Operations
8	Director - Training, Support, & Contractor Services
9	Managing Director & Vice President Information Technology
10	Director – Procurement
11	Director – Finance
12	Managing Director & Vice President Customer Operations
13	Director - Customer Experience & Utility Markets
14	Director - Customer Contact & Billing
15	Director - Energy Efficiency

Note: PSEG LI provides three additional management positions, whereby the incumbent is paid out of the management fee but the incumbent is a ServCo employee. It is anticipated that these ServCo employees will be available to the new service provider.

---



