

**State of Maine**  
**Master Score Sheet**

RFP# 202403066					
Consulting Services – Water Ratepayer Assistance Project					
<b>Bidder Name:</b>		<b>Fisher, Sheehan &amp; Colton</b>	<b>London Economics International LLC</b>	<b>Raftelis Financial Consultants, Inc.</b>	<b>rbouvier consulting</b>
<b>Proposed Cost:</b>		<b>\$355,600</b>	<b>\$53,681</b>	<b>\$240,108</b>	<b>\$20,068</b>
<b>Scoring Sections</b>	<b>Points Available</b>				
Section I: Preliminary Information	<b>N/A</b>				
Section II: Organization Qualifications and Experience	<b>40</b>	<b>40</b>	<b>7</b>	<b>40</b>	<b>5</b>
Section III: Proposed Services	<b>30</b>	<b>30</b>	<b>8</b>	<b>30</b>	<b>5</b>
Section IV: Cost Proposal	<b>30</b>	<b>1.7</b>	<b>11.2</b>	<b>2.5</b>	<b>30</b>
<b>TOTAL</b>	<b><u>100</u></b>	<b><u>71.7</u></b>	<b><u>26.2</u></b>	<b><u>72.5</u></b>	<b><u>40</u></b>
<b>Bidder Name:</b>		<b>SAGE Management Consultants, LLC</b>			
<b>Proposed Cost:</b>		<b>\$124,275</b>			
<b>Scoring Sections</b>	<b>Points Available</b>				
Section I: Preliminary Information	<b>N/A</b>				
Section II: Organization Qualifications and Experience	<b>40</b>	<b>20</b>			
Section III: Proposed Services	<b>30</b>	<b>15</b>			
Section IV: Cost Proposal	<b>30</b>	<b>4.8</b>			
<b>TOTAL</b>	<b><u>100</u></b>	<b><u>39.8</u></b>			

**Award Justification Statement**  
**RFP# 202403066: Consulting Services – Water Ratepayer Assistance Project**

**I. Summary**

The request was in connection with the State of Maine is seeking proposals for consultant services to assist Office of the Public Advocate (OPA) in researching the need for financial assistance programs for low-income ratepayers of Maine water utilities and best practice for designing and implementing such a program.

**II. Evaluation Process**

The evaluators reviewed the proposal independently based upon the qualification and experience, the proposed services, and the work plan presented by five bidders. The evaluators met to develop a consensus regarding how well each bidder individually satisfied these requirements and to establish a consensus score.

**III. Qualifications & Experience**

All five bidders possessed the minimum required experience to provide the requested services.

The winning bidder's proposal included the following advantages:

- The consultant has extensive experience in the water industry.
- Specific to the needs of this RFP, the bidder has knowledge regarding affordability and affordability metrics.
- The bidder has evaluated affordability and implemented utility assistance programs in other jurisdictions and developed a new framework for measuring household affordability.
- The bidder's team will include a communications and outreach specialist.

#### **IV. Proposed Services**

The winning bidder provided a comprehensive proposal outlining a clear understanding of their ability to meet the expectations outlined in the RFP. The winning bidder described a thoughtful and detailed four-phase approach that builds on the previous work they have performed throughout the country, that is then tailored to the circumstances in Maine and the expectations of the RFP. The phases include a kick-off workshop, a review of affordability/feasibility/best-practices of the implementation of various low-income assistance program options, stakeholder outreach, and reporting/presentations. The bidder's team will include a communications and outreach specialist that will assist with reporting in Maine.

#### **V. Cost Proposal**

The cost proposals varied significantly. The awarded Bidder's proposal was reasonable, yet was the second highest cost received and therefore earned a relatively low cost score.

#### **VI. Conclusion**

Out of 100 possible points, the Evaluation Team awarded Raftelis Financial Consultants, Inc. a score of 72.5. The strengths of Raftelis Financial Consultants, Inc.'s proposal outweighed the other bidders through both its qualification and experience and the services it proposed. The Evaluation Team has determined the proposal submitted by Raftelis Financial Consultants, Inc. represents the best value to the State of Maine.



**STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE**

**William S. Harwood  
Public Advocate**

**Janet T. Mills  
Governor**

**AWARD NOTIFICATION LETTER**

April \_\_\_\_, 2024

Via email: [roger@fsconline.com](mailto:roger@fsconline.com)

Roger Colton, Owner  
Fisher, Sheehan & Colton  
34 Warwick Road  
Belmont, MA 02478

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202403066,  
Consulting Services – Water Ratepayer Assistance Project

Dear Mr. Colton:

This letter is regarding the subject Request for Proposals (RFP), issued by the State of Maine, Office of the Public Advocate for Consulting Services – Water Ratepayer Assistance Program. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

- Raftelis Financial Consultants, Inc.

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award at any time prior to the execution of a written contract.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee and the successful negotiation of a contract. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

William S. Harwood  
Maine Public Advocate  
State House Station 112  
Augusta, ME 04333-0112

## **STATEMENT OF APPEAL RIGHTS**

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Division of Purchases, Chapter 120, § (2) (2).



**STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE**

**William S. Harwood  
Public Advocate**

**Janet T. Mills  
Governor**

**AWARD NOTIFICATION LETTER**

April \_\_\_\_, 2024

Via email: [stellam@londoneconomics.com](mailto:stellam@londoneconomics.com)

Stella Mueller, Managing Consultant  
London Economics International LLC  
717 Atlantic Avenue, Suite 1A  
Boston, MA 02111

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202403066,  
Consulting Services – Water Ratepayer Assistance Project

Dear Ms. Mueller:

This letter is regarding the subject Request for Proposals (RFP), issued by the State of Maine, Office of the Public Advocate for Consulting Services – Water Ratepayer Assistance Program. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Augusta, ME 04333-0112



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**STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE**

**William S. Harwood  
Public Advocate**

**Janet T. Mills  
Governor**

**AWARD NOTIFICATION LETTER**

April \_\_\_\_, 2024

Via email: [dfox@raftelis.com](mailto:dfox@raftelis.com)

Dave Fox, Vice President  
Raftelis Financial Consultants, Inc.  
24 Superior Drive, Suite 107  
Natick, MA 01760

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202403066,  
Consulting Services – Water Ratepayer Assistance Project

Dear Mr. Fox:

This letter is regarding the subject Request for Proposals (RFP), issued by the State of Maine, Office of the Public Advocate for Consulting Services – Water Ratepayer Assistance Program. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

William S. Harwood  
Maine Public Advocate  
State House Station 112  
Augusta, ME 04333-0112

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**STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE**

**William S. Harwood  
Public Advocate**

**Janet T. Mills  
Governor**

**AWARD NOTIFICATION LETTER**

April \_\_\_\_, 2024

Via email: [rachel@rbouvierconsulting.com](mailto:rachel@rbouvierconsulting.com)

Dr. Rachel Bouvier, President  
rbouvier consulting  
5 Fellows Street  
Portland, ME 04103

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202403066,  
Consulting Services – Water Ratepayer Assistance Project

Dear Ms. Bouvier:

This letter is regarding the subject Request for Proposals (RFP), issued by the State of Maine, Office of the Public Advocate for Consulting Services – Water Ratepayer Assistance Program. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Thank you for your interest in doing business with the State of Maine.

Sincerely,

William S. Harwood  
Maine Public Advocate  
State House Station 112  
Augusta, ME 04333-0112

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**STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE**

**William S. Harwood  
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**Janet T. Mills  
Governor**

**AWARD NOTIFICATION LETTER**

April \_\_\_\_, 2024

Via email: [rosenkoetter@sageconsultants.org](mailto:rosenkoetter@sageconsultants.org)

Robert L. Rosenkoetter, Managing Director  
SAGE Management Consultants, LLC  
10085 Buice Road  
Johns Creek, GA 30022

**SUBJECT:** Notice of Conditional Contract Award under RFP # 202403066,  
Consulting Services – Water Ratepayer Assistance Project

Dear Mr. Rosenkoetter:

This letter is regarding the subject Request for Proposals (RFP), issued by the State of Maine, Office of the Public Advocate for Consulting Services – Water Ratepayer Assistance Program. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

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Maine Public Advocate  
State House Station 112  
Augusta, ME 04333-0112

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**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Fisher, Sheehan & Colton

**DATE:** April 17, 2024

**SUMMARY PAGE**

**Department Name:** Office of the Public Advocate

**Name of RFP Coordinator:** Kristina Winther

**Names of Evaluators:** Kristina Winther, William Harwood, Shareen Thompson

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<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
• N/A		
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>40</b>
Section III. Proposed Services	<b>30</b>	<b>30</b>
Section IV. Cost Proposal	<b>30</b>	<b>1.7</b>
<u>Total Points</u>	<b><u>100</u></b>	<b><u>71.7</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Fisher, Sheehan & Colton

**DATE:** April 17, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

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**Evaluation Team Comments:**

Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Fisher, Sheehan & Colton

**DATE:** April 17, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>40</b>

**Evaluation Team Comments:**

- I. Overview of the Organization
  - Massachusetts-based
  - Sub-contractor is in Tennessee, but this appeared to be workable for this project
- II. Subcontractors
  - Will partner with Three<sup>3</sup>
  - Their expertise is aligned with the needs of the project
- III. Organizational Chart
  - Colton is now the sole person employed by the firm
  - The background and experience of the bidder combined with the proposed subcontractor supported the awarding of full points in this category.
- IV. Etc.
  - Strong expertise and experience in water
  - Experience with low-income issues
  - Prior experience with the OPA
  - Did water affordability plan for Ohio
  - Three<sup>3</sup> has done international research on energy burden, low-income issues
    1. Publishing work in referred journals
- V. Litigation
  - None
- VI. Certificate of Insurances
  - Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Fisher, Sheehan & Colton

**DATE:** April 17, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>30</b>	<b>30</b>

**Evaluation Team Comments:**

A. Services to be Provided

- The Bid meets the minimum requirements set forth in the RFP
- Further, the bidder put a lot of thought into the proposal
  1. Described how to get to the goals for the project
  2. A lot of detail
- Interesting that they use different metric for needs and affordability, using “breadth” and “depth”
- Bidder also proposes to use “Bill Payment Coverage Ratio” to calculate completeness of bill payments

B. Implementation – Work Plan

- Addressed the challenge that is needed – what does a typical Maine ratepayer pay? How does that vary in different areas?
- Broken down into “parts” and sub-tasks
- The end product must be something that will work in Maine, including the small water districts
- Bidder envisions stakeholder meetings and interviews with households, program assistance agents, and water workers, and PUC Staff among others. Not clear that it would be possible to arrange these meetings, especially within the timeframe of the project

Bidder received full points on this section but discussions would be needed prior to the initiation of the project about timelines and tasks.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Fisher, Sheehan & Colton

**DATE:** April 17, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

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Lowest Submitted Cost Proposal	÷	Cost Proposal Being Scored	X	Score Weight	=	Score
<b>20,068</b>	÷	<b>355,600</b>	<b>X</b>	<b>30 points</b>	<b>=</b>	<b>1.7</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** London Economics International LLC

**DATE:** April 17, 2024

**SUMMARY PAGE**

**Department Name:** Office of the Public Advocate

**Name of RFP Coordinator:** Kristina Winther

**Names of Evaluators:** Kristina Winther, William Harwood, Shareen Thompson

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<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
• N/A		
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>7</b>
Section III. Proposed Services	<b>30</b>	<b>8</b>
Section IV. Cost Proposal	<b>30</b>	<b>11.2</b>
<u>Total Points</u>	<u>100</u>	<u>26.2</u>



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** London Economics International LLC

**DATE:** April 17, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

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**Evaluation Team Comments:**

Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** London Economics International LLC

**DATE:** April 17, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>7</b>

**Evaluation Team Comments:**

- I. Overview of the Organization
  - US-owned
  - Offices worldwide
  
- II. Subcontractors
  - None
- III. Organizational Chart
  - Manager, senior advisor, plus two project team members
- IV. Etc.
  - Extensive experience in energy ratemaking
  - Previous work with OPA
  - But, the description of projects mostly reference energy policy studies geared toward electricity, not water utilities nor low-income studies
    - i. No experience provided in water utilities (reduced points by half)
    - ii. No experience provided in low-income programs for water utilities (reduced points by another half)
    - iii. Not focused/relevant to specific needs of this project (reduced by 3 points. This is an experienced consultant that could apply some of its prior work to the tasks in this RFP)
  
- V. Litigation
  - None
  
- VI. Certificate of Insurances
  - Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** London Economics International LLC

**DATE:** April 17, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>30</b>	<b>8</b>

**Evaluation Team Comments:**

A. Services to be Provided

- Proposal included review of circumstances of the Maine water utilities and low-income programs
- The final report would cover: (1) financial need, and (2) a review of best practices
- Inadequate explanation of what metrics will be used in gathering data for final report and derive at recommended best practices (reduced by 5 points)

B. Implementation – Work Plan

- Task list is vague (not assured that needs of the RFP would be met: reduced by 15 points)
    1. Kick-off meeting
    2. Collect secondary data, look for gaps
    3. Case study of best practices
  - Focus is on assembling secondary data
1. Where Maine has unique circumstances would expect that more primary data would be needed (reduced by 2 points)

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** London Economics International LLC

**DATE:** April 17, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

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Lowest Submitted Cost Proposal	÷	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>20,068</b>	÷	<b>53,681</b>	<b>x</b>	<b>30 points</b>	=	<b>11.2</b>

**Evaluation Team Comments:** Uncertain that they could deliver the tasks within the estimated budget.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Raftelis Financial Consultants, Inc.

**DATE:** April 17, 2024

**SUMMARY PAGE**

**Department Name:** Office of the Public Advocate

**Name of RFP Coordinator:** Kristina Winther

**Names of Evaluators:** Kristina Winther, William Harwood, Shareen Thompson

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<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
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• N/A		
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>40</b>
Section III. Proposed Services	<b>30</b>	<b>30</b>
Section IV. Cost Proposal	<b>30</b>	<b>2.5</b>
<u>Total Points</u>	<u><b>100</b></u>	<u><b>72.5</b></u>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

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**BIDDER:** Raftelis Financial Consultants, Inc.

**DATE:** April 17, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Raftelis Financial Consultants, Inc.

**DATE:** April 17, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>40</b>

**Evaluation Team Comments:**

- I. Overview of the Organization
  - Incorporated in North Carolina
  - Local office in Massachusetts
    - i. The bidder will have familiarity with conditions that exist in the New England states
  
- II. Subcontractors
  - None
  - Instead, the bidder indicated that they are fully confident to complete the project with in--house staff based on extensive experience
  
- III. Organizational Chart
  - Project director
  - Project manager
    1. Staff consultant
    2. Subject matter expert
    3. Communications & outreach specialist
  - The input of an in-house communication & outreach specialist is desirable where the are so many water districts in the State of Maine of various sizes with varying economic conditions
  
- IV. Etc.
  - This bidder received full points where the personnel and experience align with the needs of the RFP
  - Good prior experience, particularly in researching water and sewer ratepayer funded customer assistance program which is highly relevant to this RFP
  - This is appropriate for the variety of water systems in Maine, including some which have a connection to the provision of sewer services
  - Experience in research: Has 15 years of hand-on work with utilities re customer affordability
  - The bidder has recently developed customer assistance programs for other jurisdictions
    1. The bidder continued to assist with feasibility and implementation
  - Previous project work listed is relevant to this project

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Raftelis Financial Consultants, Inc.

**DATE:** April 17, 2024

V. Litigation

- Joined as third-party defendant in lawsuit filed by developers regarding development impact fees developed by Bidder

VI. Certificate of Insurances

- Provided



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Raftelis Financial Consultants, Inc.

**DATE:** April 17, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>30</b>	<b>30</b>

**Evaluation Team Comments:**

- Services to be Provided
  1. The work will include help to develop a Customer Affordability and Assistance Plan
    1. The services provided will draw on the extensive similar experience that the bidder possesses, which will then form a starting point for Maine

- Implementation – Work Plan

This bidder received full points where all the tasks described in the RFP are accommodated by the proposed work-plan. The bidder took the required tasks and used them as a basis for explaining in detail what it plans to do. This will include the bidder’s recently developed New Framework Capability Assessment, which is an update to the standard metrics for affordability.

The proposal includes a well-developed, four-phase approach that meets requirements of the RFP:

1. Kick-off meeting
2. Affordability and customer assistance program
3. Consider current and alternative customer assistance programs
4. Industry best-practices
5. Administrative and utility operations considerations
6. Financial considerations
7. Stakeholder outreach
8. Reporting and presentations

- The RFP does not contemplate the bidder being involved in program implementation, but their suggestions for implementation could be a part of the final deliverable to Maine.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** Raftelis Financial Consultants, Inc.

**DATE:** April 17, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

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Lowest Submitted Cost Proposal	÷	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>20,068</b>	÷	<b>240,108</b>	<b>x</b>	<b>30 points</b>	<b>=</b>	<b>2.5</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** rbouvier consulting

**DATE:** April 17, 2024

**SUMMARY PAGE**

**Department Name:** Office of the Public Advocate

**Name of RFP Coordinator:** Kristina Winther

**Names of Evaluators:** Kristina Winther, William Harwood, Shareen Thompson

---

<b><u>Pass/Fail Criteria</u></b>	<b><u>Pass</u></b>	<b><u>Fail</u></b>
Section I. Preliminary Information (Eligibility)		
• NA		
<b><u>Scoring Sections</u></b>	<b><u>Points Available</u></b>	<b><u>Points Awarded</u></b>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>5</b>
Section III. Proposed Services	<b>30</b>	<b>5</b>
Section IV. Cost Proposal	<b>30</b>	<b>30</b>
<b><u>Total Points</u></b>	<b><u>100</u></b>	<b><u>40</u></b>

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** rbouvier consulting

**DATE:** April 17, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** rbouvier consulting

**DATE:** April 17, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>5</b>

**Evaluation Team Comments:**

- I. Overview of the Organization
  - Small consulting company
  - The strengths of this bidder are not aligned with the needs for this RFP (reduced by 30 points)
    - i. Specialty is economic and statistical analysis, specializing in environmental and natural resource issues, climate change, and community economic development
- II. Subcontractors
  - None
- III. Organizational Chart
  - President
  - Administrator
  - Intern
  - Researcher
- IV. Etc.
  - Main focus is environmental and natural resources, not the policy issue that is the focus of this RFP (reduced points by another 5 points)
    - i. Research in sea-level rise
    - ii. Research in storm surge
  - Some relevant experience
    - i. looked at low-income programs for transmission & distribution utilities (2015)
  - Looked at Boothbay water district, but not relevant to this project
- V. Litigation
  - None
- VI. Certificate of Insurances
  - Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** rbouvier consulting

**DATE:** April 17, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>30</b>	<b>5</b>

---

**Evaluation Team Comments:**

A. Services to be Provided

- The proposed services are largely a brief restatement of the RFP (reduced by 15 points)
- The bidder does propose some GIS work

B. Implementation – Work Plan

- Not much detail, vague (reduced by another 5 points)
- Largely a restatement of the RFP
- Bidder suggests for the WRAP team to handle stakeholder engagement, rather than providing that service for the OPA (reduced by another 5 points)

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** rbouvier consulting

**DATE:** April 17, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	÷	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>20,068</b>	÷	<b>20,068</b>	<b>x</b>	<b>30 points</b>	=	<b>30</b>

**Evaluation Team Comments:** Uncertain that they could deliver the tasks within the estimated budget.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** SAGE Management Consultants, LLC

**DATE:** April 17, 2024

**SUMMARY PAGE**

**Department Name:** Office of the Public Advocate

**Name of RFP Coordinator:** Kristina Winther

**Names of Evaluators:** Kristina Winther, William Harwood, Shareen Thompson

<u>Pass/Fail Criteria</u>	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)		
• N/A		
<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>20</b>
Section III. Proposed Services	<b>30</b>	<b>15</b>
Section IV. Cost Proposal	<b>30</b>	<b>4.8</b>
<u>Total Points</u>	<u>100</u>	<u>39.8</u>



**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** SAGE Management Consultants, LLC

**DATE:** April 17, 2024

**OVERVIEW OF SECTION I  
Preliminary Information**

Section I. Preliminary Information

---

**Evaluation Team Comments:**

Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** SAGE Management Consultants, LLC

**DATE:** April 17, 2024

**EVALUATION OF SECTION II  
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Organization Qualifications and Experience	<b>40</b>	<b>20</b>

**Evaluation Team Comments:**

- I. Overview of the Organization
  - National consulting firm
  - HQ in Georgia
- II. Subcontractors
  - Dave Vondle and Jim Collins
  - OPA has worked with them before
- III. Organizational Chart
  - Project manager
    1. Two consultants (subcontractors)
- IV. Etc.
  - The experience of this bidder is not aligned with the needs of this RFP (minus 20 points)
  - The bidder's experience is in:
    1. Rate cases
    2. Mergers
    3. Storm recovery
    4. Previous LIAP project
  - The particular areas covered in this project are not met:
    1. Not water experience except rate analysis, flood response, management audit, wastewater
    2. Not line up with this project
- V. Litigation
  - None
- VI. Certificate of Insurances
  - Provided

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** SAGE Management Consultants, LLC

**DATE:** April 17, 2024

**EVALUATION OF SECTION III  
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Proposed Services	<b>30</b>	<b>15</b>

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**Evaluation Team Comments:**

A. Services to be Provided

- The proposed tasks are consistent with the minimum requirements of the project:
  1. Collect data (include interviews with subject matter experts)
  2. Research of best practices
  3. Reporting

B. Implementation – Work Plan

- Work plan is vague, such that the contribution to the needs of the project is unclear (reduced points by half)
- The work plan is largely a restatement of the RFP

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER:** SAGE Management Consultants, LLC

**DATE:** April 17, 2024

**EVALUATION OF SECTION IV  
Cost Proposal**

---

Lowest Submitted Cost Proposal	÷	Cost Proposal Being Scored	x	Score Weight	=	Score
<b>20,068</b>	÷	<b>124,275</b>	<b>x</b>	<b>30 points</b>	<b>=</b>	<b>4.8</b>

**Evaluation Team Comments:**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Fisher, Sheehan & Colton

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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\*\*\*\*\*

**Individual Evaluator Comments:**

I. Organization Qualifications and Experience

1. Overview of Organization

- Based in Belmont, MA
- P – No prior litigation cases against nor for sub-contractor Three<sup>3</sup>
- P – Submitted copy of Certificate of Liability Insurance – good thru 4/30/2024
- P – 40+ years of experience for variety of federal and state agencies, consumer organizations, public utilities on rate affordability and customer service issues
- P – Has researched into low-income usage, payment patterns, and affordability programs
- P – Routinely engages in work regarding water affordability & Arrearage Management Programs (AMPs) for public advocate offices

2. Subcontractors

- P – Three-cubed (Three<sup>3</sup>)
- Based in Knoxville, TN
- I – A scientific and educational research non-profit
- I – Has experience in analyzing utility bill and survey data and data collected from sensors and meters

3. Organizational Chart

- I – sole proprietorship owned by Mr. Colton
- No organizational chart – one employee

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Fisher, Sheehan & Colton

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

II. Proposed Services

1. Services to be Provided

- Prepare a report that provides (1) the need for financial assistance for low-income water ratepayers in Maine, and (2) a review of best practices in US for providing financial assistance for Maine’s low-income water ratepayers.
- Seems consistent with RFP deliverables
- I – Various metrics will be used for comparisons between time periods and between utilities

2. Implementation – Work Plan

- P – Provided detailed tasks to deliver: (1) final written report; (2) PowerPoint presentation; and (3) Excel file with calculations
- P – Provided detailed research elements identifying deliverables to submit “best practices” final report

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Fisher Sheehan & Colton

**DATE:** April 16, 2024

**EVALUATOR NAME:** William S. Harwood

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Strong
    - Good prior experience
  - 2. Subcontractors
    - Yes, Three<sup>3</sup>
  - 3. Organizational Chart
    - N/A
  
- II. Proposed Services
  - 1. Services to be Provided
    - Has strong understanding of Project
  
  - 2. Implementation – Work Plan
    - OK

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Fisher Sheehan & Colton

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  1. Overview of Organization
    - Massachusetts-based
  2. Subcontractors
    - Will partner with Three<sup>3</sup> (scientific + educational non-profit in Tennessee)
      1. They are subcontracting for Nat. Renewable Energy Lab. Looking at energy burden for low-income households
      2. Published in refereed journals
  3. Organizational Chart
    - Colton is now the sole person employed by the firm
  4. Other
    - Attorney with 40 years’ experience working primarily on low-income utility issues
      1. Regulatory work
      2. Affordability
    - Worked for consumer advocates in Maryland and Connecticut
    - Regularly does work on water affordability for public advocate offices
      1. Lots in Pennsylvania
    - Also does national work
    - Did a “water affordability plan” for Toledo, Ohio



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Fisher Sheehan & Colton

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

II. Proposed Services

1. Services to be Provided

- Three<sup>3</sup> has forms to collect data from utilities and agencies
- Splitting work by task
- Stakeholder group meetings

2. Implementation – Work Plan

- Part 1. - Four tasks
  1. Needs assessment
  2. Payment sustainability
  3. Maine public assistance, historically
  4. Stakeholder groups
    - a. Will stakeholders be willing to participate?
- Part 2 – best practices

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** London Economics International LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - US-owned, global offices
  - 2. Subcontractors
    - none
  - 3. Organizational Chart
    - Manager, senior advisor, plus two project team members
  - 4. Other
    - LEI has done review of Iowa’s ratemaking procedures and legislation electric/gas/water
    - LEI did energy policy study and report for Indiana Chamber of Commerce
    - Was the consultant for Maine OPA for NEB program
      - 1. Also CMP investment incentives investigation
      - 2. And several others in Maine
    - Low-income assistance
      - 1. Energy affordability
    - Did detailed background review of Maine water systems and regulation and low-income programs
  
- II. Proposed Services
  - 1. Services to be Provided
    - Kick-off meeting
    - collect secondary data, look for gaps
    - Case study of best practices

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** London Economics International LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

- Recommendations and report

2. Implementation – Work Plan

- Kick-off meeting
- collect secondary data, look for gaps
- Case study of best practices
- Recommendations and report

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** London Economics International LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

I. Organization Qualifications and Experience

1. Overview of Organization

- Based in Boston, MA
- N – Description of projects mostly reference energy policy studies geared toward electricity, not water utilities nor low-income studies
- P – Over 25 years of experience in the energy, infrastructure and water sectors
- P – US-owned and operated firm specializing in energy, infrastructure and water
- Q – Stays within budget
- P – No prior litigation cases within the past five years
- P – Submitted copy of Certificate of Liability Insurance – good thru 10/19/2024

2. Subcontractors

- N/A

3. Organizational Chart

- Provided – consists of Project Manager, Senior Advisor and two Project Team members
- N – Team members mostly specialize in rate-design, electricity

II. Proposed Services

1. Services to be Provided

- Prepare a report that provides (1) the need for financial assistance for low-income water ratepayers in Maine, and (2) a review of best

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** London Economics International LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

practices in US for providing financial assistance for Maine’s low-income water ratepayers.

- Seems consistent with RFP deliverables
- N – lacks examples of what metrics will be used in gathering data for final report and derive at recommended best practices
- I – Provided list of low-income assistance programs available in Maine for other utility services (e.g., electricity, heat, gas, internet)

2. Implementation – Work Plan

- Will manage the project through a work plan composed of four key tasks : (1) kick-off meeting, (2) collection of secondary data, (3) select case study examples, and (4) develop recommendation and submit comprehensive report
- Implementation of tasks seem vague

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** London Economics International LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** William S. Harwood

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Well qualified
    - Most experience in energy & ratemaking, not low-income or water utilities
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Provided
  
- II. Proposed Services
  - 1. Services to be Provided
    - Good plan
    - Needs more analysis of water charges
  
  - 2. Implementation – Work Plan
    - OK

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Raftelis Financial Consultants, Inc.

**DATE:** April 16, 2024

**EVALUATOR NAME:** William S. Harwood

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Strong
    - Very good prior experience – water utilities & low-income
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Provided
  
- II. Proposed Services
  - 1. Services to be Provided
    - OK
    - Good understanding of low-income
  
  - 2. Implementation – Work Plan
    - OK

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

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**BIDDER NAME:** Raftelis Financial Consultants, Inc.

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

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\*\*\*\*\*

**Individual Evaluator Comments:**

I. Organization Qualifications and Experience

1. Overview of Organization

- Based in Charlotte, NC
- P – 170 specialized consultants with experienced in water-industry financial and management consulting practice
- N – currently active in 3<sup>rd</sup> party defendant lawsuit in NC
- P – Fully licensed to conduct financial consulting services in Maine
- P – Submitted copy of Certificate of Liability Insurance – good thru 1/21/2025
- P – Has experience in researching water and sewer ratepayer funded customer assistance program

2. Subcontractors

- None
- P – Fully confident to complete the project with in-house staff based on extensive experience

3. Organizational Chart

- Provided – consists of Project Director, Subject Matter Expert, Project Manager, Communications & Outreach Specialist & Staff Consultant
- P – team well versed in water, wastewater, and stormwater utilities

II. Proposed Services

1. Services to be Provided

- Prepare a report that provides (1) the need for financial assistance for low-income water ratepayers in Maine, and (2) a review of best



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

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**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

practices in US for providing financial assistance for Maine's low-income water ratepayers.

- Seems consistent with RFP deliverables
- P – explained detailed steps in obtaining outcome
- P – Has 15 years of hand-on work with utilities re customer affordability

2. Implementation – Work Plan

- Will manage the project through a work plan composed of four key phases: (1) kick-off workshop, (2) Affordability and Customer Assistance Program evaluation, (3) stakeholder outreach, and (4) prepare and present draft Affordability and Customer Assistance Plan and issue final report
- P – well defined work plan

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Raftelis Financial Consultants, Inc.

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  1. Overview of Organization
    - HQ in North Carolina
    - Consultant in water industry for financial and management
  2. Subcontractors
    - None
  3. Organizational Chart
    - Project director
    - Project manager
      1. Staff consultant
      2. Subject matter expert
      3. Communications & outreach specialist
  4. Other
    - Affordability
    - Affordability metrics
    - Evaluated affordability and implemented programs
      1. Philadelphia, DC, Austin...
    - Worked with EPA to develop framework for measuring household affordability... new methodology
    - Developed a framework for a water and sewer ratepayer funded customer assistance program

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** Raftelis Financial Consultants, Inc.

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

II. Proposed Services

1. Services to be Provided

- Help to develop a Customer Affordability and Assistance Plan

2. Implementation – Work Plan

- Kick-off meeting
- Affordability and customer assistance program
  1. Financial capability assessment
  2. Collect data on bill payment patterns
  3. Workshop
    - a. Who will be willing to participate?
- Consider current and alternative customer assistance programs
- Industry best-practices
- Administrative and utility operations considerations
- Financial considerations
- Stakeholder outreach
- Reporting and presentations

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** rbouvier consulting

**DATE:** April 16, 2024

**EVALUATOR NAME:** William S. Harwood

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Weak
    - No prior relevant experience
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Provided
  
- II. Proposed Services
  - 1. Services to be Provided
    - Limited
  
  - 2. Implementation – Work Plan
    - Weak

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** rbouvier consulting

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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**Individual Evaluator Comments:**

I. Organization Qualifications and Experience

1. Overview of Organization

- Based in Portland, ME
- I – assisted MEOPA in 2015 in investigation low-income assistance programs for electric transmission & distribution utilities
- N – Vague list of relevant projects
- P – Submitted copy of Certificate of Insurance – good thru 7/8/2024
- P – No litigation cases

2. Subcontractors

- None

3. Organizational Chart

- Provided – consists of President, Admin, Intern & Researcher

II. Proposed Services

1. Services to be Provided

- Prepare a report that provides (1) the need for financial assistance for low-income water ratepayers in Maine, and (2) a review of best practices in US for providing financial assistance for Maine’s low-income water ratepayers.
- Seems inconsistent with RFP deliverables
- Q – Has the necessary experience to perform this Project

2. Implementation – Work Plan

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** rbouvier consulting

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

- Will manage the project through a work plan composed of nine tasks: (1) kick-off meeting, (2) affordability benchmark selection, (3) data collection and analysis, (4) conduct needs assessment, (5) review best practices, (6) prepare detailed report, (7) ongoing quality assurance, (8) ongoing reporting and regular communication, and (9) undertake any additional task as requested by MEOPA
- Weak implementation of tasks

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** rbouvier consulting

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Consulting company – economic and statistical analysis... environmental and natural resource issues...
  - 2. Subcontractors
    - None
  - 3. Organizational Chart
    - President, admin, intern, researcher
  - 4. Other
    - In 2015 assisted OPA in investigating low-income programs for T&Ds
  
- II. Proposed Services
  - 1. Services to be Provided
    - Data analysis, GIS, mapping
  - 2. Services not Provided
    - Stakeholder engagement... they suggest WRAP to do this
  - 3. Implementation – Work Plan
    - Not much detail, sounds like the proposal

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** SAGE Management Consultants, LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** Shareen G. Thompson

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

\*\*\*\*\*

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\*\*\*\*\*

**Individual Evaluator Comments:**

I. Organization Qualifications and Experience

1. Overview of Organization

- Based Johns Creek, GA
- P – large firm with experience consultants, specialists, and experts
- N – No list of projects relating to low-income assistance for water utilities or best practices
- I – Experience in auditing utilities (e.g. organizational effectiveness, efficient processes, affiliate transactions, cost allocations, etc.)
- P – No litigation cases pending nor in past five years
- P – Submitted copy of Certificate of Liability Insurance – good thru 4/21/25

2. Subcontractors

- N/A

3. Organizational Chart

- Provided – consists of Project Manager, Principal Consultant, and Research Analyst/Report Editor

II. Proposed Services

1. Services to be Provided

- Prepare a report that provides (1) the need for financial assistance for low-income water ratepayers in Maine, and (2) a review of best practices in US for providing financial assistance for Maine’s low-income water ratepayers.
- Seems consistent with RFP deliverables
- Listed outline of Project work tasks
- N – No mention or detail of kick-off meeting

2. Implementation – Work Plan

- Weak implementation of tasks



**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** SAGE Management Consultants, LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** William S. Harwood

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

I. Organization Qualifications and Experience

1. Overview of Organization

- OK, not strong
- Limited experience in water utilities

2. Subcontractors

- N/A

3. Organizational Chart\

- Provided

II. Proposed Services

1. Services to be Provided

- Not much thought

2. Implementation – Work Plan

- Weak

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 202403066

**RFP TITLE:** Consulting Services – Water Ratepayer Assistance Project

**BIDDER NAME:** SAGE Management Consultants, LLC

**DATE:** April 16, 2024

**EVALUATOR NAME:** Kristina R. Winther

**EVALUATOR DEPARTMENT:** Office of the Public Advocate

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\*\*\*\*\*

**Individual Evaluator Comments:**

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - HQ in Georgia
    - National consultant, management effectiveness and efficiency of utility operations
  - 2. Subcontractors
    - Independent consultants Dave Vondle (NM) and Jim Collins (CA)
  - 3. Organizational Chart
    - Project manager
      - 1. Consultant (Vondle)
      - 2. Research analyst (Collins)
  - 4. Other
    - Worked with OPA before on rate cases, mergers and acquisitions, storm recovery
    - Has worked on OPA ERAC reports
      - 1. Was this their only work regarding low-income programs?
- II. Proposed Services
  - 1. Services to be Provided
    - Secondary research (only)
    - Kick-off meeting
    - Interviews
    - Report and presentation
- III. Implementation – Work Plan
  - Outline form of tasks as stated in the RFP



STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE

Janet T. Mills  
Governor

William S. Harwood  
Public Advocate

**AGREEMENT AND DISCLOSURE STATEMENT**

**RFP #: 202403066**

**RFP TITLE: Consulting Services – Water Ratepayer Assistance Project**


I, Kristina Winther, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Office of the Public Advocate. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with, or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

**I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.**

  
\_\_\_\_\_  
Signature

4/2/24  
\_\_\_\_\_  
Date



STATE OF MAINE  
OFFICE OF THE PUBLIC ADVOCATE

Janet T. Mills  
Governor

William S. Harwood  
Public Advocate

**AGREEMENT AND DISCLOSURE STATEMENT**

**RFP #: 202403066**

**RFP TITLE: Consulting Services – Water Ratepayer Assistance Project**

I, Shareen Thompson, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Office of the Public Advocate. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

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Shareen Thompson  
Signature

3/28/2024  
Date



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OFFICE OF THE PUBLIC ADVOCATE

Janet T. Mills  
Governor

William S. Harwood  
Public Advocate

**AGREEMENT AND DISCLOSURE STATEMENT**  
**RFP #: 202403066**

**RFP TITLE: Consulting Services – Water Ratepayer Assistance Project**

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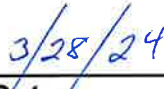
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Signature

  
Date