State of Maine
Master Score Sheet

RFP# 202509133					
Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs					
	Bidder Name:	Daymark	E3	RLC Engineers	
	Proposed Cost:	309,910	352,619	260,000	
Scoring Sections	**Points Available**				
Section I: Preliminary Information	Pass/Fail	Pass	Pass	Pass	
Section II: Organization Qualifications and Experience	25	21	24	18	
Section III: Proposed Services	50	40	48	25	
Section IV: Cost Proposal	25	20.97	18.43	25	
TOTAL	**100**	**81.97**	**90.43**	**68**	

REV 4/4/2023

JANET T. MILLS
GOVERNOR

Dan Burgess
ACTING COMMISSIONER

DEPARTMENT OF
ENERGY RESOURCES

RFP #202509133

Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

1. Purpose

Through the subject RFP, the Department sought proposals for consulting services to study matters related to the State's electric transmission infrastructure needs.

2. Evaluation Process

An evaluation team was composed of 3 evaluators from the Department of Energy Resources. The evaluation team determined the eligibility of each Bidder, performed individual evaluations of each eligible proposal and recorded individual notes, then met as a team to apply the consensus method specified in the RFP for recording the team notes and assigning scores to each proposal for Qualifications and Experience and the Proposed Services sections. Cost was scored using a mathematical formula as specified in the RFP.

3. Conditional Awards

As a result of the evaluation process, the evaluation team announced its conditional contract awards to the following vendor:

Service	Vendor Name
Consulting Services	Energy and Environmental Economics, Inc. (E3)

Below are the key factors that resulted in the award selection made through this evaluation process:

4. Qualifications & Experience

The Evaluation Team expressed that E3 showed direct experience in transmission planning analysis, with familiarity developed through prior engagements with Maine's electric system and energy goals. E3 also demonstrated policy, regulatory, and technical expertise, and prior engagement with various state energy offices, public utilities commissions, and federal agencies.

5. Proposed Services

The Evaluation Team expressed that E3 comprehensively detailed the services to be provided and demonstrated a clear understanding of the specified scope including state and regional needs, processes for scenario development, and cost-benefit modeling. E3 also

demonstrated a clear understanding of the expected deliverables under this engagement and the pathways to achieve desired outcomes.

6. Cost Proposal

E3 submitted a cost of $352,619 and was the third lowest cost proposed.

7. Conclusion

Out of 100 possible points, the evaluation team awarded E3 a total score of 90.43. The strength of the awarded proposal outweighed the other proposals through a combination of its qualifications and experience, proposed services, and proposed cost. The evaluation team determined that the proposal submitted by E3 represents the best value to the State of Maine.

STATE OF MAINE
DEPARTMENT OF ENERY RESOURCES

Janet T. Mills
Governor

Dan Burgess
Acting Commissioner

AWARD NOTIFICATION LETTER

November 13, 2025

John Huycke, Managing Director
Daymark Energy Advisors
370 Main Street, Suite 325
Worcester, MA 01608

SUBJECT: Notice of Conditional Contract Award under RFP #202509133, Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

Dear John Huycke:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Energy Resources for Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs. 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:

- Energy and Environmental Economics, Inc. (E3)

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,

Ethan Tremblay, Policy and Markets Program Manager

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, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).

STATE OF MAINE
DEPARTMENT OF ENERY RESOURCES

Janet T. Mills
Governor

Dan Burgess
Acting Commissioner

AWARD NOTIFICATION LETTER

November 13, 2025

Lakshmi Alagappan, Senior Partner
Energy and Environmental Economics, Inc.
44 Montgomery Street, Suite 1250
San Francisco, CA 94104

SUBJECT: Notice of Conditional Contract Award under RFP #202509133, Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

Dear Lakshmi Alagappan:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Energy Resources for Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs. 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,

Ethan Tremblay, Policy and Markets Program Manager

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STATE OF MAINE
DEPARTMENT OF ENERY RESOURCES

Janet T. Mills
Governor

Dan Burgess
Acting Commissioner

AWARD NOTIFICATION LETTER

November 13, 2025

Rick Conant, Member-Manager
RLC Engineering, PLLC
267 Whitten Road
Hallowell, ME 04347

SUBJECT: Notice of Conditional Contract Award under RFP #202509133, Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

Dear Rick Conant:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Energy Resources for Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs. 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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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,

Ethan Tremblay, Policy and Markets Program Manager

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Bidder Name	Daymark Energy Advisors

Date of Team Evaluation	11/6/2025

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	**Name**	Lindsay Gilton
	Title	Energy Policy Coordinator
	Email	lindsay.gilton@maine.gov

Evaluation Team	
Name	Bob Snook
Name	Kelly Strait
Name	Ethan Tremblay

Bidder Name	Daymark Energy Advisors

Date of Team Evaluation	11/6/2025

SUMMARY

		Points Available	**Points Awarded**
File 1	**Preliminary Information**	Pass/Fail	Pass
File 2	**Organization Qualifications and Experience**	25	21
File 3	**Proposed Services**	50	40
File 4	**Cost Proposal**	25	20.97
		Total: 100	**Total:** 81.97

Bidder Name	Daymark Energy Advisors

Date of Team Evaluation	11/6/2025

File 1 Preliminary Information	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder Name	Daymark Energy Advisors

Date of Team Evaluation	11/6/2025

File 2 Organization Qualifications and Experience	
Points Available	**Points Awarded**
25	21

Section	Team Notes
Overview of the Organization	1. Established consulting firm focused on energy infrastructure, regulation, and markets; extensive RTO experience; work in regional and interregional transmission planning, market design, and cost management 2. Selected projects from NESCOE, VELCO/National Grid, Avangrid 3. Anticipates utilizing a 12-person project team for engagement – includes PMs, SMEs, executive leadership
Subcontractors	1. No subcntractors proposed
Organizational Chart	1. Included
Litigation	1. Information included
Financial Viability	2. Information included
Licensure/Certification	1. Included
Certificate of Insurance	1. Included

Bidder Name	Daymark Energy Advisors

Date of Team Evaluation	11/6/2025

File 3 Proposed Services	
Points Available	**Points Awarded**
50	40

Section	Team Notes
Proposed Services	1. Provides background overview, methods/resources to accomplishing the goal, and expectations for desired outcomes 2. Effectively details approach to each Task as outlined in the RFP a. Provides relevant examples (state, regional, and national policies/planning) for literature review; b. Provides information and anticipated plan for scenario development and production cost modeling i. Propose base case and up to three additional modeled scenarios ii. Discusses development of an excel model for ROW considerations, unclear how integrated with other analysis 3. Demonstrated understanding of Maine energy landscape and scenarios for development 4. Regional considerations emphasize other New England states
Implementation – Work Plan	1. Included; timeline chart with reasonable periods of time for each Task

Bidder Name	Daymark Energy Advisors

Date of Team Evaluation	11/6/2025

File 4 Cost Proposal	
Points Available	**Points Awarded**
25	20.97

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
260,000	**/**	309,910	**x**	**25**	**=**	20.97

Bidder Name	E3

Date of Team Evaluation	11/6/2025

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	**Name**	Lindsay Gilton
	Title	Energy Policy Coordinator
	Email	lindsay.gilton@maine.gov

Evaluation Team	
Name	Bob Snook
Name	Kelly Strait
Name	Ethan Tremblay

Bidder Name	E3

Date of Team Evaluation	11/6/2025

SUMMARY

		Points Available	Points Awarded
File 1	**Preliminary Information**	Pass/Fail	Pass
File 2	**Organization Qualifications and Experience**	25	24
File 3	**Proposed Services**	50	48
File 4	**Cost Proposal**	25	18.43
		Total: 100	**Total: 90.43**

Bidder Name	E3

Date of Team Evaluation	11/6/2025

File 1 **Preliminary Information**	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder Name	E3

Date of Team Evaluation	11/6/2025

File 2 Organization Qualifications and Experience	
Points Available	**Points Awarded**
25	24

Section	Team Notes
Overview of the Organization	1. Energy consulting firm; experience with regulators, utilities, and developers; engage on policy, market design, and strategy 2. Significant engagement with other state agencies and regulators in the broader region/nationally 3. Selected projects from Massachusetts Office of Federal and Regional Energy Affairs, NARUC, Illinois Commerce Commission 4. Familiarity and prior engagement on Maine's electric system and broader energy development goals
Subcontractors	1. Subcontractors planned to be utilized, required information included a. The Ray, BW Research
Organizational Chart	1. Included
Litigation	1. Information included
Financial Viability	2. Information included
Licensure/Certification	1. Information included
Certificate of Insurance	1. Information included

Bidder Name	E3

Date of Team Evaluation	11/6/2025

File 3 Proposed Services	
Points Available	**Points Awarded**
50	48

Section	Team Notes
Proposed Services	1. Provides executive summary that includes high level overview of approach to each Task; includes Maine context and connects to goals of engagement/Maine energy policy 2. Comprehensively details approach to each Task as outlined in the RFP; proposed scope of work is expansive and detailed 3. Addresses importance of best practices across the region/nationally; identifies specific and relevant materials for literature review 4. Demonstrates clear understanding of regional needs, processes for scenario development, cost benefit modeling a. Provides relevant alternative scenario conditions for consideration
Implementation – Work Plan	1. Included, reasonable timelines for each Task

Bidder Name	E3

Date of Team Evaluation	11/6/2025

File 4 Cost Proposal	
Points Available	**Points Awarded**
25	18.43

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
260,000	**/**	352,619	**x**	**25**	**=**	18.43

Bidder Name	RLC Engineers

Date of Team Evaluation	11/6/2025

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

TEAM CONSENSUS EVALUATION NOTES

RFP Coordinator	**Name**	Lindsay Gilton
	Title	Energy Policy Coordinator
	Email	lindsay.gilton@maine.gov

Evaluation Team	
Name	Bob Snook
Name	Kelly Strait
Name	Ethan Tremblay

Bidder Name	RLC Engineers

Date of Team Evaluation	11/6/2025

SUMMARY

		Points Available	**Points Awarded**
File 1	**Preliminary Information**	Pass/Fail	Pass
File 2	**Organization Qualifications and Experience**	25	18
File 3	**Proposed Services**	50	25
File 4	**Cost Proposal**	25	25
		Total: 100	**Total:** 68

Bidder Name	RLC Engineers

Date of Team Evaluation	11/6/2025

File 1 **Preliminary Information**	
	Team Notes
Appendix A (Proposal Cover Page)	1. Provided
Appendix B (Responsible Bidder Certification)	1. Provided

Bidder Name	RLC Engineers

Date of Team Evaluation	11/6/2025

File 2 Organization Qualifications and Experience	
Points Available	**Points Awarded**
25	18

Section	Team Notes
Overview of the Organization	1. Maine-based power systems engineering firm; includes distribution engineering studies, design services for power delivery and design services for the Generation developers 2. Example projects from Green Mountain Power, MPUC, NESCOE 3. Demonstrated engagement/work on power system planning on T&D; experience with utilities
Subcontractors	1. Plan to utilize one subcontractor, London Economics International
Organizational Chart	1. Included, plan to utilize a 7-person project team
Litigation	1. Information provided
Financial Viability	2. Information provided
Licensure/Certification	1. Included
Certificate of Insurance	1. Included

Bidder Name	RLC Engineers

Date of Team Evaluation	11/6/2025

File 3 Proposed Services	
Points Available	**Points Awarded**
50	25

Section	Team Notes
Proposed Services	1. Provides minimally descriptive approach to each Task as outlined in the RFP a. Limited detail regarding methods and resources to achieve specified outcomes
Implementation – Work Plan	1. Included, provides appropriate time for each Task

Bidder Name	RLC Engineers

Date of Team Evaluation	11/6/2025

File 4 Cost Proposal	
Points Available	**Points Awarded**
25	25

Scoring Formula						
Lowest Submitted Cost Proposal	/	Cost Proposal Being Scored	x	Score Weight	=	Pro-Rated Score
260,000	**/**	260,000	**x**	**25**	**=**	25

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**Daymark**

Date of Individual Evaluation	**11/6/25**

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**Daymark**

Date of Individual Evaluation	**11/6/25**

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Large, well-established firm with experience in NE, lot of RTO experience. Projects included NESCOE, etc.
Subcontractors	none
Organizational Chart	yes
Litigation	Information included
Financial Viability	Submitted financials
Licensure/Certification	Thru PMI
Certificate of Insurance	yes

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**Daymark**

Date of Individual Evaluation	**11/6/25**

File 3 – Proposed Services

	Individual Notes
Proposed Services	Detailed discussion of the services to address each of the RFP's three tasks using appropriate data sources such as 2050 study, CELT etc. Base case and three scenarios. Focus on NE region with no reference to Canadian studies/resources.
Implementation – Work Plan	Timeline and chart with reasonable deadlines

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	Daymark Energy Advisors

Date of Individual Evaluation	November 5, 2025

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	Daymark Energy Advisors

Date of Individual Evaluation	November 5, 2025

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Experience with RTOs/ISOs projects including assessing regional and interregional transmission planning practices across ISO-NE, NYISO, and PJM. Experience supporting utilities with long-term transmission improvement strategies.
Subcontractors	Not intending to use subcontractors
Organizational Chart	Included
Litigation	No current or pending litigations are reported.
Financial Viability	Included
Licensure/Certification	Included
Certificate of Insurance	Included

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	Daymark Energy Advisors

Date of Individual Evaluation	November 5, 2025

File 3 – Proposed Services

	Individual Notes
Proposed Services	Provides detailed services approach. Planned engagement activities with DOER and stakeholders on potential strategies prior to modeling scenarios. Specifies all deliverables expected for each task.
Implementation – Work Plan	Reasonable time periods with clearly depicted chart.

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	**Daymark Energy Advisors**

Date of Individual Evaluation	**11/5/2025**

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	**Daymark Energy Advisors**

Date of Individual Evaluation	**11/5/2025**

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	- Deep knowledge and an integrated view of energy infrastructure, regulation, and markets - Advice backed by high quality analytics. 45-year track record across US and Canada - Acquired by Xodus Group in 2025 - Headquartered in Worcester, nearly 40 personnel, two located in Maine - Project examples: - NESCOE – various related projects including interregional transmission planning practices assessment - VELCO/National Grid – transmission planning studies and cost-benefit analyses - Avangrid Renewables – evaluate market and environmental benefits of offshore wind projects in New England and North Carolina
Subcontractors	None
Organizational Chart	Provided, meets specifications
Litigation	Provided, meets specifications
Financial Viability	Provided, meets specifications
Licensure/Certification	Information provided
Certificate of Insurance	Provided, meets specifications

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	**Daymark Energy Advisors**

Date of Individual Evaluation	**11/5/2025**

File 3 – Proposed Services

	Individual Notes
Proposed Services	Proposing consulting services In-house resources Overall project delivery strategy
Implementation – Work Plan	Task 1 - Four research tasks, as specified in RFP. Produce summary of greatest needs for transmission and future generation along with detailed planning summary. Industry review includes ERCOT CREZ, MISO LRTP, PJM RTEP, NTPS, NTNS, AOWTS, and scientific literature. Task 2 - PLEXOS production cost modeling proposed. Build-as-usual scenario, zonal model 2030-2050. - Excel model to compile ROW information - Up to three alternative cases modeled/compared to base case, specifics determined with DOER - Determine specific outcome variables of interest - Compare and select benefit-cost analysis methodologies Task 3 - Final report and presentation summarizing methods and findings from prior tasks

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**E3**

Date of Individual Evaluation	**11/6/25**

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**E3**

Date of Individual Evaluation	**11/6/25**

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Large, experienced consulting firm which has worked with DOER, MA FREA, New Brunswick, etc. Projects include MA FREA and NARUC interregional planning. Plexos. Maine experience
Subcontractors	The Ray (ROWs) and BW Research (WF)
Organizational Chart	Yes
Litigation	No litigation
Financial Viability	financials
Licensure/Certification	Does not believe any needed
Certificate of Insurance	yes

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**E3**

Date of Individual Evaluation	**11/6/25**

File 3 – Proposed Services

	Individual Notes
Proposed Services	Detailed and comprehensive discussion addressing each of the RFP Tasks thoroughly. Detailed evaluation of different cost/benefit models across the country.
Implementation – Work Plan	Timeline chart and discussion. Reasonable deadlines

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	Energy and Environmental Economics, Inc. - E3

Date of Individual Evaluation	November 5, 2025

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	Energy and Environmental Economics, Inc. - E3

Date of Individual Evaluation	November 5, 2025

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Experience with a wide range of clients and transmission projects across numerous ISO regions including New England's regional transmission needs, planning, and development. Well familiar with Maine's electric systems and renewable energy goals.
Subcontractors	Included approach and identified subcontractors
Organizational Chart	Clearly defined organizational chart according to task completion and attached resumes.
Litigation	Is not involved in current litigations or been involved in any over past 5 years.
Financial Viability	Included
Licensure/Certification	Included
Certificate of Insurance	Included

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	Energy and Environmental Economics, Inc. - E3

Date of Individual Evaluation	November 5, 2025

File 3 – Proposed Services

	Individual Notes
Proposed Services	Provides detailed scope of work with built-in engagement and check-ins according to planned tasks and project outcomes. Well informed with Maine's energy landscape. Capable of leveraging their previously conducted work in Maine and the NE region. Provides comprehensible plan for updating DOER on progress and deliverables. Identified quantifying benefit metrics for scenario modeling Defined proposed structure of planning document tailored to Maine's policy goals.
Implementation – Work Plan	Implementation and work plan is well detailed, consistent with tasks and state's energy plan. Reasonable timeframe is provided.

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	E3

Date of Individual Evaluation	**11/5/2025**

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	E3

Date of Individual Evaluation	**11/5/2025**

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	- Energy and Environmental Economics, Inc (E3) - 130-person energy consulting firm with offices in Boston, San Francisco, New York, Denver, Calgary - Founded 1989. About 300 projects per year on policy, market design, strategy - Has worked in Maine for Maine PUC and GEO, elsewhere in region including NB Power and Massachusetts EEA - Experience supporting RTOs, NARUC, state energy regulators including on interregional transmission - Example projects: - Massachusetts Federal and Regional Energy Affairs Office – long term transmission needs, drivers, alternative technologies, support engaging public forums - NARUC – interregional transmission barriers assessment. Research and stakeholder interviews, focused on planning, permitting, and operations topics - Illinois Commerce Commission – Renewable Energy Access Plan, establish renewable energy zones and integrated planning framework
Subcontractors	- The Ray - Atlanta-based nonprofit organization with technical, strategic, and operational capacity to deliver innovative transportation and energy infrastructure and analysis projects - BW Research - energy workforce research, providing economic impact assessments and analysis
Organizational Chart	Provided, meets specifications
Litigation	Provided as specified
Licensure/Certification	Provided
Certificate of Insurance	Provided, meets specifications

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	E3

Date of Individual Evaluation	**11/5/2025**

File 3 – Proposed Services

	Individual Notes
Proposed Services	- Regular status meetings, iterative approach Task 1 - Structured review of planning, permitting, siting, system needs, infrastructure development - Describes approach to each required component from RFP - 1a – Incorporates statutes, agency rules, planning criteria, agency permitting regimes, relevant ISO/RTO/planning region authorities - 1b – comprehensive review of literature and requirements from other regions - 1c, 1g – current and future needs analysis based on existing and planned studies, identification of key trends, Maine-specific, New England, and Canadian provinces - 1d – subcontractor The Ray assessment of existing state and national examples, key technical and regulatory considerations - 1e – baseline existing construction standards and approaches, targeted review of advanced technologies and key strategies for alternative approaches, benchmarking costs where feasible - 1f, 1h, 1i – key relevant studies provided Task 2 - 2a - Baseline a multiple alternative scenarios developed, model in PLEXOS LT, zonal basis - Define alternative scenarios in consultation - Cost and benefit metrics developed and proposed, including total transmission cost, generation, best practices for benefits - Macroeconomic analysis - 2b – proposes defining strategic framework Task 3 - Comprehensive suggested outline based on proposed services
Implementation – Work Plan	Detailed workplan with monthly work structure linking to each proposed task and step Gantt chart included

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**RLC**

Date of Individual Evaluation	**11/6/25**

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**RLC**

Date of Individual Evaluation	**11/6/25**

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	Smaller organization with extensive Maine experience. Projects include CT, NESCOE, and PUC. Power systems engineering. Projects include VT and MPUC
Subcontractors	London Economics
Organizational Chart	yes
Litigation	none
Financial Viability	Will provide as needed
Licensure/Certification	P.E.s
Certificate of Insurance	yes

Evaluator	**Name**	Robert Snook
	Title	Transmission Policy Coordinator
	Department	Department of Energy Resources

Name	**RLC**

Date of Individual Evaluation	**11/6/25**

File 3 – Proposed Services

	Individual Notes
Proposed Services	Essentially repeats RFP Tasks and that they will provide the results. Not clear which elements will be prepared by RLC or by LEI
Implementation – Work Plan	Timeline and chart

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	RLC Engineering

Date of Individual Evaluation	November 5, 2025

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	RLC Engineering

Date of Individual Evaluation	November 5, 2025

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	No mention of direct strategy experience with RTOs/ISOs across regions. Experience with power system planning with T&D Maine IOU.
Subcontractors	Plan to work with one subcontractor
Organizational Chart	Included
Litigation	No current or pending litigations
Financial Viability	Not Included
Licensure/Certification	States some members of project team are professional engineers
Certificate of Insurance	Included

Evaluator	**Name**	Kelly Strait
	Title	Energy Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	RLC Engineering

Date of Individual Evaluation	November 5, 2025

File 3 – Proposed Services

	Individual Notes
Proposed Services	Did not describe planned approach or overlap between tasks, scenarios, and outcomes. Limited discussion on engagement process with DOER, stakeholders, and public.
Implementation – Work Plan	Deliverables and workplan are not described in detail. Included reasonable time frame.

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	RLC Engineering

Date of Individual Evaluation	**11/5/2025**

State of Maine

Department of Energy Resources

RFP # 202509133

Understanding the Landscape and Cost-Effective Strategies

for Meeting Maine's Electric Transmission Infrastructure Needs

INDIVIDUAL EVALUATION NOTES

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	RLC Engineering

Date of Individual Evaluation	**11/5/2025**

File 2 – Organization Qualifications and Experience

	Individual Notes
Overview of the Organization	- Founded in 2006, focused on power system studies, distribution engineering, design services for power delivery and generation - Members with professional experience in Maine T&D - Three example projects: - Green Mountain Power, IRP T&D studies - MPUC, interface transfer limits analyses - NESCOE, standardization guidelines and reliability criteria
Subcontractors	Subcontractor London Economics International, LLC - Global economic, financial, and strategic advisory professional services firm - In-depth experience in economic and financial issues related to electricity, gas, and water sectors
Organizational Chart	Provided, meets specifications
Litigation	Provided, meets specifications
Licensure/Certification	Provided, meets specifications
Certificate of Insurance	Provided, meets specifications

Evaluator	**Name**	Ethan Tremblay
	Title	Policy and Markets Program Manager
	Department	Department of Energy Resources

Bidder/Applicant Name	RLC Engineering

Date of Individual Evaluation	**11/5/2025**

File 3 – Proposed Services

	Individual Notes
Proposed Services	- Task-by-task response to RFP requirements, brief descriptions of proposed approach in some instances limited to restating RFP specification
Implementation – Work Plan	Limited detail Gantt chart included

STATE OF MAINE
DEPARTMENT OF ENERGY RESOURCES

Janet T. Mills
Governor

Dan Burgess
Acting Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP # 202509133
Understanding the Landscape and Cost-Effective Strategies for Meeting Maine's Electric Transmission Infrastructure Needs

I, Robert Snook accept the offer to become a member of the Evaluation Team for this solicitation for the State of Maine Department of Energy Resources. 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 solicitation.

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 solicitation 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 this solicitation presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

Robert Snook

Signature

11/5/25

Date

STATE OF MAINE
DEPARTMENT OF ENERGY RESOURCES

Janet T. Mills
Governor

Dan Burgess
Acting Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP # 202509133
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Kelly Strait
Signature

November 5, 2025
Date

STATE OF MAINE
DEPARTMENT OF ENERGY RESOURCES

Janet T. Mills
Governor

Dan Burgess
Acting Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
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I, Ethan Tremblay, accept the offer to become a member of the Evaluation Team for this solicitation for the State of Maine Department of Energy Resources. 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 solicitation.

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).

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Ethan Tremblay

11/5/2025

Signature **Date**