State of Maine  
RFP / Proposal Master Score Sheet  

**Instructions:** Complete the Master Score Sheet below providing all of the requested information for each bidder that submitted a proposal in response to the RFP. This document is to be included in the Selection Package submitted to the Division of Procurement Services for review/approval.

### SCORESHEET FOR RFP# 202003047: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

<table>
<thead>
<tr>
<th>EVALUATION ITEM</th>
<th>POINTS AVAIL.</th>
<th>65th North Group, LLC</th>
<th>Baker Tilly Virchow Krause, LLP</th>
<th>GDS Associates</th>
<th>The Liberty Consulting Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section I: Organization Qualifications and Experience</td>
<td>35</td>
<td>5</td>
<td>7</td>
<td>18</td>
<td>35</td>
</tr>
<tr>
<td>Section II: Proposed Services</td>
<td>40</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>32</td>
</tr>
<tr>
<td>Section III: Cost Proposal</td>
<td>25</td>
<td>25.00</td>
<td>23.86</td>
<td>11.92</td>
<td>3.36</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td><strong>40.00</strong></td>
<td><strong>40.86</strong></td>
<td><strong>39.92</strong></td>
<td><strong>70.36</strong></td>
</tr>
</tbody>
</table>

**PROPOSAL SUBMITTED BY:**  
Vantage Energy Consulting LLC  

<table>
<thead>
<tr>
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<td>Section III: Cost Proposal</td>
<td>25</td>
<td>12.23</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
<td><strong>40.23</strong></td>
</tr>
</tbody>
</table>
I. Summary

The services to be provided include conducting a management audit to evaluate whether CMP’s current management structure and the management and other services from its affiliates are appropriate and in the interest of Maine ratepayers. Specifically, the consultant(s) would evaluate whether there are issues with or features endemic to the management structure of CMP and its affiliate parent, Avangrid, that may have contributed to a drop in the quality of CMP’s customer service over the past several years and provide recommendations for mitigating those problems. This examination would include, but not be limited to, the effects of transferring CMP personnel and decision-making from CMP to the Avangrid level, including the effects of such transfers on the quality of CMP’s customer service. The consultant(s) will also evaluate the quality, effectiveness and cost of the services provided to CMP by its affiliated service companies, Avangrid Management Company and Avangrid Services Company, including whether the existing cap on the level of affiliated service charges that are allowed to be included in CMP’s rates should be modified or eliminated.

II. Evaluation Process

Each member of the three-person evaluation team reviewed the proposals submitted and documented their evaluation of the proposals on the Individual Evaluation Notes forms. Notes were documented in the categories set forth in the RFP: (1) bidder qualification and experience and (2) proposed services. On May 22, 2020, the team met via Microsoft Teams to discuss and reach agreement on a set of Consensus Notes and a Consensus Score for each proposal.

The evaluation team was comprised of the following members:

- Katie Gray, the Deputy General Counsel for the PUC;
- Derek Davidson, the Director of the PUC’s Consumer Assistance and Safety Division; and
- Faith Huntington, the Director of the PUC’s Electricity and Natural Gas Division.

Each of the evaluation team members has extensive subject matter expertise and experience in the issues relevant to the RFP and each was involved in the prior CMP case(s) that led to the RFP.

Ms. Huntington captured the team consensus notes and scoring on the Team Consensus Evaluation Forms and calculated the score in the Cost Category in accordance with the required formula.

III. Qualifications & Experience

Rev. 7/11/2019
The proposal of the awarded bidder demonstrated outstanding qualifications and experience with the relevant issues;

The awarded bidder has extensive experience in Maine as well as in other states with the relevant issues and, in particular, with similar issues involving Avangrid, Iberdrola and affiliated entities;

The relevant experience of the awarded bidder made it uniquely qualified for this project;

None of the other bidders had the breadth and depth of the qualifications and experience if the awarded bidder.

IV. Proposed Services

The provided services as set forth in the awarded bidder's proposal were substantively very detailed, specific, and appropriate, as was the process and workplan, and demonstrated a solid understanding of the project;

The proposals of the non-awarded bidders provided less substance regarding the services to be provided and did not demonstrate such a solid understanding of the project.

V. Cost Proposal

<table>
<thead>
<tr>
<th>Proposal Cost Category Score Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Points for Cost Category</td>
</tr>
<tr>
<td>Low Bid</td>
</tr>
</tbody>
</table>

Cost Category Point Score = (Low Bid / Proposal Cost) * 25

<table>
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<tr>
<th>Proposal</th>
<th>Cost</th>
<th>Points</th>
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<tr>
<td>65th North Group, LLC</td>
<td>$ 78,200</td>
<td>25.00</td>
</tr>
<tr>
<td>Baker Tilly Virchow Krause, LLP</td>
<td>$ 81,950</td>
<td>23.86</td>
</tr>
<tr>
<td>GDS Associates</td>
<td>$ 164,000</td>
<td>11.92</td>
</tr>
<tr>
<td>The Liberty Consulting Group</td>
<td>$ 581,537</td>
<td>3.36</td>
</tr>
<tr>
<td>Vantage Energy Consulting LLC</td>
<td>$ 159,810</td>
<td>12.23</td>
</tr>
</tbody>
</table>

VI. Conclusion

The awarded bidder was selected based upon its extensive relevant experience and the thoroughness and appropriateness of the proposed services to be provided. None of the other bidders had a breadth and depth of experience nor provided a set of proposed services that was on par with that of the awarded bidder.
Attached is award notification for RFP #202003047.
June 9, 2020

Dr. David M. Ross, CEO
65th North Group, LLC
3100 W. Ray Road, Suite #201
Chandler, AZ 85226

SUBJECT: Notice of Conditional Contract Award under RFP # 202003047, Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

Dear Dr. Ross:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Public Utilities Commission for Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services. The Commission has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Commission is hereby announcing its conditional contract award to the following bidder:

- The Liberty Consulting Group

The bidder listed above received the evaluation team’s highest ranking. The Commission 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 Commission 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 Commission is executed. The Commission 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,

[Signature]

Harry A. Lanphear
Administrative Director
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).
Attached is award notification for RFP #202003047.

Jamie A Waterbury  
Administrative Assistant  
Maine Public Utilities Commission  
101 Second Street, Hallowell, Maine 04347  
Mail: 18 SHS, Augusta, ME 04333-0018  
207-287-1360

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June 9, 2020

Jodi L. Dobson, Partner
Baker Tilly Virchow Krause, LLP
10 Terrace Court
Madison, WI 53718

SUBJECT: Notice of Conditional Contract Award under RFP # 202003047, Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

Dear Jodi Dobson:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Public Utilities Commission for Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services. The Commission has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Commission is hereby announcing its conditional contract award to the following bidder:

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Administrative Director
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Jamie A Waterbury
Administrative Assistant
Maine Public Utilities Commission
101 Second Street, Hallowell, Maine 04347
Mail: 18 SHS, Augusta, ME 04333-0018
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June 9, 2020

Michele Slater, Sr. Project Manager
GDS Associates, Inc.
1850 Parkway Place, Suite 800
Marietta, GA  30067

SUBJECT: Notice of Conditional Contract Award under RFP # 202003047, Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

Dear Ms. Slater:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Public Utilities Commission for Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services. The Commission has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Commission is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

Harry A. Lanphear
Administrative Director
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Attached is award notification for RFP #202003047.

Jamie A Waterbury
Administrative Assistant
Maine Public Utilities Commission
101 Second Street, Hallowell, Maine 04347
Mail: 18 SHS, Augusta, ME 04333-0018
207-287-1360

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June 9, 2020

John Antonuk, President
The Liberty Consulting Group
1451 Quentin Road Suite 400 #343
Lebanon, PA  17042

SUBJECT: Notice of Conditional Contract Award under RFP # 202003047, Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

Dear Mr. Antonuk:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Public Utilities Commission for Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services. The Commission has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Commission is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

[Signature]

Harry A. Lanphear
Administrative Director
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Attached is award notification for RFP #202003047.

Jamie A Waterbury
Administrative Assistant
Maine Public Utilities Commission
101 Second Street, Hallowell, Maine 04347
Mall: 18 SHS, Augusta, ME 04333-0018
207-287-1360

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June 9, 2020

Walter Drabinski, President
Vantage Energy Consulting, LLC
20844 4th Avenue West
Cudjoe Key, FL 33042

SUBJECT: Notice of Conditional Contract Award under RFP # 202003047, Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

Dear Mr. Drabinski:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Public Utilities Commission for Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services. The Commission has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Commission is hereby announcing its conditional contract award to the following bidder:

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Sincerely,

[Signature]

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Administrative Director
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STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: 65th North Group, LLC
DATE: May 22, 2020

******************************************************************************

Instructions: The purpose of this form is to record all evaluation notes and scoring that is obtained through consensus discussions among the full evaluation team for this Request for Proposals (RFP) process. The RFP Coordinator or Lead Evaluator should complete this form and maintain the only copy. This form should reflect the full team’s consensus evaluations, and this form is not meant to take the place of individual evaluation notes, which are still required from each member of the evaluation team. A separate form is available for individual evaluation notes. Please submit a copy of this document to the Division of Procurement Services as part of your contract award selection documents.

DEPARTMENT NAME: Public Utilities Commission
NAME OF RFP COORDINATOR: Jamie Waterbury
NAMES OF EVALUATORS: Faith Huntington, Katie Gray, Derek Davidson

******************************************************************************

## SUMMARY PAGE

<table>
<thead>
<tr>
<th>Numerical Score:</th>
<th>Points Awarded:</th>
</tr>
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<tbody>
<tr>
<td>Section I. Organization Qualifications and Experience (Max: 35 Points)</td>
<td>5</td>
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BIDDER: 65th North Group, LLC
DATE: May 22, 2020

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

Total Points Available: 35
Score: 5

******************************************************************************
Evaluation Team Comments:

Proposal describes broad experience in government operation but is lacking information about experience with utility customer service quality, management structure, or affiliate costs.

Prior projects cited do not involve the issues of subject areas required by the RFP.

Team members do not appear to have relevant expertise or experience.

For these reasons, proposal does not demonstrate adequate qualification or experience.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: 65th North Group, LLC
DATE: May 22, 2020

***************************************************************************
EVALUATION OF SECTION II
Proposed Services

Total Points Available: 40       Score: 10

***************************************************************************

Evaluation Team Comments:

Proposal describes substantive scope of work as stated in the RFP with no additional detail or description.

Proposal lacks sufficient detail.

Workplan (in terms of process steps) is detailed and appears appropriate.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: 65th North Group, LLC
DATE: May 22, 2020

*********************************************************************************************************

EVALUATION OF SECTION III
Cost Proposal
Price: Comparison with Lowest Bid

Total Points Available: 25  Score: 25

*********************************************************************************************************

<table>
<thead>
<tr>
<th>Lowest submitted Cost Proposal</th>
<th>Cost Proposal being scored</th>
<th>x</th>
<th>Score Weight</th>
<th>=</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>78,200</td>
<td>78,200</td>
<td>x</td>
<td>25 points</td>
<td>=</td>
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Evaluation Team Comments:

None.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: Baker Tilly Virchow Krause, LLP
DATE: May 22, 2020

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DEPARTMENT NAME: Public Utilities Commission
NAME OF RFP COORDINATOR: Jamie Waterbury
NAMES OF EVALUATORS: Faith Huntington, Katie Gray, Derek Davidson

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| TOTAL POINTS                                           | 40.86           |

(Max: 35 Points) (Max: 40 Points) (Max: 25 Points) (Max: 100 Points)
EVALUATION OF SECTION I
Organization Qualifications and Experience

Total Points Available: 35
Score: 7

Evaluation Team Comments:

Proposal describes general experience in energy and utility sectors with regulatory, accounting and financial issues. Highlights HR and public power recognition. Some experience related to affiliate cost and cost allocation.

Proposal does not demonstrate expertise or experience in utility customer service management or affiliate services quality.

Proposal lacks detail and indicates weak qualification for this project.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: Baker Tilly Virchow Krause, LLP
DATE: May 22, 2020

******************************************************************************

EVALUATION OF SECTION II
Proposed Services

Total Points Available: 40          Score: 10

******************************************************************************

**Evaluation Team Comments:**

Proposal is limited in detail and provides only a general description/overview of the substance of the work.

Proposal is detailed on process but lacking on content/substance.

Proposal does not demonstrate an understanding of the project.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

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DATE: May 22, 2020

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EVALUATION OF SECTION III
Cost Proposal
Price: Comparison with Lowest Bid

Total Points Available: 25  Score: 23.86

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None.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

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RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: GDS Associates
DATE: May 22, 2020

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

Total Points Available: 35                                      Score: 18

******************************************************************************

Evaluation Team Comments:

Proposal demonstrates experience in various utility and energy areas, but not in customer service management or related affiliate issues.

Some experience in service company cost allocation.

Proposal does not indicate strength in issues related to utility management issues related to customer service.

Team members do not appear to have relevant experience.

Some prior work for CMP, but none currently. Note that one team member was previously employed by Avangrid and Iberdrola.

STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: GDS Associates
DATE: May 22, 2020

**************************************************************************************
EVALUATION OF SECTION II
Proposed Services

Total Points Available: 40  Score: 10

**************************************************************************************

Evaluation Team Comments:

Proposal describes substance of work as stated in RFP with little additional specificity.

Workplan appears detailed in terms of process, but does not appear to include interviews of CMP/Avangrid employees.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: GDS Associates
DATE: May 22, 2020

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EVALUATION OF SECTION III
Cost Proposal
Price: Comparison with Lowest Bid

Total Points Available: 25  Score: 11.92

*****************************************************************************

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Evaluation Team Comments:

None.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: The Liberty Consulting Group
DATE: May 22, 2020

Instructions: The purpose of this form is to record all evaluation notes and scoring that is obtained through consensus discussions among the full evaluation team for this Request for Proposals (RFP) process. The RFP Coordinator or Lead Evaluator should complete this form and maintain the only copy. This form should reflect the full team’s consensus evaluations, and this form is not meant to take the place of individual evaluation notes, which are still required from each member of the evaluation team. A separate form is available for individual evaluation notes. Please submit a copy of this document to the Division of Procurement Services as part of your contract award selection documents.

DEPARTMENT NAME: Public Utilities Commission
NAME OF RFP COORDINATOR: Jamie Waterbury
NAMES OF EVALUATORS: Faith Huntington, Katie Gray, Derek Davidson

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Rev. 1/3/2020
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: The Liberty Consulting Group
DATE: May 22, 2020

****************************************************************************************************************************************

EVALUATION OF SECTION I
Organization Qualifications and Experience

Total Points Available: 35
Score: 35

****************************************************************************************************************************************

Evaluation Team Comments:

Bidder is undeniably qualified.

Bidder has current and on-point experience.

Proposal demonstrates extensive prior work for the PUC related to CMP as well as in other states related to other Avangrid/Iberdrola affiliates.

Prior experience with the cost competitiveness of services provided by Iberdrola to CMP.

Experience includes extensive relevant projects related to affiliate services and customer service issues.

Prior work for PUC on recent CMP audit provides a strong knowledge base for this project.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: The Liberty Consulting Group
DATE: May 22, 2020

********************************************************************************

EVALUATION OF SECTION II
Proposed Services

Total Points Available: 40
Score: 32

********************************************************************************

_Evaluation Team Comments:_

- Description of services and workplan are detailed, comprehensive, and appropriate.
- Proposed services may be anticipatory in some categories.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: The Liberty Consulting Group
DATE: May 22, 2020

******************************************************************************
EVALUATION OF SECTION III
Cost Proposal
Price: Comparison with Lowest Bid

Total Points Available: 25  Score: 3.36

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Evaluation Team Comments:
None.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: Vantage Energy Consulting LLC
DATE: May 22, 2020

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DEPARTMENT NAME: Public Utilities Commission
NAME OF RFP COORDINATOR: Jamie Waterbury
NAMES OF EVALUATORS: Faith Huntington, Katie Gray, Derek Davidson

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Rev. 1/3/2020
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: Vantage Energy Consulting LLC
DATE: May 22, 2020

*******************************************************************************

EVALUATION OF SECTION I
Organization Qualifications and Experience

Total Points Available: 35  Score: 18

*******************************************************************************

Evaluation Team Comments:

Proposal demonstrates some relevant experience with affiliate issues and some management auditing.

Bidder has experience and expertise in utility financial issues, strategic planning, accounting, and supply planning/procurement.

Proposal does not demonstrate experience with the customer service quality and related management issues that are the focus of this project.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: Vantage Energy Consulting LLC
DATE: May 22, 2020

*****************************************************************************
EVALUATION OF SECTION II
Proposed Services

Total Points Available: 40    Score: 10

*****************************************************************************
Evaluation Team Comments:

Workplan is process-focused and not detailed on substance that is relevant to this project.

Proposal does not demonstrate a solid understanding of the project nor describe the issue areas to be covered.

Scope of services is off-point in that it includes issues that are not part of this audit, such as engineering and operational issues, and does not include those that are, such as customer service management and affiliate services.

Proposal does not demonstrate an understanding of the project.

Schedule is on the long side.
STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER: Vantage Energy Consulting LLC
DATE: May 22, 2020

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EVALUATION OF SECTION III
Cost Proposal
Price: Comparison with Lowest Bid

Total Points Available: 25        Score: 12.23

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Evaluation Team Comments:

None.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: 65th North Group, LLC
DATE: May 20, 2020
EVALUATOR NAME: Faith Huntington
EVALUATOR DEPARTMENT: Public Utilities Commission

******************************************************

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

******************************************************

Individual Evaluator Comments:

I. Qualifications and Experience

Proposal describes broad experience in government operation, but is lacking information about experience with utility customer service quality, management structure, or affiliate costs.

Prior projects cited do not involve the issues or subject areas required by the RFP.

Team members do not appear to have relevant expertise or experience.

No conflicts. No subcontractors.

II. Proposed Services

Proposal describes substance of scope of work as stated in the RFP with no additional detail or description.

Workplan (in terms of process) is detailed and appears appropriate.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: Baker Tilly Virchow Krause, LLP
DATE: May 20, 2020
EVALUATOR NAME: Faith Huntington
EVALUATOR DEPARTMENT: Public Utilities Commission

=================================================================================

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=================================================================================

Individual Evaluator Comments:

I. Qualifications and Experience

Proposal describes general experience in energy and utility sectors, specifically with regulatory, accounting, and financial issues. Highlights HR and public power recognition.

Proposal does not demonstrate expertise or experience in utility customer service management and/or relevant affiliate services quality/effectiveness issues.

Past projects cited are related to cost allocation, internal audit, generating facility costs, which are not particularly on-point to the required work.

No conflicts. Does not disclose litigation. Provided licensure and insurance information and forms.

II. Proposed Services

Proposal describes substance of scope of work generally.

Proposal is detailed on process, less so on substance and content, particularly with respect to the customer service issues and quality of the affiliate services required by the RFP.

Proposal does provide work related to affiliate costs and cost allocation.

Team members do not appear to have strong relevant expertise and experience.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: GDS Associates
DATE: May 20, 2020
EVALUATOR NAME: Faith Huntington
EVALUATOR DEPARTMENT: Public Utilities Commission

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Individual Evaluator Comments:

I. Qualifications and Experience

Proposal demonstrates experience in various utility and energy subject areas, but does not include customer service management and quality not issues related to provision of these services by an affiliate.

Some experience in service company cost allocation.

Team members do not appear to have experience in customer service quality and related management issues.

Some prior work for CMP, but none currently. One team member was previously employed by Avangrid and Iberdrola.

Some ongoing litigation. No subcontractors. Licensure and insurance information and forms provided.

II. Proposed Services

Proposal describes substance of scope of work as stated in the RFP with little additional specificity.

Workplan appears to be detailed and adequate in terms of the process.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: The Liberty Consulting Group, Inc.
DATE: May 20, 2020
EVALUATOR NAME: Faith Huntington
EVALUATOR DEPARTMENT: Public Utilities Commission

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

Individual Evaluator Comments:

I. Qualifications and Experience

Proposal demonstrates extensive prior work for PUC related to CMP as well as in other states related to other Avangrid/Iberdrola companies.

Prior experience with the cost competitiveness of services provided by Iberdrola to CMP.

Experience includes extensive relevant projects related to utility affiliate services issues and customer service.

Prior work for PUC on recent CMP audit provides a strong knowledge base for this project.

Prior projects cited are on-point.

All forms, etc., provided.

II. Proposed Services

Description of services and workplan are detailed, comprehensive, and appropriate.

Description of approach to project is specific, logical, comprehensive, and demonstrates a strong understanding of the required work.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: Vantage Energy Consulting LLC
DATE: May 20, 2020
EVALUATOR NAME: Faith Huntington
EVALUATOR DEPARTMENT: Public Utilities Commission

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******************************************************************************

Individual Evaluator Comments:

I. Qualifications and Experience

Proposal demonstrates experience in utility financial issues, strategic planning, accounting, supply planning/procurement, and some affiliate issues.

Proposal does not demonstrate broad experience/expertise with the customer service quality and related management issues that are a focus of this project.

All forms, etc., provided.

II. Proposed Services

Workplan describes the services only generally.

Workplan in process-focused and not detailed substantively.

Proposal does not demonstrate a solid understanding of the project nor describe the issue areas to be covered.

List of management persons to be interviewed included persons not relevant to this project and does not include those that are, such as customer service management.

Workplan appears to indicate scope that includes engineering and operational issues, which is not part of this project.

Proposal does not demonstrate an understanding of the required work.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services
BIDDER NAME: 65th North Group, LLC
DATE: May 22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

Indiviudal Evaluator Comments:

I. Organization Qualifications and Experience
   1. Overview of Organization
      • Founded in 2018; 8 employees experienced in all aspects of local government management and utility operations
      • Founder worked in government; now consults in areas of management audits, internal controls, best practices, etc. CEO has PhD in financial management, certified internal control auditor; CEO actively involved in each project.
      • Describes client-oriented service.
      • Provided examples of three past projects: (1) 2018-2019 several studies for Gallup, N.M., including management audits, staffing assessments, internal controls for various city departments, including water and electric utilities. (2) 2019-2020 management audit for Carrabas County, N.C., including cash handling, more extensive internal controls with various departments (worked with Matrix Consulting Group); made recommendations for changes. (3) 2019 comprehensive management audit for City of La Canada Flintridge, Calif. Re preventive and detective internal controls, staffing and organizational structure, finance policies, etc. (worked with Matrix Consulting Group).
      • Past experience appears to be for governments, rather than for major utility affiliate structure

   2. Past Work
      • Proposal states that provider has no affiliation with CMP, Avangrid, or affiliates, and has no conflicts of interest for this audit

   3. Subcontractors
      • Proposal states provider will not use subcontractors

   4. Organizational Chart
      • Proposal includes organizational structure for this engagement

   5. Litigation
      • Proposal states no litigation in its two-year history

   6. Licensure/Certification
      • Proposal included CEO’s Certified Grand Examiner certificate from Association of Certified Grand Examiners, COSO Internal Control Certificate from Institute of Internal Auditors, Certified Internal Control Auditor certificate from Institute for Internal Controls,

   7. Certificate of Insurance

Rev. 2/4/2020
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services
BIDDER NAME: 65th North Group, LLC
DATE: May 22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

- Proposal included certificate of insurance for general liability and professional liability.

II. Proposed Services
   1. Services to be Provided
      - Proposal refers to language from the RFP and describes a “comprehensive assessment of operations as they related to customer service levels and customer satisfaction, including a comprehensive assessment of management operations to best management practices found in the country.”
      - Focused primarily on customer service
      - Insufficient additional detail

   2. Implementation — Work Plan
      - Work Process 1: Initiation and Project Management. First set of data requests seeking staffing levels, employee exit interview results, customer satisfaction surveys/complaint information, policies and procedures, workflow mapping, etc. Project kick-off meeting via videoconference. Update project management plan (5 hours)
      - Work Process 2: Current State Assessment. Obtain current state of operations by assessing documents and data, conducting interviews, randomly sample work to ensure accuracy. Several interviews over several weeks. Current State Assessment Report. (184 hours)
      - Work Process 3: Service Level Evaluation. Focus on customer service and effect of employee transfers on that. Assess quality, effectiveness, cost of services provided to CMP by affiliates. Internal and external customer-service surveys; online and by phone. (211 hours)
      - Work Process 5: Report of Findings and Presentation (64 hours)
      - Work Process 6: Appearance at Conferences and Hearings (48 hours)
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services
BIDDER NAME: Baker Tiily Virchow Krause, LLP
DATE: May 22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

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Individual Evaluator Comments:

1. Organization Qualifications and Experience
   1. Overview of Organization
      - Nationally recognized firm founded in 1931; strong reputation and ability to specialize in energy/utilities
      - Ability to educate and advise; continuing education requirements
      - Proposal describes ability to meet PUC’s needs somewhat non-specifically and refers to the PUC’s operating needs (e.g., bond issuances, which are not relevant here), rather than evaluating the operations of the utility. Also refers to public power issues and HR consulting, which are not obviously relevant here
      - Team has over 80 years combined industry experience
      - Sample projects – Proposal describes projects but little detail provided—might be relevant but not enough information
         - Public Service Commission of Wisconsin, cost allocation audit under affiliate interest agreement
         - Orland Utilities Commission, co-sourced internal audit, multiple projects over several years, including internal audit outsourcing
         - Oklahoma Gas and Electric, Biannual review of operating costs and cost-of-capital additions for generating facility

2. Past Work
   - Proposal states no conflicts of interest. No contracts with CMP, Avangrid, or affiliates. No clients known to have material financial interest in the companies.

3. Subcontractors
   - Proposal describes no need to subcontract any portion of the work

4. Organizational Chart
   - Proposal included organizational chart for this project with a partner in charge, project senior manager, project manager, and partner emeritus/subject-matter specialist

5. Litigation
   - As a matter of business practice, does not disclose

6. Licensure/Certification
   - Proposal explains that members of the engagement team have credentials such as: CPA, MPA, Strategic Workforce Planning, Certified Internal Auditor, Certified Information Systems Auditor, Certification in Risk Management Assurance

7. Certificate of Insurance
   - Proposal included certificates of insurance (auto, general commercial liability, etc.)

Rev. 2/4/2020
II. Proposed Services
   1. Services to be Provided
      • Describes experience with regulatory bodies, including providing expert witness testimony
      • Describes operational assessment and the purpose of it. Refers to PUC's "return on your investment." Proposal unclear whether bidder understands needs for this engagement—not detailed
   2. Implementation – Work Plan
      • Phase I: Planning (kickoff meeting, monthly status/progress reports, confirming logistics) (mostly July but ongoing)
      • Phase II: Information gathering (document requests, personnel reorganization, org charts, policies and procedures/responsibility matrices between affiliates, customer satisfaction data, service agreements, results of prior recent reviews). Will also conduct interviews, including with PUC, CMP, Avangrid leadership (mostly August)
      • Phase III: Analysis (operational and organization analysis, incl. benchmarking with similarly structured public utilities, HR allocation, access to department services, operational best practices, etc.) Will check compliance of allocated costs with cost allocation manuals, and test whether the costs are appropriate based on cost causation and applicable rules (August/September)
      • Phase IV: findings, recommendations, priorities, summary conclusions (September/October)
      • Proposal states that provider needs a separate litigation support engagement letter for work in adjudicatory process. Estimates 70 hours.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services
BIDDER NAME: GDS Associates
DATE: May 21–22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

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Individual Evaluator Comments:

1. Organization Qualifications and Experience
   1. Overview of Organization
      • Proposal describes an array of services and skills GDS provides relating to utility industries—e.g., market research, IT services, regulatory/restructuring services, financial/rate analysis, consulting services, transmission services
      • Proposal describes four projects as 'similar': one dealing with the effect of cost allocations on rates to wholesale customers, one with financial effects of meter on generation/transmission service, one assisting regulatory staff with evaluating utility's nuclear units, and one relating to review and monitoring of utility's integrated resource portfolio. Not directly applicable to management audits or customer service
      • Proposal describes key personnel on team: Michele Slater (lead; ScottMadden; "significant experience in organization structure and shared services"); Paul Kelly (energy consultant, 16 years' experience; accounting and JD); Chad Wilcox (utility consultant, JD, CPA, rate design, rate-case litigation, revenue analysis); Audrey Cobb (project consultant, 7 years' experience); Megan Levy (intern, rates and regulatory)

   2. Past Work
      • MREI, MEPCO services, and CMP interconnection and transmission services (all through 12/31/2015).
      • One key team member was employed at Avangrid or predecessor, Sept. 2011 through Dec. 2015
      • GDS currently engaged by Maine PUC as FERC transmission rate consultant
      • [see above for 'similar' projects

3. Subcontractors
   • Proposal states provider will use no subcontractors

4. Organizational Chart
   • Proposal included detailed org chart

5. Litigation
   • Proposal indicates two lawsuits that are open (which it describes as without merit) and one that is closed.

6. Licensure/Certification
   • Proposal states that one if the key personnel is a registered CPA and licensed attorney in Maine and elsewhere. Proposal states that provider employs numerous consultants and engineers with professional licenses.

7. Certificate of insurance

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STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company's Management Structure and Affiliate Services
BIDDER NAME: GDS Associates
DATE: May 21–22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

- Proposal included certificate of insurance

II. Proposed Services
   1. Services to be Provided
      • Four primary areas: data gathering (est. 80 hours), analysis (est. 350 hours), reporting (est. 200 hours), and adjudication (est. 80 hours)
      • Data gathering: data requests, establish 10-year history of management structure (key functions, roles and responsibilities, org charts, monthly compensation and benefits, hours worked, corporate services billing and affiliate allocators, board materials, key decisions affecting CMP, other affiliated services, effect on customer service, ); does not mention interviewing personnel
      • Analysis: Summarize core business functions, identify migration of business functions among affiliates, quantify amount of management control exercised by CMP v Avangrid/BPSA (?), assess effectiveness of business functions, compare customer experience
      • Report: Draft reporting consisting of observed effects of transferring personnel, observations of change in quantity, recommendations for mitigating effect of transfers, quality and cost-effectiveness of services provided, recommendation on whether cap on affiliate services should be modified or eliminated
      • Adjudication: will be available as needed for technical conference, hearing, etc.; travel expenses are incremental
   2. Implementation - Work Plan
      • [see above] Proposal included detailed monthly timeline with persons performing the work; completion of report by October; subject to change based on staff input
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services
BIDDER NAME: The Liberty Consulting Group, Inc.
DATE: May 22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

Individual Evaluator Comments:

I. Organization Qualifications and Experience
   1. Overview of Organization
      • Proposal describes years of experience and work with 40 regulatory clients in North America.
   2. Past Work
      • Proposal describes no business relationship or payments from CMP, Avangrid, affiliates except for payments from CMP for work done for PUC and New York PSC. Proposal states that Liberty has no conflicts of interest.
      • Proposal’s descriptions of past work are very detailed demonstrates understanding of the needs and expectations for the project
      • Describes firsthand, “extremely current” experience with CMP for PUC (“continuum”), all of which is highly relevant
         • Describes 2012 major management/operations audit of NYSEG and RG&E. Describes in detail the findings of that audit.
         • Describes 2018 forensic audit of CMP’s metering, billing, customer-communication systems (Project 1)
         • Describes 2019 analysis of affiliate-service-company functions for CMP
         • Describes audits of Emera Maine, reliability of Maine electric utilities, natural-gas-supply audits for Northern
      • Describes examination of similar issues affecting Liberty Utilities (owned by foreign company) for the New Hampshire PUC (Project 2)
      • Describes audit of issues with holding-company structure affecting N.J. utility (Project 3)
      • Describes several other examples of work involving holding-company analysis
   3. Subcontractors
      • Proposal states that no subcontractors will be used
   4. Organizational Chart
      • Proposal includes organization chart for this project, detailed bios for team members
   5. Litigation
      • Proposal states no litigation to report
   6. Licensure/Certification
      • Proposal states that no licenses or certifications are required
   7. Certificate of Insurance
      • Proposal includes certificates of liability insurance

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II. Proposed Services

1. Services to be Provided
   - Describes needs of the PUC as laid out in the RFP
   - Start with identified data requirements, well defined preliminary work plan, and from there will adjust as needed
   - Committed to remote work as necessary and appropriate
   - Initial data request (July, orientation (getting acquainted with key personnel and expectations), initial document review, planning interviews (through August), data gathering and analysis, conclusion and recommendation development (through October), report (November)

2. Implementation – Work Plan
   - Proposal details the kinds of data requests necessary for this audit
   - Defines and describes several task areas. Extremely detailed as to areas of concern/inquiry, and work activities
   - Task Area One: Executive Structure and Leadership Focus on Maine (focus on Maine, governance implications at CMP) (demonstrates understanding of the subject company and task at hand). Describes data needs, including personnel positions and changes over past 5 years, board meetings, org charts showing major functions.
   - Task Area Two: Common-Services Effectiveness, Costs, and Impacts on CMP (common services structure, functions, and resources; managing service agreements, quality, and costs; common service costs and allocations, cost-effectiveness and the CMP cap evaluation)
   - Task Area Three: Planning and Budgeting (strategic planning, capital allocation and budgeting; budgets and O&M expenditures)
   - Task Area Four: Customer Service (management, performance, billing/customer care, call-center operations, credit and collections, meter reading, field and meter services) Cali-quality being considered in separate audit
   - Task Area Five: Network and Field Operations (described as critical to the delivery of customer service) (field operations management, inspection/maintenance/veg mgmt./reliability; system planning and capital construction projects management; engineering management) May be outside scope of needs
   - Final report expected in November
   - Proposal included timeline of activities and consultant hours chart
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company's Management Structure and Affiliate Services
BIDDER NAME: Vantage Energy Consulting LLC
DATE: May 22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department's RFP Coordinator or Lead Evaluator for this RFP.

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Individual Evaluator Comments:

I. Organization Qualifications and Experience
   1. Overview of Organization
      • Proposal describes company as Florida-based management consulting firm with broad experience in utility-related matters for utilities, almost all state regulatory bodies, and some federal regulators. 150 instances of preparing testimony or regulatory reports. Many complex and controversial cases. "deep bench"
      • Provided three examples of relevant projects: (1) multiple projects for the Kansas Corporation Commission, including "many of the same issues required in this assignment" in evaluating customer service/merger savings for a proposed merger, but no detail provided about what that was; (2) comprehensive management audit of Grayson Electric for the Kentucky PSC; participated in discovery, briefing Commissioners and Staff, assisted in hearings; (3) Broad range of assignments for Lake Worth Utilities, including focused audits of various functional areas (ongoing work).
   2. Past Work
      • Proposal states no work with CMP, Avangrid, affiliates within last 5 years; no business relationships with them and no payments from them.
   3. Subcontractors
      • Proposal states provider will not utilize subcontractors
   4. Organizational Chart
      • Provided in form of table, with names, titles, credentials, project role; "once a detailed work plan is prepared a more traditional organization chart will be prepared"
   5. Litigation
      • Proposal states "none"
   6. Licensure/Certification
      • Proposal states no licenses or certifications required for this assignment
   7. Certificate of Insurance
      • Proposal included certificate of commercial general liability, workers comp, errors/omissions

II. Proposed Services
   1. Services to be Provided

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INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services
BIDDER NAME: Vantage Energy Consulting LLC
DATE: May 22, 2020
EVALUATOR NAME: Katie M. Gray
EVALUATOR DEPARTMENT: Public Utilities Commission

- Drabinski (project director) and Gormley (project administrator) will lead communication and project management
- Quality review of work product under firm’s Quality Assurance Program
- Security/encryption practices to preserve confidentiality
- Cloud-based information request management system
- Describes audit sampling (Generally Accepted Auditing Standards) and auditing standards (Generally Accepted Government Auditing Standards, AICPA Code of Professional Conduct, National Association of Regulatory Commissioners’ Consulting Standards and Ethics for the Performance of Management Analysis) to be used
- Development of Recommendations
- Cost-benefit analysis to justify the recommendations, make sure the are sensible
- Report Documentation (footnotes, annotations, cross-references)

2. Implementation – Work Plan
   • Work Steps
     - Initial set of DRs will cover broad details—organization, staffing, personnel transfers, details of affiliate services and their costs, quality, effectiveness
     - Interviews (Herling, Flanagan, Stinneford, Mahoney, Cosgel, Atkins, other unnamed managers)
     - Site visits (as possible due to pandemic)
     - Develop findings and conclusions
     - Develop recommendations
     - Complete final report
   • Timeline
     - July 2020: Project kickoff, preliminary interviews, First set of DRs; responses
     - August 2020: Second set of interviews, analysis of results
     - Sept. 2020: Prepare initial findings
     - October 2020: Mid-project meeting, follow-up interviews, follow-up DRs
     - Prepare draft report Nov 2020 – Feb 2021
     - Final report in March 2021
     - RFP set aspirational date for report of October but asked to be realistic; March 2021 quite a bit farther in time
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: 65 North Group, LLC
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Qualifications
   - Proposal shows that the qualifications of the consultant team are limited to projects/work involving local government.
   - Proposal shows consultant team has little or no experience with utility operations.

2. Past Work
   - Proposal shows that past projects were limited to the review of local government operations.
   - Proposal included no examples of past work projects related to utility operations.
   - Past work examples not applicable to project.

3. Subcontractors
   - No sub-contractors being used by 65 North Group.

II. Proposed Services

1. Services to be Provided
   - Proposal was very limited in detail, which allowed only a general understanding of proposed services.
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: 65 North Group, LLC
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

- Not clear from the description of services that consultant has a solid grasp of the requirements of the project.

2. Implementation – Work Plan

- Proposal did not include sufficient detail to fully evaluate the reasonableness of the project timeline.

- Timeframes associated with work plan not clear.

3. Cost

- $78,200
- See cost analysis
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: BakerTilly
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

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Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

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Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Qualifications
   
   - Proposal provided very limited explanation of project teams qualifications and expertise relating to utility operations.
   
   - Proposal provided insufficient detail to properly evaluate project team’s qualifications.

2. Past Work

   - The description of the past work projects cited in the Proposal extremely vague and failed to demonstrate relevance to the current project.

3. Subcontractors

   - No sub-contractors being used by Baker Tilly.

II. Proposed Services

1. Services to be Provided

   - Proposal was extremely limited on details, providing only very general overview of services.

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INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: BakerTilly
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

- Proposal did not contain sufficient details to fully understand and properly evaluate consultant’s proposed work plan.

2. Implementation – Work Plan
   - See comment above.

3. Cost
   - $81,950
   - See cost analysis
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: GDS Associates, Inc.
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Qualifications

   • Proposal shows that project team has a reasonable level of utility expertise.

   • Proposal shows that the project team somewhat lacks experience in diverse utility areas.

2. Past Work

   • Proposal described past projects that were related to utility operations.

   • The past work examples provided in the proposal were not directly applicable to project, i.e., management audits.

3. Subcontractors

   • No sub-contractors being used by NGS.

II. Proposed Services

1. Services to be Provided
• The data request portion of the Proposal was comprehensive, though it appears that the services will be limited to data requests and responses.

• Proposal did not include interviews or other means of data collection (other than data requests).

2. Implementation – Work Plan

• The work plan is very high level, lacks important detail.

3. Cost

• $164,000
• See cost analysis
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: Liberty Consulting
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

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Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.

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Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Qualifications

   • Proposal shows that project team possesses extensive background in utility operations.
   • Proposal shows that project team has diverse experience in utility operations, e.g., financial, technical, managerial, etc.
   • Proposal shows project team has extensive experience in utility operations and directly relevant work experience to project.

2. Past Work

   • Proposal shows that past projects were directly related to the utility operations.
   • Proposal included examples of past work projects that were directly related to project.

3. Subcontractors

   • No sub-contractors being used by Liberty.

II. Proposed Services

1. Services to be Provided

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STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY’S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: Liberty Consulting
DATE: May 20, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

- Proposal was very detailed, very comprehensive. Provided extensive discussion and detail regarding services to be provided, the methodology to be used when providing the services, and the rationale behind the methodology.

- Proposal demonstrated high level of understanding of proposed services.

2. Implementation – Work Plan

- Proposal included a detailed workplan that demonstrates a deep understanding of the issues to be examined.

- Proposal included workplan that demonstrated detailed process for examining the relationship of CMP with its parent corporations and affiliates that is important to this project.

- Proposed work plan covers all aspects of proposed scope of work listed in the RFP.

3. Cost

- $581,537
- See cost analysis
STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: Vantage Energy Consulting LLC
DATE: May 19, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

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Instructions: The purpose of this form is to record proposal review notes written by individual evaluators for this Request for Proposals (RFP) process. It is required that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department's RFP Coordinator or Lead Evaluator for this RFP.

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Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Qualifications

   • Proposal demonstrates that the consultant team that will work on the project possess significant level of expertise and experience in diverse utility areas, e.g., project management, auditing, engineering, utility operations, and regulatory.

2. Past Work

   • Proposal was light on details regarding past projects. Projects described were focused on single, narrow objective, e.g., assess the installation of a $500 million air quality control system.

   • Past work examples not directly applicable to project.

3. Subcontractors

   • No sub-contractors being used by Vantage.

II. Proposed Services

1. Services to be Provided

   • Proposal was not comprehensive and somewhat vague on details.

   • Proposal did not include sufficient detail to fully evaluate the services to be provided

2. Implementation – Work Plan

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STATE OF MAINE
INDIVIDUAL EVALUATION NOTES

RFP #: 202003047
RFP TITLE: MANAGEMENT AUDIT OF CENTRAL MAINE POWER COMPANY'S MANAGEMENT STRUCTURE AND AFFILIATE SERVICES
BIDDER NAME: Vantage Energy Consulting LLC
DATE: May 19, 2020
EVALUATOR NAME: Derek Davidson
EVALUATOR DEPARTMENT: Public Utilities Commission

- Implementation plan reasonable, included sufficient detail

3. Cost
   - $159,810
   - See cost analysis
AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

I, Faith Huntington, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Public Utilities Commission. 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 that the evaluation process is to be conducted in an impartial manner. 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 funding decision notices for public distribution.

Faith Huntington

May 14, 2020
AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company’s Management Structure and Affiliate Services

I, Katie M. Gray, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Public Utilities Commission. 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).

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\[Signature\] 5/14/2020  \[Date\]
AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 202003047
RFP TITLE: Management Audit of Central Maine Power Company's Management Structure and Affiliate Services

I, Derek D. Davidson, accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Public Utilities Commission. 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).

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Signature

May 14, 2020

Date