

STATEMENT OF WORK EXAMPLE

GRANT WRITING SERVICES

IMPLEMENTATION PERIOD: JANUARY 1, 2023 – DECEMBER 31, 2023

Subcontract Partner: Leidos

Task 1: Statement of Work

All Bidders should review the statement of work below that the successful Bidder(s) will be responsible for. Per the proposal format instructions, Bidders should provide a detailed description of their proposed approach and qualifications to manage the following services in support of the Channel.

Task 1.1: Leidos Obligations

Leidos will perform the following energy efficiency and demand side management ("DSM") related tasks for Supplier:

Deliverables:

- Supplier contract oversight, management, marketing oversight, financial planning, accounting, and budgeting.
- Management and coordination of the Evaluation, Measure and Verification ("EM&V") Contractor's activities.
- Participate in Channel meetings (as needed) of appropriate leadership ("Leadership Meeting") held by Supplier. Meetings shall be limited to senior personnel for discussion of Supplier performance, as well as forward-looking topics and issues.
- Provide guidance, direction and approval as required for new initiatives/channels or strategies proposed by Supplier.
- Provide high-level guidance and direction to the Supplier, and review Supplier-proposed milestones, as well as engage with Supplier team when working through strategy and policy issues related to the Channel.
- Review Supplier invoices for accuracy and approval, as appropriate, as well as ensure Project activities are within the prescribed budget and on schedule.
- Provide data and reporting requirements specifications to Supplier based upon applicable law, including ICC requirements, as well as Ameren Illinois policies.
- Implement and maintain Ameren Illinois Energy Efficiency tracking database ("Amplify")
- Review of all Supplier-maintained tracking databases, tools, or portals as applicable, for data security and accuracy.
- Review and approve as required, printed materials, presentation materials and advertising plans.
- Communicate to Supplier other Ameren Illinois initiatives/channels that may provide opportunity for cross-Project promotion.
- Maintain data transport/entry of Supplier collected data to Initiative tracking database

Task 1.2: General Administration & Management

Supplier will perform the following general administration and management tasks for the Channel:

- Monthly Plan Review meetings shall be held to quickly address specific emerging issues for the Channel.
- Monthly reporting shall include topics of Supplier implementation cost and schedule, identifying significant differences between both planned and actual schedule and planned and actual cost. Reporting should include results of root cause analysis on variances and a suggested recovery plan to describe actions planned or taken by Supplier and results expected. Reporting requirements may be adjusted or expanded at the sole discretion of Leidos and/or Ameren Illinois.
- Updated variance analysis provided by Supplier each month.
- Monthly meetings shall be led by Supplier leadership.
- Supplier shall provide meeting minutes to Leidos for review and approval in a timely manner.
- Supplier shall submit all presentations for Leidos review/approval prior to distribution and presentation to Ameren Illinois.
- Supplier shall schedule review meetings as needed to quickly address specific emerging issues.
- Supplier shall provide a staffing plan and organizational chart showing chain of responsibilities and reporting and indicate any changes each month.
- Supplier shall bubble up any partner and/or customer issues and must notify Leidos within 24 hours of occurrence to receive direction on how to proceed.
- Submission of a forward-looking implementation plan.

Non-Management Project Staffing

Administrative staff and any Subcontractors hired by Supplier to perform administrative functions (such as database and call center) must have considerable experience. A highly skilled data analyst or an expert Subcontractor shall oversee the gathering of data and to fulfill ad hoc and regular requests by Leidos for reports based on such data. Supplier also agrees to work with Leidos to identify local non-profits, partners, collaborators, manufacturers, and Subcontractors to further the objectives of the Plan, Program, and Initiatives.

Subcontractor Oversight

Supplier's agreements with Subcontractors shall include provisions sufficient to secure the Subcontractors' commitment to providing the Services and Deliverables identified in this Statement of Work. Supplier's agreement with the Subcontractors shall provide Supplier with the authority to adjust program operation, address any problems or to take advantage of new opportunities that emerge during this Statement of Work. Among the commitments that Supplier shall secure from Subcontractors is an explicit commitment by Subcontractor to a high level of customer satisfaction. Subcontractors will be instructed to "bubble up" any customer complaints, production issues and other matters that come up. The "bubble up" approach means that the Leidos management team should become aware of problems before they become major problems, with sufficient time for Supplier to correct operations or systems, as well as time to solve customer problems or address customer concerns.

Deliverables:

- At least 30 days prior to execution, provide Subcontract agreements for review and approval by Leidos as in accordance with the applicable provisions of the Agreement and the law.

Performance Metrics:

- Executed subcontract agreements provided by Supplier to Leidos at least 30 days prior to execution.
- Supplier demonstrates responsibility for Subcontractors.
- Staffing report, including listing by name, of all Supplier and Subcontractor employees with contact information, company name, and assigned program and assigned defined role. This staffing report shall be updated monthly.

Task 1.3: Initiative and/or Channel Delivery

Supplier shall propose timelines and schedules (based on the due dates set forth in the Plan and the Orders issued in ICC Docket 21-0158, as well as any subsequent applicable Orders issued by the ICC) to ensure the timely execution of the Channel in addition to the deadlines set forth below, which timelines and schedules are subject to the approval of Leidos. Supplier shall incorporate such timelines and schedules into the Implementation Plan details submitted to Leidos. Based on the possibility that Program and Channel dynamics may change, Supplier shall incorporate flexibility in the timelines and schedules to permit it to meet the Initiative/Channel due dates set forth in the Plan and Orders.

Initiative/Channel Delivery Detail

Supplier will provide grant writing services to community partners in support of the Market Development Initiative. Support shall include the identification and application for available grants.

Supplier shall provide a proposal containing all grant writing methodology.

- Supplier shall communicate as needed with Leidos.
- Supplier shall submit monthly reports on channel.
- Supplier shall ensure all data transferred meets all Ameren and Leidos data governance security guidelines in accordance with the cybersecurity flow-down agreement.
- Supplier shall track data specific to Statement of Work.
- Supplier shall provide evaluator support, including data and/or metrics submission.
- Supplier shall schedule meetings as needed to address specific emerging issues for the Channel.
- Supplier will use a quality assurance process to create and follow protocols.
- Supplier shall incorporate the timelines and schedules into the Marketing Plan details provided to Leidos.
- Supplier shall cooperate with Leidos staff to develop and update Implementation Plan content designed to support Ameren Illinois' internal and external reporting requirements.

Task 1.4: Leidos Oversight

The Leidos central management team is responsible for overseeing and managing all aspects of the Projects, including the Plan, Programs, Initiatives and Channels. This central management team will provide, as much as possible, common approaches to marketing, data management and system security, diversity and inclusion, technical support, quality assurance and control, health and safety, finance and accounting, portfolio innovation and a customer contact center that will ensure a seamless experience for customers taking advantage of different Programs, Initiatives and Channels.

Marketing

Supplier shall work closely with Leidos' in-house marketing and communications team and/or outside firm to ensure that Supplier's overall and channel-specific marketing plans and communications accurately reflect the branding image and messaging of the Ameren Illinois' energy efficiency marketing efforts.

All Marketing activities (such as creation of collateral, webinars, email campaigns, outreach events) will be coordinated with Leidos with the goal of generating Initiative/Channel awareness and increasing participation. Leidos will provide all branding requirements and examples.

Supplier will work with Leidos Marketing Director and supporting team to create a marketing plan, which shall include specific marketing requirements needed to meet the Initiative/Channel metrics, goals, and strategies to increase participation, specific outreach activities, recruitment efforts, social media and digital campaigns, and any other requested strategies designated by Ameren Illinois/Leidos. The marketing plan will include a tactical calendar and targeted outcomes. Leidos and Supplier will make the determination about the creation of marketing materials based on cost efficiency, and who will create such materials.

All marketing related activities must be approved by Leidos prior to the start of any work and Supplier must give Leidos at least ten (10) business days to route all customer facing marketing for the necessary Ameren Illinois approvals. All marketing must abide by Ameren Illinois branding guidelines and any co-branding of marketing materials must be approved by Leidos prior to utilization.

Quality Assurance & Quality Control

Achieving and maintaining quality requires a multi-layered system that includes both Quality Control (the internal systems at a supplier or community partner level that identifies and addresses issues internal to the organization) and Quality Assurance (the external systems employed by Supplier to ensure the quality control system and work performed under the Channel achieve Program standards).

- **Standards of Performance:** Supplier will adhere to the standards of quality that will be expected from Supplier for the work that is being performed in the specific channel. In many cases, these standards use existing approved practices and procedures.
- **Provide Rapid Feedback:** Supplier will provide Leidos with feedback that is clear, fair, and fast to ensure quality of the Channel. Without a rapid feedback mechanism, problems will become ingrained and be difficult to change.
- **Review Paper Files from Work Performed:** Paper files, agreements, and signed documentation will be checked and reviewed for accuracy.

Data Management, Systems & Security (if Supplier receives data)

Supplier shall be responsible for complying with all of Leidos' data security requirements, including but not limited to data formats and uploads, data quality, data storage, data transmission and error resolution, credential provisioning, and data control and access as described herein.

- Supplier shall comply with all cybersecurity flow-down agreement terms.
- Supplier will notify Leidos immediately should a data security incident occur.
- Supplier shall document all new and updated data transmissions for Leidos approval prior to implementation.
- Supplier shall not create or utilize any website or domain which uses or references Ameren Illinois' intellectual property without approval from Leidos.
- Supplier must provide all emails, notifications, and data exchange processes to Leidos for review/approval prior to implementation.

Portfolio Innovation

Supplier will support, if desired, Leidos with the implementation of a Portfolio Innovation Committee. This committee will be chaired by Leidos/Ameren Illinois and will focus exclusively on potential innovation and growth opportunities for the portfolio that can be accomplished through collaboration between Ameren Illinois, Leidos and all subcontractors. Supplier commits to attending Portfolio Innovation Committee meetings, as needed, and will provide resources as requested. All concepts submitted to the Portfolio Innovation Committee will be thoroughly vetted and discussed prior to proposal of implementation. The Portfolio Innovation Committee will seek Ameren Illinois guidance and approval on any concept, research and/or development opportunity submitted to Leidos prior to implementation.

Market Development Action Plan in support of Market Development Initiative

Supplier will support Leidos as detailed in the PY2023 Powered by Diversity: MDAP Guide for Leidos Subcontractors found within the subcontract documentation. Included in this document are details regarding the level of support required to assist Leidos with the implementation of the Market Development Action Plan ("MDAP") designed to assist Ameren Illinois with meeting the objectives of the Market Development Initiative approved by the ICC. The MDAP shall be tailored to assist Ameren Illinois in meeting the stated purposes of the ICC's Final Order for the Market Development Initiative but must be in all respects be compliant with and not in violation of applicable state and federal equal employment opportunity laws, including, but not limited to, those laws related to hiring decisions.

It is Leidos' policy to ensure certified, diverse owned, (Minority, Woman, Veteran, service-disabled and/or LGBTQIA+ owned) and non-profit owned businesses have maximum opportunity to participate in the performance of contracts. In order to comply with this policy, the Supplier agrees to consider subcontracting and/or utilizing diverse owned, (Minority, Woman, Veteran, service-disabled and/or LGBTQIA+ owned) and non-profit businesses to the fullest extent consistent with the efficient performance of this Statement of Work. In addition, Supplier agrees to notify Leidos of any diverse subcontractors/vendors who are utilized under this Statement of Work and report the accompanying spend using a method decided on by the Parties. Supplier agrees to include this section in the flow-down terms of all subcontractor agreements, as applicable, and will require all subcontractors to make good faith efforts to abide by any supplier diversity requirements which Supplier has agreed to perform under this Subcontract.

If Supplier is diverse or non-profit, Supplier agrees to provide a copy of the company diversity certification and/or non-profit certification to Leidos prior to contract execution annually, and submit updates copies to Leidos as applicable.

Accounting & Finance

Supplier shall comply with all of Leidos' invoicing, accruals, reporting and forecasting requirements as described herein. In addition to Leidos' standard invoicing requirements, all invoices must be submitted directly to Salesforce via the Energy Efficiency Portal in the format requested by Leidos Finance for Program Management approval prior to submission for payment. All invoices to Leidos' Finance must be submitted electronically and contain accurate information. Invoice net will not begin until a correct invoice is received from Supplier. Supplier shall invoice Leidos monthly for Pay-for-Performance services by no later than the 5th of the month, based on a **Net45**. Leidos will negotiate Net terms and look for exceptions for all diverse suppliers. Supplier will submit in congruence with their invoice, all requested backup documentation to validate charges, and will provide timely responses regarding any questions.

Reporting Requirements

Supplier will provide timely, accurate, and useful monthly, quarterly, and annual reports to Leidos. Monthly reports will be delivered by no later than the 10th day after the close of each month. Supplier will submit to Salesforce Chatter the following reports based on a schedule to be provided by Leidos:

- Monthly Accrual Report
- Monthly Modernization Action Plan Report (MAP)
- Pay-for-Performance Invoice
- Monthly Diverse Spend Reporting
- Bi-Yearly Diverse Procurement Logs
- Quarterly MDAP Concept Progress Reporting

Supplier will work with Leidos to identify additional reporting requirements for Program management and Illinois Commerce Commission (“ICC”) compliance. As applicable, Leidos will provide Supplier access to Channel dashboards, and/or provide supplemental reports generated by Leidos' data management system, for the Channel if requested and on a frequency to be agreed upon by the Leidos program manager and Supplier.

- **Weekly/Bi-Weekly/Monthly meetings:** Supplier will organize and conduct review meetings with the Leidos/Ameren Illinois program manager of channel productivity, pipeline demand, budget, and Channel forecast implications. Frequency may be decided during channel launch.

Supplier shall attend no less than yearly, one of each of the following meetings:

- Subcontractor Back Office Operations Training – *Directions and guidance for items relating to finance, accounting, information technology, marketing, and portfolio operations*
- Energy Efficiency Program All Hands Event – *Quarterly meeting held for all Energy Efficiency Program team members to hear updates on the Portfolio*
- Quarterly On-Boarding Training – *Synopsis of Program History, Team Commitments and per initiative/channel detail for each Program*

Task 1.5: Performance Objectives & Metrics

Supplier agrees to meet the deliverables set forth in this Statement of Work.

- Supplier shall be compensated based on the milestone payments below. If all previous milestones are not met, Supplier can bill the balance of the subcontract on a value up to \$X, if Supplier submits requests totaling \$X.
- Guidance – please propose a fixed unit price for each grant written with X% due at submittal and X% due at acceptance.

2023 MILESTONE NOT-TO-EXCEED PAYMENT STRUCTURE	
SERVICES DESCRIPTION	TOTAL BUDGET
Milestones	\$
TOTAL BUDGET	\$

Funding Request Minimum: *If all milestones are not met, the balance of the subcontract value up to a certain value will be reimbursable based on the total submitted funding request value.*

Milestones: *Milestones indicate ready-to-submit full grant proposals, project proposals, or funding requests in coordination with Ameren Illinois community partners. All milestones will be as required in coordination with Leidos technical representatives.*

Alcoholic beverages are a non-allowed expense under this subcontract and program.