

MEMORANDUM

To: Energy Efficiency Advisory Council

From: Paul Horowitz

Date: October 17, 2010

Subject: September Team Monthly Report – Activities Undertaken, Six-Week Look Forward, Assessment

Councilors – Enclosed below are reports from the consultant team groups (Planning & Analysis, Residential and Low Income, C&I, EM&V) on activities undertaken during September and a look forward to the following six weeks. An assessment of the state of activities based on the experiences of the month and the upcoming tasks is also included. Also included is a brief summary of project management activities.

Monthly Consultant Report on Activities – September 2010

Planning and Analysis Team

I. Activities during September 2010

Planning and Analysis

- Developed revised schedule and process for 2011 Mid-Term Modifications, to be filed by October 29, 2010, and reviewed list of potential modifications with the PAs and the Council.
- Reviewed and discussed proposals for “triggers” for Mid-Term Modifications to be applied for DPU approval vs. notification, and/or for Council review and approval vs. notification. Reviewed and commented on revised proposals from the PAs (and expressed concerns about triggers for reductions to savings goals and increases to budgets).
- Reviewed the potential/expected Mid-Term Modifications with the PAs (including in a series of meetings with the PAs) to prepare for the October 29 filings. Reviewed and commented on the revised draft template for the filings developed by the PAs.
- Analyzed options for the 2011 performance incentives and metrics to address the issues raised in the DPU Order and to focus the performance incentives on the key objectives and the highest-priority desired outcomes. Developed straw proposal for performance incentives and metrics for 2011, including increased focus on program and ratepayer costs and cost-efficiency, and reviewed the Consultant straw proposal with the PAs. Reviewed PA proposal for 2011 performance incentives and metrics, and discussed the Consultant and PA proposals with the PAs, DOER, and the Attorney General.
- Followed up on issues and enhancements for the Mass Save Home Energy program, including opportunities for contractor participation in residential programs.
- Supported development of the rental housing landlord strategy and reviewed proposals for serving renters and 60-X% of median income customers.
- Updated EEAC calendar and schedule, and presented to the Council. Assisted in developing the EEAC meeting agenda.

Financing

- Reviewed PA updates on other program funding and financing capital, shared during the 2011 Mid-Term Modifications process.
- Worked with DOER to make progress on key financing issues, for both customer repayment and outside capital, including consideration of other options for financing and outside capital.

Reporting

- Reviewed reporting issues and DPU orders/guidelines for Annual Reports, and participated in the 08-50 working group process.
- Reviewed the 2009 Annual Reports with a focus on achieved vs. planned savings and costs.

TRM (Technical Reference Manual)

- As indicated in the previous monthly report, the TRM working draft was delivered to the PAs via the High Level Working Group on August 10. Since then, the PAs have assumed responsibility for finalizing the draft TRM. A target date of September 24 was established by the PAs to finalize all sections that define savings numbers so that the PAs would have time to update 2011 plan numbers as needed, and to support the submittal of the TRM with the Mid-Term Modifications on October 29. The September 24 deadline was three weeks past the requested timeframe to allow for a comprehensive review of the document by the

Consultant Team, which would have left room for a series of exchanges to further refine and finalize the document. The deadline was then moved to October 4, but the document was still incomplete. The PAs provided some additional material on October 15, but not a complete TRM draft for review. At this point, when the team has received the final draft, the Consultant Team will be able to provide a review and report on where it achieved the goals of consensus, comprehensiveness, and savings reliability, and where it may fall short of those objectives. However, because of the delays in receiving the TRM in its entirety from the PAs, and the impending filing deadline with the DPU, the available time for reasonable review and the window for any significant modifications based on Consultant review will be limited.

II. Anticipated activities over next six weeks

- The major activity and primary focus in October will be to perform planning tasks and coordination with the PAs for the 2011 Mid-Term Modifications filing (e.g., modifications to budgets, savings, performance incentives and metrics, programs, pilots, EM&V, etc.) due on October 29 to the DPU. See draft Mid-Term Modifications from the PAs (due October 14) and the Consultant review (separate documents to be distributed to the Council).
- Resolve issue of “triggers” for Mid-Term Modifications through discussion with the Council and the PAs. Develop revised straw proposal for triggers for Council review and approval vs. notification, and possibly for DPU approval vs. notification (potential proposed modification of DPU Guidelines).
- Review proposals for rental housing/landlord strategies and serving lower/moderate income customers, either as part of Mid-Term Modifications process or separately.
- Address outstanding/unresolved financing and repayment issues (e.g., financing for rental properties) and review/monitor financing developments with DOER and the PAs.
- Coordinate with DOER and PAs on development of sources and approaches to attain outside capital for financing, as well as other program funding.
- Consider appropriate levels of incentives (rebates) vs. attractive financing in key programs, for 2011.
- Review and work on improvements for bill and rate impact analysis, considering the issues raised in the DPU decisions, and continue work with the 08-50 working group (participate in working group meetings). Review the application of the revised bill impact model to 2011 programs (as revised through the Mid-Term Modifications) after the October 29 filing.
- Follow up on marketing and messaging concerns related to encouraging deeper savings, and on fully integrated financing in the programs for 2010.
- Participate in 08-50 working groups on Annual Reports and Mid-Term Modifications, as scheduled by the DPU.
- Prepare for EEAC meetings in October and November (including document preparation and documents related to Mid-Term Modifications filings).
- TRM: The PAs have assumed responsibility to complete and finalize the document sufficient for the purposes of submitting the final TRM with the 2011 Mid-Term Modifications on October 29, which will inform the tracking of all prescriptive measure savings effective January 2011. As noted above, the consultant team will review and comment on the final draft TRM on behalf of the EEAC once the final draft is provided by the PAs. However, because of the delays in receiving the TRM in its entirety from the PAs, and the impending filing deadline with the DPU (October 29), the available time for reasonable review and the window for any significant modifications based on Consultant review will be limited.

III. Overall assessment of project

Massachusetts is three-quarters of the way through 2010 and the Council can use the upcoming Q3 quarterly reports and the consultants' analysis of the quarterly reports to assess progress to date compared to the goals, objectives, and priorities for the year. In sum, the message is mixed, with good progress in some areas, and activity and savings on track to achieve the goals in some programs for some PAs – but with other programs and PA portfolios lagging and therefore unlikely to achieve the 2010 goals. See the upcoming Q3 quarterly reports for the details (the PAs plan to provide the Q3 quarterly reports for the November EEAC meeting, after the Mid-Term Modifications filings due on October 29).

See the notes on activities and anticipated activities above, which provide a summary of many of the activities and issues that are in progress; we are making headway on many of these.

However, overall progress is slower than it needs to be if MA expects to achieve the 2011 and 2012 goals and benefits set forth in the three-year plan, which continue to ramp up ambitiously and rely on strategic groundwork and building blocks being laid and early implementation during 2010 (i.e., deeper first, then broader; contractor/vendor models; mix of incentives and effective financing; marketing and education; behavior/attitudinal program elements to support and encourage deeper savings; etc.). The EE programs are behind on many of the key foundational building blocks necessary to achieve 2% savings in 2011 and 2.4% savings in 2012 for electric, and 0.9% and 1.15% for gas. See prior monthly reports for additional details.

One overarching challenge seems to be for the PAs to find adequate time to look ahead and work on the key building blocks for the future, while also focusing on the annual goals for 2010 and being faced with immediate fires to fight and near-term assignments. The overall goals in the three-year plans will not be achieved unless everyone commits time to look and plan ahead, to lay the building blocks in 2010 for achieving the higher savings goals in 2011 and 2012.

The primary planning and analysis focus in October and November will be on the planning process for 2011 Mid-Term Modifications, with the PA filing due on October 29. This will require significant effort, with modifications in the various planning documents (e.g., budgets, savings, performance incentives and metrics, programs, pilots, EM&V, etc.). To date, there are many areas of agreement between the PAs and the recommendations of the Consultants; however, there are also some significant areas of disagreement, including the “triggers” for Council review and approval, and the 2011 performance incentives and metrics. The process has also been difficult because the development and review of the Mid-Term Modifications is now compressed into the remaining time just before the filing deadline (the schedule reviewed with the Council was not followed, and now all of the issues are compressed at the end of the process).

Development of the TRM (Technical Reference Manual), while on track in August, is now behind schedule (see summary above), specifically in terms of a final draft being prepared by the PAs and made available for Consultant review on behalf of the Council. We understand the PAs plan to include the TRM with the 2011 Mid-Term Modifications filing in October, and the responsibility to complete the draft for consultant review is now in the hands of the PAs. However, because of the delays in receiving the final draft TRM in its entirety from the PAs, and the impending filing deadline with the DPU (October 29), the available time for reasonable review and the window for any significant modifications based on Consultant review will be limited. Further, because the team has not reviewed the TRM, we are not in a position to make

any recommendations to the Council on those portions of the PAs' mid-term modification materials that rely on savings and associated factors.

Residential & Low-Income Team

I. Activities during September 2010

The principal focus of the residential consulting team in September was on continuing to work with the PAs to implement planned 2010 program activities, while focusing on program issues for the 2011 mid-term modification filings. Efforts were made in each of the major program areas, particularly on the two programs highlighted in the 'Council Priorities and Key Actions for 2010' document - MassSAVE/Weatherization (Mass Save Home Energy Services) and Residential Lighting and Appliances (Products).

MassSAVE/Weatherization (Mass Save Home Energy Services)

The Residential Management Committee (RMC) met in September to continue to address on-going Mass Save/Weatherization program implementation issues, and to respond to data and input requests from the Residential Steering Committee. A primary focus has been on responding to and commenting on proposals made by the Residential Steering Committee.

The PAs made additional progress in the following key areas in September:

- Building on successes to date, more effectively serving landlords and tenants through the program. The PAs continued their dialog with the Massachusetts Rental Housing Association (MRHA) on how the program could work more closely with the organization to penetrate the rental housing market. A program write-up will appear in the next MRHA newsletter.
- Program information specifically geared toward landlord and tenants will be put on the Mass Save website to better inform this market segment as to what they are eligible for.
- The Landlord marketing brochure is complete and ready to be used in program marketing efforts.
- The PAs also presented a set of slides at the September EEAC meeting on the status of on-going 2011 landlord/tenant strategy discussions. The Council consultants, along with Marc Breslow, continue to work with the PAs to finalize the 2011 plan. It is envisioned that a consensus plan document will be included in the mid-term modification (MTM) filings.
- The Mass Save HES program video and interactive house tour, both the final result of the 2009 'Comprehensive Education Package' metric, were posted on the Mass Save website for use by Massachusetts customers.
- The HEAT Loan Banks/Credit Unions will be contracted by the PAs to determine how the PAs can assist them with marketing the HEAT Loan Program.
- Keeping abreast of the status and potential impacts of the pending Federal Home Star legislation.

Steering Committee: The Residential Steering Committee, which has been charged with making specific high-level structural program design decisions, met weekly in September. The committee, chaired by the PAs with guidance from the consultants, has made some significant progress on the five areas outlined in the committee's scope. The committee has directionally approved common pricing, common audit software, and a revised market model, and has assigned to the RMC the task of developing an action plan and timeline for each for committee

review. The Steering Committee is continuing to work on strategies for achieving Deeper Savings, including the packaging of measures-incentives, and enhancing the Customer Experience. The PAs and consultants presented a set of slides at the September EEAC meeting updating the Council on Steering Committee progress.

Residential Lighting and Appliances (Products)

The two Products Programs remain largely on track with the PAs exceeding goal for several key measures (spiral CFLs, refrigerators, etc). Overall, the PAs are likely to meet or exceed their 2010 lighting savings goals, but they may also exceed their program budget. The PAs will roll out their first mid-stream ENERGY STAR TV incentive in early October. This is planned as a limited program offering. The PAs also continue to work with both manufacturers and retailers to increase the availability of advanced power strips.

Key 2011 planning issues that the PAs have been addressing include the net to gross (NTG) ratios for spiral CFLs and for refrigerators. For the Three-Year Plans there had been prior negotiations and agreement on CFL NTG ratios. Those Plans indicate that for 2011 the PAs are to use a zero NTG ratio for spiral CFLs, effectively eliminating spiral CFLs from their portfolio next year. The EEAC consultants have suggested that this assumption be revisited as indications are that the market for spiral CFLs is not fully transformed and that continued PA support of this measure in 2011 may be warranted. The PAs made a preliminary spiral CFL NTG proposal at the end of September and will be submitting a more formal proposal in early October.

Other Key Programs/Pilots:

Residential New Construction

The Joint Management Committee (JMC) overseeing the Massachusetts New Homes with ENERGY STAR Program continues to be on track to exceed goals for this year. The JMC is working through a series of program design issues and possible changes for 2011, while trying to determine whether savings or budgets will be impacted enough to require a new program filing. The Program is working with the HERS rating industry to move to a more market-based delivery model. There are a multitude of issues around timing, pricing, tracking, reporting, CFL direct-install questions, etc that they are working through. Testing and certification of multifamily buildings and the role that HERS raters play in this have also been part of the discussion. Better integration with GasNetworks and Cool Smart has also been discussed to ensure better coordination and a more seamless delivery model. The new ENERGY STAR Homes version 3 has raised a multitude of questions about whether or not this standard should remain the cornerstone of the RNC Program. The initial decision has been to move to three tiers of incentives based on percent savings above baseline, and then let the market purchase ENERGY STAR Homes certification from HERS raters if they see value. The JMC, vendor (ICF) and PA evaluators have concurrently been discussing how baselines should be adjusted based on the implementation of new codes, while also examining program cost-effectiveness. There are many moving parts and pieces as the JMC works towards a final program design for 2011 and beyond. The EEAC consultants have been engaged in these discussions and overseeing much of these activities.

In late September, NEEP held a regional workshop in Marlborough, Mass. on examining policies and procedures associated with claiming savings for code support work. Massachusetts was featured as a centerpiece for discussion, enabled by the work done by the JMC and the evaluators. This event has raised the issue of claiming savings for code support work to the DOER and DPU.

HVAC – Gas & Electric

The PAs' HVAC programs are largely on track to meet their 2010 cooling and heating HVAC program goals. For 2011, the Cool Smart PAs are looking to adjust their incentive levels and structure to attain higher levels of participation in the Program's installation-related efforts: proper sizing, duct sealing, proper charge and airflow, etc. They may also pilot efficient boiler pumps in 2011. Based on the near final impact evaluation report on the High Efficiency Heating and Hot Water Program, the PAs have submitted a proposed Program re-design to address high free-ridership for many key program measures. The PAs have proposed to eliminate or sunset several measures, and add new measures such as higher efficiency furnaces and boilers. They have also proposed a new category of measures that would be directed toward hard-to-reach customers and would have lower assumed free ridership. The Council Consultants have provided comments on this proposed redesign and a final redesign should be agreed to in October.

II. Anticipated activities over next six weeks

The focus of our activities over the next six weeks will be continued engagement with the PAs on program implementation and on planning discussions. Some of the primary themes that will be addressed include the following.

- General (All Residential Programs): Plan with PAs on 2011 goals and activities. Work with PAs on specific areas needing attention including: performance metrics, HEHE program design, CFL measure life, net-to-gross numbers for key measures, free-ridership, behavioral pilots/programs, new pilot concepts, etc.
- Residential Steering Committee: The Consultants will continue to help guide the Steering Committee to make the necessary key program design decisions on the Mass Save Home Energy Services program for 2011.

III. Overall assessment of project

The PAs are progressing well toward meeting 2010 program and pilot goals. They continue to be challenged with handling the increased reporting requirements associated with the 3-year plans, while they want to be focusing primarily on implementation. The PAs have several timely opportunities to improve key elements of existing program designs, particularly in the Mass Save Home Energy Services program. There continues to be productive cooperation among the PAs, and with the Consultants, in the various program working groups. Some key issues that still need to be addressed/resolved include: 1) residential retrofit program key program design modification recommendations from Steering Committee, including Rental Housing strategy for 2011, and incorporation of modifications in upcoming vendor RFP scope of work, 2) gas and electric integration (plan & timeline) of primary elements of the HVAC programs, 3) successful integration of the new MassSAVE program collateral pieces (Energy Assessment Report, Comprehensive Education Package) into the program marketing strategy, and 4) successful mid-term modification discussion and implementation process.

C&I Team

I Activities during September 2010

The Consultants helped facilitate a series of meetings between the C&I Managers and senior DOER senior management to develop better coordination between PA program offerings to municipalities with those of the DOER Green Communities Division. (Details of the specific issues can be found in the August monthly consultant report.) The outcome was a better understanding of each party's program objectives and a resultant modification of both DOER and PA offerings to better present a seamless delivery of services to this important submarket.

- The Consultants supported a proposal to the PAs from the Strategic Energy Group in Oregon to do a national scan and literature review of best practices and lessons learned in comprehensive building treatments in the C&I sector. The initial findings of this study will be presented to the C&I managers via webinar on October 13th.
- The Consultants introduced their first proposed draft of the 2011 performance metrics to the PAs in September; negotiations on the details of the language and quantification will proceed in October.
- The Consultants drafted a memorandum to the C&I Managers to offer their suggestions on various options to address the “funding gap” required to address the Council’s savings goals that is in excess of the ratepayer funding now available to do so. Recognizing that third party funding (government or foundation grants, cap and trade revenues, etc.) would not be realistically available in sufficient amounts to close this gap in 2011, the Consultants focused on other potential ways to address it through use of “nega- funds”. That is, from reductions in costs achieved through changes to program designs, reduced overhead, etc. These “nega-funds” would have a similar mitigating effect on ratepayer costs, but technically they are not “other program funds”, and would not show up explicitly in the revenue table, for example.
- Summarized below are our recommendations for the C&I Sector. We emphasized that our suggestions were merely illustrative, to be viewed as the opening of a constructive dialog between the Advisors and the Managers.
 1. Continue towards full integration of all PA efforts across the state, including continued integration of gas and electric services and integration with other state efforts (DOER) wherever possible.
 2. Continue sales training for staff and contractors who deal with customers.
 3. Continue development of long-term relationships with large customers including commitments to strategies that capture deep savings over time.
 4. Expand financing tools for customers, particularly simple to use, positive cash flow offers and delivery models, and training of staff in the use of these tools.
 5. Implement negotiation of custom incentives. We especially believe that higher incentives should be targeted to high-value projects that capture deep savings, or for customers with high barriers (e.g., split incentives), or where a significant opportunity would otherwise

be lost. With a negotiated approach, PAs can pay high incentives to encourage comprehensive deep savings, while reducing costs where customers may be willing to act with lower incentives. Further sales training may be required to fully equip delivery staff with the tools necessary to effectively execute negotiated strategies.

6. Reexamine the small business direct install program incentive and delivery structure to determine if the mix of incentives versus financing could be adjusted without significantly reducing program uptake, at least in some markets for some customers. (The structure of this program lends itself to targeted experimentation – by geography, business type, or other customer aspects.)
 7. Explore an upstream distributor incentive initiative for High Performance T-8 lighting (and perhaps other products) based on the successful model implemented in Maritime Canada. This should be started as soon as possible.
 8. Refresh the measure cost data upon which prescriptive incentives are based with a new market price analysis, with particular focus on high volume lighting measures on the electric side and heating measures on the gas side.
 9. Pursue other internal efficiencies that can improve program delivery and lower total costs. (We welcome the PAs suggestions here.)
 - a. Ensure that there is adequate staff to effectively deliver the programs and perform the necessary planning, evaluation and regulatory work. Senior management commitment to add staff may be necessary in some cases.
 - b. Continue to focus on streamlining administrative processes among PAs by minimizing duplication of administrative efforts and costs. For example, review the value of individual PA contract management for delivery vendors and contractors providing the same services across multiple territories.
 - c. Continue and expand cross-PA staff and leadership assignments to conduct and oversee work of mutual benefit. The technology teams, the Joint Technical Committee, and the joint development and delivery of the vendor open houses are examples of joint efforts that we would like to see further expanded and institutionalized. These efforts maximize the efficient use of general staff resources as well as of unique staff expertise.
- As an initial step, the PAs have undertaken their own examination of the interplay of incentive levels and various marketing initiatives in programs in other jurisdictions, which the Consultants have both encouraged and contributed data to. It is a challenge to make meaningful comparisons when program vary so much in design, delivery, and market maturity.

II. Outstanding/Notable Issues:

- The memo discussed above and the draft performance metrics will be discussed in depth at the next Managers meeting. The Consultants are optimistic that conceptual agreement and closure can be reached in fairly short order. The details of implementation of some of the recommendations will probably involve more substantial negotiations.

II. Anticipated activities over next six weeks

- Negotiate performance metrics through to agreement.
- Work with the PAs to develop the details of various cost-reduction and program integration strategies, including adjustments to individual measure incentives, PA percentage co-pays, and protocols for incentive negotiation.
- Continue to monitor ongoing PA program coordination and implementation tasks, as well as new activities in these areas as suggested above.
- Continue to assist PAs in developing strategies to pursuing deep retrofits, building off experience from the joint Lawrence Berkley Laboratory/NSTAR/National Grid pilot buildings and the results of the best practices survey, both now underway.

III. Overall assessment of project

As noted last month, the state of the economy continues to be a major challenge to the achievement of goals – not only in Massachusetts, but in most other states in the region. Most customers, with the possible exception of some institutions, are interested in only projects with the quickest paybacks. In this environment, it is not surprising that the focus, and the success, of the initial multi-year deep savings projects have been with institutional customers.

As noted above, the Consultants put a number of suggestions on the table which we feel can enhance the menu of customer choices and potentially reduce program costs as well. We look forward to a dialog with the PAs on these and other potential program modifications.

We continue to be concerned that some companies are not adequately staff resourced to fully address the challenges of the goals in the Three Year Plans.

EM&V Team

I. Activities during September 2010

Our efforts in September were focused primarily on moving forward the roughly 40 EM&V studies that are now in progress across the six statewide Research Areas. There was extensive activity on these studies in September, but few policy-level issues requiring the Council's attention. We are busy with tasks such as reviewing and discussing data collection instruments, sampling plans, and interim results memos; coordination between different studies and research areas; mid-stream refinements to research focus; and working out miscellaneous challenges that arise in the research process.

Some other EM&V team activities in September included helping to develop a required filing for the DPU on planned 2011-2012 EM&V activities; participating in the evaluation aspects of the TRM; helping to represent MA in a regional forum on program administrator credit for improved codes and code compliance; and helping to develop ex-ante savings estimates for the Appliance Exchange.

In our last monthly report we provided a detailed table summarizing the status of all in-progress studies. As we discussed then, we suspect that seeing such a table every month may be more

detail than the Council would like to see. We are therefore not providing a new version of the summary table this month, but anticipate doing so with our October report.

One study that bears mentioning is the Incentive Levels Study. As discussed in our last monthly report, in August, following discussions with DOER, we added a small, very fast-turnaround study aimed at informing upcoming possible discussions about changes in incentive levels for 2011. This study is nearing completion, and a final report will be provided to the Council when it is completed. (We note that the reason we are able to provide final results on this project only some eight weeks after it was initiated is that it is both unusually small for an EM&V project and has been done on an exceptionally accelerated timeline. The majority of other EM&V projects under way are scheduled for completion between December 2010 and May 2011.)

A potential issue on the horizon involves residential net-to-gross ratios (NTGR) for measures other than lighting. For the TRM, as of this writing, the PAs have proposed default net-to-gross ratios of 100% for a number of these measures for which net-to-gross analyses have not recently been performed in Massachusetts. The EEAC consultants have recommended that these be replaced by values that are more consistent with the results of evaluations of similar programs in other states, which have typically produced NTGR values below 100%. Estimating residential net-to-gross ratios on an ex-post basis can be challenging, and as a result Massachusetts has historically studied this issue selectively, usually focusing on the largest programs and measures. However, we believe that if the final version of the 2011 Plan TRM retains the widespread use of unsupported residential NTGR assumptions of 100%, it will be necessary for EM&V to empirically confirm or disconfirm many if not all of these assumptions in time for the 2011 annual reports. This could require a non-trivial adjustment of in-progress residential evaluation activities. We will keep the Council posted on this potential issue.

III. Overall assessment of project

The implementation of the statewide EM&V framework is generally going well. Fielding of the 2010-2011 studies is in full swing, and there have been no insurmountable administrative, policy or technical problems. Neither have there been any disagreements between the PAs and EEAC consultants that could not be resolved informally.

Project Management

I. Activities in September 2010

- Kept team informed of directives from the Council and DPU's orders regarding focus of activities in September and upcoming in October;
- Maintained regular communication with team regarding on-going activities, issues, updates
- Initiated internal discussions to enhance the team's ability to respond to Council priorities
- Maintained regular communication with DOER about project updates and issues

II. Anticipated activities over next six weeks

- Coordinate consultant team input into preparation of Council meeting materials;
- Continue regular communications with team regarding on-going activities, issues, and updates
- Plan and coordinate the team's involvement in and review of the PAs' 2011 mid-term modification proposals
- Manage new or enhanced team assignments in the context of approved workplan and budget.

- Continue regular communications with DOER.