



# Finance Committee Meeting

December 13, 2023 at 5:00 p.m.

Fresno EOC Board Room

1920 Mariposa Street, Suite 310

Fresno, CA, 93721

Join By Zoom:

[https://fresnoeoc.zoom.us/meeting/register/tZwpdumprijMoHdfxDn5MsJDDaLtlIik0\\_foq](https://fresnoeoc.zoom.us/meeting/register/tZwpdumprijMoHdfxDn5MsJDDaLtlIik0_foq)



## FINANCE COMMITTEE MEETING AGENDA

DECEMBER 13, 2023 AT 5:00 PM

### 1. CALL TO ORDER

### 2. ROLL CALL

A. Monthly Attendance Record 3

### 3. APPROVAL OF NOVEMBER 8, 2023 MINUTES Approve

A. November 8, 2023, Finance Committee Meeting Minutes 4

### 4. FINANCIAL REPORTS: OCTOBER 2023 Accept

A. Agency Financial Statements and Head Start Financial Status Report 7

### 5. WORKERS COMPENSATION POLICY RENEWAL Approve

A. Workers Compensation Policy Renewal 13

### 6. TRANSIT SYSTEMS ELECTRIFICATION RFP Approve

A. Nuvve Holding Corp. Proposal 21

### 7. HEALTH INSURANCE REPORT Information

A. Health Insurance Report 162

### 8. NON-COMPETITIVE PROCUREMENT Information

A. Non-competitive Procurements 164

### 9. OTHER BUSINESS

The next meeting is TBD.

### 10. PUBLIC COMMENTS

(This portion of the meeting is reserved for persons wishing to address the Committee on items within jurisdiction but not on the agenda. Comments are limited to three minutes).

### 11. ADJOURNMENT



## Finance Committee Meeting Monthly Attendance Record 2023

Charles Garabedian  
James Martinez  
Zina Brown-Jenkins  
Itzi Robles  
Linda Hayes  
Alena Pacheco  
Rey Leon

January	8-Feb	8-Mar	19-Apr	17-May	13-Jun	July	8-Aug	13-Sep	11-Oct	8-Nov	13-Dec	Attended
	O	O	O	O	O		O	O	O	O		9/10
	X	X	O	O	X		O	O	O	X		5/10
	O	O	X	T	O		O	O	O	O		8/10
	X	O	X	O	X		X	O	X	O		4/10
	O	O	X	X	O		X	O	O	O		6/10
	O	O	O	O	O		O	O	O	O		9/10
	O	X	T	X	X		X	X	X	X		2/10

O-Present X-Absent T-Teleconference

**FINANCE COMMITTEE MEETING**  
**Wednesday, November 8, 2023**  
**5:00PM**  
**MINUTES**

**1. CALL TO ORDER**

Charles Garabedian, called the meeting to order at 5:10 pm.

**2. ROLL CALL**

Roll was called and a quorum was established.

COMMITTEE MEMBERS	PRESENT	STAFF	STAFF
Charles Garabedian (Committee Chair)	✓	Steve Warnes	Jay Zapata
Rey Leon		Karina Perez	Jon Escobar
James Martinez		Jennifer Tillman	Jack Lazzarini
Linda Hayes	✓	Chris Erwin	
Zina Brown-Jenkins	✓	Angela Riofrio	
Itzi Robles	✓	Maria Elizondo	
Alena Pacheco	✓	Thomas Dulin	

**3. APPROVAL OF OCTOBER 11, 2023 MINUTES**

A. October 11, 2023 Finance Committee Minutes

Public comment: None heard.

**Motion by:** Alena Pacheco **Second by:** Itzi Robles

**Ayes:** Garabedian, Alena Pacheco, Itzi Robles

**Nayes:** None heard

**4. FINANCIAL REPORTS**

A. Agency Financial Statements

B. Head Start Financial Status Report

**Motion by:** Itzi Robles **Second by:** Zina Brown-Jenkins

**Ayes:** Garabedian, Itzi Robles, Zina Brown-Jenkins

**Nayes:** None heard

Jay Zapata, Chief Financial Officer, presented the Financial Statements for Year-to Date for September 2023 as well as the approval of the financial status report for the Head Start 0-5 program as of Year-to-Date September 2023. Through September 2023 the Total Revenues and Support are \$120,829,445 and Total Expenditures are 123,618,858.

Jennifer Tillman, Finance Manager for Head start presented the Head Start Financial Status Reports for Year-to Date for September 30, 2023. Through September 2023 the Head Start Basic grant was 40% expended and the Early Head Start Basic grant was 25% expended.

Commissioner Brown-Jenkins stated concern and inquired clarification in regards of the Head Start reimbursement for childcare and mileage cost reaching a limit. Zapata stated that in the Policy & Procedures it does not include a limit due to being a reimbursement for childcare and mileage.

## **5. HEALTH INSURANCE REPORT**

### **A. Health Insurance Report**

Steve Warnes, Assistant Finance Director, presented the health insurance fund reports for September 30, 2023. The Health Insurance reserve is at \$6.8 million, which covers approximately 9.3 months of average expenditures. Contributions from programs and employees for 2023 total \$7,766,467 while the Fund paid out \$6,480,161 in expenses.

Public Comment: None heard

No Action Required

## **6. INVESTMENT REPORT**

Warnes presented the Investment Report. The Citibank account is closed, and the cash has been carried over to the Wells Fargo bank account.

Public comment: None heard.

No Action Required

## **7. VARIANCE REPORTS**

### **A. Transit System Program**

Through 75% of the contract period, approximately 63% of budgeted revenues have been received. Through 75% of the contract period, approximately 70% of the budgeted expenses have been used.

Commissioner Garabedian asked for clarification as to why the mileage cost was so large. Thomas Dulin, Transit System Director, explained the majority of expenses are coming from repairs reveal in parts and fuel cost.

### **B. Food Service Program**

Through 75% of the contract period approximately 74% of budgeted revenues have been received. Through 75% of the contract period, approximately 75% of budgeted expenses have been used.

Commissioner Robles inquired in regards of seeing any savings from the electric cars. Dulin stated the programs has seen about \$1,000.00 in savings since they only have two electric vehicles.

**8. NON-COMPETITIVE PROCUREMENT: N/A**

A. Non-competitive Procurement

Public Comment: None Heard

No Action Required

**9. OTHER BUSINESS: Discussion**

Public comment: None heard

No Action Required

**10. PUBLIC COMMENTS: N/A**

Public comment: None heard

No Action Required

**11. ADJOURNMENT:**

Garabedian adjourned meeting at 5:43 pm

Respectfully Submitted,

Charles Garabedian  
Committee Chair



## FINANCE COMMITTEE MEETING

<b>Date:</b> December 13, 2023	<b>Program:</b> Finance
<b>Agenda Item #:</b> 4	<b>Director:</b> Steve Warnes
<b>Subject:</b> Financial Reports	<b>Officer:</b> Jay Zapata

### Recommended Action

Staff recommends Committee acceptance for full Board consideration of the interim consolidated financial statements as of Year-to-Date October 2023 as well as approval of the financial status report for the Head Start 0-5 program as of Year-to-Date October 2023.

### Background

In accordance with the Agency's bylaws, the Finance Committee shall advise in the preparation and administration of the operating budget and oversee the administration, collection, and disbursement of the financial resources of the organization. Additionally, the Treasurer is to ensure the commissioners understand the financial situation of the organization, which includes ensuring that financial statements for each month are available for each meeting of the Board of Commissioners. Monthly financials for Fresno EOC (consolidated) and for Head Start are provided for review and acceptance.

### Fiscal Impact

(A) Agency Statement of Activities and Statement of Financial Position:

As of October 31, 2023, the Agency had preliminary revenue of \$137,951,919 million, including \$39.5 million of in-kind contributions, and net operating loss of \$3,073,132. In comparison, the Agency had revenue of \$119,183,246 million including in-kind of \$34.0 million as of the corresponding period of the preceding year.

(B) Head Start 0-5 Financial Status Report as of Year-to-Date October 31, 2023

This also represented in the following percentages.

<b>Program Area</b>	<b>% of budget</b>	<b>Notes</b>
Head Start – Basic	74%	
Head Start – Training & Technical Assistance (T&TA)	49%	Additional Training planned for Q1 2024

<b>Program Area</b>	<b>% of budget</b>	<b>Notes</b>
Early Head Start – Basic	68%	
Early Head Start – T&TA	25%	Additional Training planned for Q1 2024

### **Conclusion**

If accepted by the Committee, this item will move forward to full Board consideration at the next board meeting.

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION**  
**STATEMENT OF ACTIVITIES**  
**For The Ten Month Period Ended October 31, 2023 and 2022**

	<b>A</b>	<b>B</b>	<b>A - B</b>	<b>C</b>	<b>D</b>	<b>B - D</b>
	<b>BUDGET JAN - DEC 2023</b>	<b>ACTUAL OCTOBER 2023</b>	<b>BUDGET BALANCE REMAINING</b>	<b>ACTUAL JAN - DEC 2022</b>	<b>ACTUAL OCTOBER 2022</b>	<b>ACTUAL 2023 vs 2022 Differences</b>
<b>REVENUES AND SUPPORT</b>						
GRANT REVENUE	\$ 105,694,129	\$ 72,677,157 69%	\$ 33,016,972	79,753,909	\$ 63,133,908	9,543,248
GRANT REVENUE - LENDING CAPITAL	-	-	-	0	-	-
CHARGES FOR SERVICES	22,652,580	21,051,167 93%	1,601,413	21,276,472	17,656,661	3,394,506
OTHER PROGRAM REVENUE	4,998,245	2,469,491 49%	2,528,755	3,459,716	2,880,214	(410,724)
CONTRIBUTIONS	384,300	100,976 26%	283,324	209,416	167,047	(66,071)
MISCELLANEOUS INCOME	759,253	904,306 119%	(145,053)	165,604	138,002	766,304
INTEREST & INVESTMENT INCOME	106,000	117,642 111%	(11,642)	53,391	26,065	91,577
AFFILIATE INTEREST INCOME	765,250	756,052 99%	9,198	1,172,129	845,741	(89,689)
RENTAL INCOME	265,843	322,774 121%	(56,931)	385,663	334,774	(12,000)
<b>TOTAL CASH REVENUE</b>	<b>\$ 135,625,600</b>	<b>\$ 98,399,565 73%</b>	<b>\$ 37,226,035</b>	<b>\$ 106,476,300</b>	<b>\$ 85,182,413</b>	<b>13,217,152</b>
IN KIND REVENUE	\$ 39,637,875	\$ 39,552,354 100%	\$ 85,521	41,533,588	\$ 34,000,833	5,551,522
<b>TOTAL REVENUE &amp; SUPPORT</b>	<b>175,263,475</b>	<b>137,951,919 79%</b>	<b>37,311,556</b>	<b>148,009,888</b>	<b>119,183,246</b>	<b>18,768,673</b>
<b>EXPENDITURES</b>						
PERSONNEL COSTS	\$ 75,447,335	\$ 58,540,989 78%	\$16,906,346	66,070,751	\$ 53,129,836	5,411,153
ADMIN SERVICES	8,056,855	6,405,491 80%	1,651,364	6,637,808	4,983,037	1,422,454
PROFESSIONAL SERVICES - AUDIT	0	0 0%	0	0	0	-
CONTRACT SERVICES	11,711,120	9,239,885 79%	2,471,235	10,718,245	8,453,839	786,046
FACILITY COSTS	5,770,460	5,412,904 94%	357,556	6,096,789	4,930,496	482,408
TRAVEL, MILEAGE, VEHICLE COSTS	4,737,815	2,780,146 59%	1,957,669	3,070,704	2,617,886	162,260
EQUIPMENT COSTS	973,690	1,992,313 205%	(1,018,623)	1,408,467	1,268,212	724,101
DEPRECIATION - AGENCY FUNDED	296,000	245,711 83%	50,289	277,232	227,892	17,819
OFFICE EXPENSE	3,199,720	3,575,549 112%	(375,829)	3,448,422	2,657,400	918,148
INSURANCE	660,930	815,214 123%	(154,284)	809,767	673,584	141,630
PROGRAM SUPPLIES & CLIENT COSTS	23,493,815	11,529,657 49%	11,964,158	9,088,124	7,405,833	4,123,823
INTEREST EXPENSE	458,096	367,528 80%	90,568	446,995	327,244	40,284
OTHER COSTS	638,159	394,515 62%	243,645	1,389,254	1,120,349	(725,835)
<b>TOTAL CASH EXPENDITURES</b>	<b>\$ 135,443,995</b>	<b>\$ 101,299,900 75%</b>	<b>\$ 34,144,095</b>	<b>109,462,558</b>	<b>\$ 87,795,607</b>	<b>13,504,293</b>
IN KIND EXPENSES	\$ 39,637,875	\$ 39,552,354 100%	\$ 85,521	\$ 41,533,588	\$ 34,000,833	5,551,522
<b>TOTAL EXPENDITURES</b>	<b>175,081,870</b>	<b>140,852,254 80%</b>	<b>34,229,616</b>	<b>150,996,146</b>	<b>121,796,440</b>	<b>19,055,814</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$ 181,605</b>	<b>\$ (2,900,336)</b>	<b>\$ 3,081,941</b>	<b>\$ (2,986,258)</b>	<b>\$ (2,613,194)</b>	<b>(287,141)</b>
<b>OTHER INCOME / EXPENSE</b>						
TRANSIT GRANT ASSET DEPRECIATION		172,796	(172,796)	211,983	176,652	(3,856)
<b>NET SURPLUS (DEFICIT)</b>	<b>\$ 181,605</b>	<b>(\$3,073,132)</b>	<b>3,254,737</b>	<b>\$ (3,198,241)</b>	<b>(\$2,789,847)</b>	<b>(283,285)</b>

**FRESNO ECONOMIC OPPORTUNITIES COMMISSION**  
**STATEMENT OF FINANCIAL POSITION**  
**As of October 31, 2023**

	<b>2023</b>	<b>2022</b>	<b>Differences</b>
<b>ASSETS</b>			
CASH & INVESTMENTS	\$ 12,533,147	\$ 19,914,587	\$ (7,381,440)
ACCOUNTS RECEIVABLE	18,715,867	15,588,921	3,126,946
PREPAIDS/DEPOSITS	722,534	315,987	406,547
INVENTORIES	462,244	343,155	119,090
PROPERTY, PLANT & EQUIPMENT	14,802,585	12,444,910	2,357,675
NOTES RECEIVABLE (net)	19,320,477	16,621,099	2,699,377
<b>TOTAL ASSETS</b>	<b>\$ 66,556,854</b>	<b>\$ 65,228,659</b>	<b>\$ 1,328,195</b>
<b>LIABILITIES</b>			
ACCOUNTS PAYABLE	\$ 4,886,556	\$ 4,145,694	\$ 740,862
ACCRUED PAYROLL LIABILITIES	6,942,496.11	4,480,851	2,461,645
DEFERRED REVENUE	3,423,068	3,200,931	222,137
NOTES PAYABLE	15,122,558	16,981,401	(1,858,843)
HEALTH INSURANCE RESERVE	6,999,467	5,258,969	1,740,498
OTHER LIABILITIES	4,119,549	4,235,805	(116,256)
<b>TOTAL LIABILITIES</b>	<b>\$ 41,493,695</b>	<b>\$ 38,303,652</b>	<b>\$ 3,190,044</b>
<b>FUND BALANCE</b>			
CURRENT OPERATING EARNINGS (YTD)	\$ (2,900,336)	\$ (2,613,194)	\$ (287,141)
UNRESTRICTED NET ASSETS	17,194,767	20,187,540	(2,992,774)
REVOLVING LOAN FUND	556,268	556,268	0
INVESTMENT IN GENERAL FIXED ASSETS	10,212,460	8,794,392	1,418,067
<b>TOTAL FUND BALANCE</b>	<b>\$ 25,063,159</b>	<b>\$ 26,925,006</b>	<b>\$ (1,861,847)</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 66,556,854</b>	<b>\$ 65,228,659</b>	<b>\$ 1,328,195</b>

Fresno Economic Opportunities Commission  
Head Start/Early Head Start Financial Status  
Monthly Report  
October 31, 2023

Description	Head Start - Basic				Head Start - T & TA			
	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining
Personnel	\$17,232,920	\$2,483,534	\$13,344,572	\$3,888,348				
Fringe Benefits	7,582,485	649,910	4,686,148	2,896,337				
<b>Total Personnel</b>	<b>\$24,815,405</b>	<b>\$3,133,444</b>	<b>\$18,030,720</b>	<b>\$6,784,685</b>				
Travel	-	-	-	-	12,928	-	-	12,928
Equipment*	-	-	-	-	-	-	-	-
Supplies	728,136	63,920	496,224	231,912	25,000	-	4,984	20,016
Contractual	2,090,268	327,214	2,376,988	(286,720)	15,948	-	10,188	5,761
Facilities / Construction								
Other:								
Food Cost	776,852	199,092	743,889	32,963				
Transportation	547,215	44,796	300,580	246,635				
Staff Mileage	100,000	13,605	106,204	(6,204)				
Field Trips, including Transportation	3,201	2,152	5,605	(2,404)				
Space	1,211,912	43,764	456,424	755,488				
Utilities / Telephone / Internet	843,052	95,872	774,785	68,267				
Publication/Advertising/Printing	54,991	-	110	54,881				
Repair/Maintenance Building	408,572	12,265	208,953	199,619				
Repair/Maintenance Equipment	8,654	7,533	34,710	(26,056)				
Property & Liability Insurance	72,108	17,904	166,276	(94,168)				
Parent Involvement / CWPC	49,000	2,083	21,543	27,457				
Other Costs*	240,460	-	142,688	97,772				
Staff & Parent Training	3,091	-	418	2,673	237,568	4,184	187,135	50,433
<b>Total Direct Charges</b>	<b>\$31,952,917</b>	<b>\$3,963,644</b>	<b>\$23,866,116</b>	<b>\$8,086,801</b>	<b>291,444</b>	<b>4,184</b>	<b>202,306</b>	<b>89,138</b>
<b>Total Indirect Charges</b>	<b>\$3,106,182</b>	<b>\$357,814</b>	<b>\$2,147,950</b>	<b>\$958,232</b>	<b>\$32,383</b>	<b>\$377</b>	<b>\$18,208</b>	<b>\$14,175</b>
<b>Total Federal Expenditures</b>	<b>\$35,059,099</b>	<b>\$4,321,458</b>	<b>\$26,014,066</b>	<b>\$9,045,033</b>	<b>\$323,827</b>	<b>4,561</b>	<b>220,514</b>	<b>\$103,313</b>
% of Annual Budget Expended to Date			74%				68%	
<b>Non-Federal Share</b>	<b>\$7,011,820</b>	<b>\$488,762</b>	<b>\$4,269,118</b>	<b>\$2,742,702</b>	<b>\$64,765</b>	<b>\$1,140</b>	<b>\$55,128</b>	<b>\$9,637</b>

\*Other Costs Include:  
FIRST AID (INCLUDES WORKERS COMP)  
PROPERTY TAXES  
REPAIR/MAINTENANCE-SPECIAL  
DEPRECIATION EXPENSE  
SUBSCRIPTION EXPENSE  
POSTAGE/EXPRESS MAIL  
DUES - ORGANIZATIONS  
FINGERPRINTING / BACKGROUND CHECK  
RECRUITMENT  
MEETING COSTS - INTERNAL  
PROGRAM - MISCELLANEOUS  
TRAINING OTHER  
EMPLOYEE EVENT  
RECOGNITION  
SAFETY

**Credit Card Expenses: Credit card statement dated 10/1/23-10/31/23**  
**October 2023 expenses:**  
Meeting Costs - Internal \$ 3,075 The Palomino - Town Hall Staff Meeting  
Program Supplies - Disposables \$ 591 Target - Toiletries for Children with Special Needs  
Field Trips \$ 88 Fresno Chaffee Zoo - Entry Fees W. County Home Base  
Field Trips \$ 359 Simonian Farms - Pumpkins  
**\$ 4,113**

Fresno Economic Opportunities Commission  
Head Start/Early Head Start Financial Status  
Monthly Report  
October 31, 2023

Description	Early Head Start - Basic				Early Head Start - T & TA			
	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining	Annual Budget	Current Expenses	YTD Expenses	Balance Remaining
Personnel	\$3,655,192	\$395,622	\$2,164,991	\$1,490,201	\$0	\$0	\$0	\$0
Fringe Benefits	1,608,284	86,446	607,381	1,000,903	-	\$0	\$0	-
<b>Total Personnel</b>	<b>5,263,476</b>	<b>482,069</b>	<b>2,772,372</b>	<b>2,491,104</b>	-	-	-	-
Travel	-	-	-	-	16,898	-	-	16,898
Equipment*	-	-	-	-	-	-	-	-
Supplies	242,877	72,847	182,965	59,912	33,488	-	1,084	32,404
Contractual	875,297	17,993	197,906	677,391	26,526	-	-	26,526
Facilities / Construction	-	-	-	-				
Other:								
Food Cost	50,000	5,266	21,777	28,223				
Transportation	9,536	831	8,270	1,266				
Staff Mileage	25,000	4,866	35,324	(10,324)				
Field Trips, including Transportation	1,730	-	-	1,730				
Space	84,678	7,668	53,998	30,680				
Utilities / Telephone / Internet	151,060	8,948	96,859	54,201				
Publication/Advertising/Printing	1,500	-	24	1,476				
Repair/Maintenance Building	230,781	1,570	20,457	210,324				
Repair/Maintenance Equipment	21,223	263	692	20,531				
Property & Liability Insurance	24,009	2,384	21,697	2,312				
Parent Involvement / CWPC	18,628	207	3,294	15,334				
Other Costs*	39,344	-	33,568	5,776				
Staff & Parent Training	2,277	-	95	2,182	96,459	99	43,110	53,349
<b>Total Direct Charges</b>	<b>7,041,416</b>	<b>604,913</b>	<b>3,449,299</b>	<b>3,592,117</b>	<b>173,371</b>	<b>99</b>	<b>44,194</b>	<b>\$129,177</b>
<b>Total Indirect Charges</b>	<b>\$703,982</b>	<b>\$54,684</b>	<b>\$310,437</b>	<b>\$393,545</b>	<b>\$15,906</b>	<b>\$8</b>	<b>\$3,977</b>	<b>\$11,929</b>
<b>Total Federal Expenditures</b>	<b>\$7,745,398</b>	<b>659,597</b>	<b>\$3,759,736</b>	<b>\$3,985,662</b>	<b>\$189,277</b>	<b>107</b>	<b>\$48,171</b>	<b>\$141,106</b>
% of Annual Budget Expended to Date			49%				25%	
<b>Non-Federal Share</b>	<b>\$1,549,080</b>	<b>\$38,016</b>	<b>\$1,083,724</b>	<b>\$465,356</b>	<b>\$37,855</b>	<b>\$27</b>	<b>\$12,043</b>	<b>\$35,276</b>

\*Other Costs Include:  
FIRST AID (INCLUDES WORKERS COMP)  
PROPERTY TAXES  
REPAIR/MAINTENANCE-SPECIAL  
DEPRECIATION EXPENSE  
SUBSCRIPTION EXPENSE  
POSTAGE/EXPRESS MAIL  
DUES - ORGANIZATIONS  
FINGERPRINTING / BACKGROUND CHECK  
RECRUITMENT  
MEETING COSTS - INTERNAL  
PROGRAM - MISCELLANEOUS  
TRAINING OTHER  
EMPLOYEE EVENT  
RECOGNITION  
SAFETY

<b>Credit Card Expenses: Credit card statement dated 10/1/23-10/31/23</b>			
<b>October 2023 expenses:</b>			
Meeting Costs - Internal	\$	675	The Palomino - Town Hall Staff Meeting
Staff Training	\$	85	Alert Medical Training - CCL Required Training - Preventative Health & Safety
Staff Training	\$	5	CPS HR Consulting - CCL Required Training - Record Keeping
	\$	<b>765</b>	



## FINANCE COMMITTEE MEETING

<b>Date:</b> December 13, 2023	<b>Program:</b> Finance
<b>Agenda Item #:</b> 5	<b>Director:</b> Steve Warnes
<b>Subject:</b> Workers Compensation Policy Renewal	<b>Officer:</b> Jay Zapata

### Recommended Action

Staff recommends Committee approval for full Board consideration to select Tangram as our Workers' Compensation Insurance carrier for 2024.

### Background

The Agency is required by state law and by our contracts to have workers 'compensation coverage. Coverage is obtained annually for the calendar year. Renewal quotes for policies effective January 1 are not issued by insurance carriers until after the Workers' Compensation Insurance Rating Bureau (WCIRB) releases their industry-wide ratings. The carriers must then obtain approval from the State of California for their published rates and experience modifications. The policy premiums is based on an estimate of payroll to be paid in the coming year; the carrier performs an audit of the payroll to determine the final premium.

### Fiscal Impact

The Agency's risk management consultant, Heffernan Insurance Brokers, has solicited quotes for the 2024 workers' compensation renewal. Quotations were received from Church Mutual – the incumbent carrier – as well as other carriers. Quotes were reviewed for both cost and service delivery desired. Based on our estimated payroll the quotes received are:

Church Mutual	\$1,344,835
Tangram	\$ 975,023
Amtrust	\$1,162,198
BHHC	\$1,283,987
State Fund	\$1,400,000

### Conclusion

If approved by the Committee, this item will be moved forward for full Board consideration at the next Board Meeting. The workers compensation policy will be bound and effective Jan 1, 2023, to remain in compliance with California labor law. We have used Tangram as our carrier in the past, we are pleased with their responses to our service-related concerns.

If the Workers' Compensation coverage is not approved, the agency will be out of compliance with California labor laws and thus exposing the agency to a significant risk.

# PROPOSAL OF INSURANCE

PREPARED FOR  
FRESNO ECONOMIC OPPORTUNITIES COMMISSION

Workers Compensation Coverage

Renewal Date: January 1, 2024



*Because You're Different*

---

#### PRESENTED BY

Brian O'Callaghan  
Senior Vice President  
(925) 942-4606  
BrianOC@heffernan.com

#### ADDRESS

Heffernan Insurance Brokers  
1350 Carlback Avenue  
Walnut Creek, CA 94596

#### INFORMATION

WWW.HEFFINS.COM  
LICENSE # 0564249  
(925) 934-8500  
(925) 934-8278

#### DATE PREPARED

11/30/2023

Jordan C. Cristofari  
Senior Vice President  
Commercial Insurance  
(925) 942-4035  
jordannc@heffernan.com

Gabby Garriga  
Account Manager  
(925) 280-2217  
gabbyg@heffernan.com

**Fresno Economic Opportunities Commission  
2024 Workers Compensation Executive Narrative**

Over the past few months, Heffernan Insurance Brokers has conducted a thorough Workers Compensation market analysis for Fresno Economic Opportunities Commission (Fresno EOC). We negotiated renewal terms with your incumbent carrier as well as several other markets, obtaining quotes & indications from a total of five carriers. This narrative encompasses a summary of changes in the marketplace, your claim performance, renewal options, and our carrier recommendation for the 2024 policy year.

**State of the Workers Compensation Industry:**

Last year, California saw a 14% increase in workers' compensation premiums due to the economic recovery from the pandemic. As the economy continues to expand and insurer charged rates stabilize, premiums are expected to surpass pre-pandemic levels once the 2023 year is complete. Claim frequency is returning to pre-pandemic levels, with the frequency of non-COVID-19 indemnity claims remaining relatively flat. COVID-19 claims and costs have declined and remained stable for most of the past two years. Average indemnity claim costs are rising, mainly driven by increasing average wage levels. California has longer average claim durations compared to other states, influenced by slower claim reporting, lower settlement rates, and higher frictional costs. Despite these factors, the accident year combined ratio (losses & operating expenses as compared to earned premiums) decreased by 7 points to 105% in 2022, reflecting improving profitability in the workers' compensation market. With this improved profitability, many carriers are continuing to provide competitive options to insureds as we head into 2024.

As in year's past, the WCIRB tinkers with the experience modification calculation. This year, the Expected Loss Rates (ELR) increased slightly, which means employers were "allowed" more claims dollars in their calculations. The WCIRB annually adjusts the ELRs based on the prior year's claims performance in the state. We expect this trend to continue in future years.

**Fresno EOC's Performance:**

In 2023, Fresno EOC has had 56 workers compensation claims. This is an increase in total claims as compared to 2022 (41), but Fresno EOC's performance is in on trend with other employers in California who are seeing their claims frequency return to pre-pandemic levels. As of late-November, the total incurred claims amount is \$305,918 (including expenses). This gives Fresno EOC a 29% loss ratio. Fresno EOC's experience mod for 2024 has been published at 101%, which is a 25-point (or 20%) reduction from the 2023 ex-mod (126%). The following factors contributed to the decreased experience mod:

- Reduction in Actual Losses (\$344,950)
- Total Payroll grew by about \$7 Million
- ELRs increased which increased the amount of losses Fresno EOC were expected to have

We will continue to monitor the claims throughout the year and communicate with adjustors and Fresno EOC to make sure the claims are progressing as quickly and effectively as possible. We will continue with our goal of closing these claims, keeping the incurred costs low, and look to extend Fresno EOC's downward experience mod trend.

### **Workers Compensation Program Renewal:**

This year, we obtained four quotes or indications along with the renewal quote from your incumbent carrier, Church Mutual. The expiring premium with Church Mutual was \$1,038,903, inclusive of state taxes & fees. Church Mutual's renewal quote is \$1,334,835 with state taxes & fees or roughly 29% higher than expiring. We also received a quote option from Tangram with their carrier partner, Service American. Tangram's quote including taxes & fees came in at \$975,023. Tangram's quote is 6% lower than expiring and 27% lower than Church Mutual's renewal quote. Our two other quotes came from AmTrust and Berkshire Hathaway (BHHC) who gave us quotes at \$1,162,198 and \$1,283,987 respectively. State Compensation Insurance Fund (State Fund) provided us with an indication of \$1,400,000.

Fresno EOC's ex-mod dropped 20% this year, as previously discussed. Fresno EOC's 6% premium reduction with Tangram is slightly misleading as the significant ex-mod reduction would lead one to believe the overall premium reduction would be greater. However, Fresno EOC's projected payroll for 2024 is roughly \$7 Million dollars higher than the 2023 projected payrolls. The growth is concentrated in mostly lower-rated class codes, which do not provide as much financial impact as other higher-rated codes. That said, the net rates for the Tangram 2024 renewal quote are lower by double-digit percentages virtually across the board. Net rates are a carrier's base rates along with all debits and credits, including the ex-mod. Please refer to our proposal for a detailed net rate breakdown.

With the rest of the property & casualty marketplace providing premium increases due to hard market conditions, workers compensation has been the bright spot where insureds have been able to realize relief. Our marketing efforts show many carriers continuing to offer competitive pricing to well-performing accounts. We are thrilled to have several options which would be saving the organization money.

### **Heffernan Insurance Brokers Commentary:**

After completing our marketing efforts and analysis, Heffernan Insurance Brokers recommends Fresno EOC bind coverage with Tangram. Besides offering the best pricing, Tangram meets many of the service requests Fresno EOC's Human Resources team requires to effectively manage the organization's claims and mitigate future claims through loss control. In addition, Tangram can provide a virtual nurse triage service which will allow Fresno EOC to continue this valuable service which aids in claim frequency and severity reduction. We will also continue to have Heffernan's Claims Consultant, Wanda Soon, monitor the claims activity to get the open claims closed and work towards further decreasing the experience modification. We are excited to be bringing an option to Fresno EOC that satisfies many of the service needs along with being the most competitively priced option. Tangram has been insuring nonprofits for over twenty years and their dedication to providing competitive quotes along with valuable services has enabled them to grow into a top tier workers compensation provider for the nonprofit industry.

Sincerely,

Brian O'Callaghan  
Senior Vice President  
Heffernan Insurance Brokers

Jordann Coleman  
Senior Vice President  
Heffernan Insurance Brokers

Gabriella Garrick  
Account Manager  
Heffernan Insurance Brokers

# PREMIUM SUMMARY

COVERAGE	CARRIER	POLICY TERM	2023 BOUND PREMIUM	2024 ESTIMATED PREMIUM
Worker's Compensation Option 1	Church Mutual Insurance Co.	1/1/2024 to 1/1/2025	\$980,800 – Premium \$58,105 – Fees \$1,038,905 - Total	\$1,270,457 – Premium \$74,378 – Fees <b>\$1,344,835 – Total</b>
Worker's Compensation Option 2	Tangram Insurance Services	1/1/2024 to 1/1/2025		\$921,097 – Premium \$53,926 – Fees <b>\$975,023 – Total</b>

*\*The State has not yet released the 2024 State Taxes & Fees so this is subject to change*

PAYMENT OPTIONS
<p><b>Church Mutual:</b> Directly Billed: Monthly Installments.</p> <p><b>Tangram:</b> <u>Payment Plans:</u></p> <ul style="list-style-type: none"> <li>• 10 Pay - 10% Down (\$146,033) + 9 Installments (\$92,110)</li> <li>• Monthly Reporting (10% Deposit - \$155,434)</li> <li>• Late payment and overdraft fees may apply.</li> <li>• Premium financing is not accepted.</li> </ul>

QUOTE CONDITIONS
<ul style="list-style-type: none"> <li>• Required copy of this proposal with coverage options, changes and deletions shown on the proposal along with the Signed Authorization to Bind Coverage is required prior to binding coverage.</li> <li>• Down payment or full annual premium as stated above is required to bind coverage.</li> <li>• Volunteers are not covered.</li> <li>• Subject to favorable loss control.</li> <li>• Subject to compliance with loss control and all ensuing recommendations.</li> </ul>

# MARKETING ANALYSIS

Insurance Carrier	Response
Church Mutual	\$1,344,835 including taxes and fees – Presented Option 1
Tangram	\$975,023 including taxes and fees– Presented Option 2
Amtrust	\$1,162,198 including taxes and fees
BHHC	\$1,283,987 including taxes and fees
State Fund Insurance	Indication \$1,400,000
Sentry	\$250k Deductible Program -Need additional information to provide firm quote.
Guide One	No Response
Copper Point	No Response
ICW	Declined, due to operations.
AIG	Declined, due to operations.
Everest	Declined, due to operations.
Care West	Declined, due to operations.

**\*As 2024 WC Surcharges have not been approved, taxes and fees are subject to change.**

# PREMIUM & LOSS ANALYSIS

5 Year Premium and Loss Analysis - Valued 11/28/2023							
Grand Totals							
	Carrier	Total # of Claims	Paid	Outstanding	Total Incurred	Premium	Loss Ratio
2023-2024	Church Mutual	56	\$117,856	\$188,062	\$305,918	\$1,038,905	29%
2022-2023	Church Mutual	41	\$147,067	\$61,699	\$208,766	\$1,435,640	15%
2021-2022	Church Mutual	19	\$269,646	\$93,737	\$363,383	\$1,474,427	25%
2020-2021	BHHC	46	\$255,002	\$117,855	\$372,858	\$1,050,585	17%
2019-2020	BHHC	100	\$713,769	\$173,127	\$886,896	\$1,234,617	57%
Total # of Claims		262			\$2,137,820	\$6,234,174	



## FINANCE COMMITTEE MEETING

<b>Date:</b> December 13, 2023	<b>Program:</b> Transit Systems
<b>Agenda Item #:</b> 6	<b>Director:</b> Thomas Dulin
<b>Subject:</b> Nuvve Holding Corp. Proposal	<b>Officer:</b> Jack Lazzarini

### Recommended Action

Staff recommends Committee review and approval for full Board consideration to approve Nuvve Holding Corp. proposal to the Transit Systems Electrification RFP.

### Background

On November 1<sup>st</sup> Transit Systems issued a Request for Proposals (RFP) to hire a project manager tasked with incorporating solar panels and charging stations into their infrastructure. The intended location for the solar farm is a 3-acre space, and solar canopies will be installed in the bus parking lot. Alongside the solar panels, Transit Systems aims to integrate a total of 56 charging stations, complemented by the inclusion of a battery to support electricity requirements during periods of minimal sunlight.

The Transit System 2023-24 Electrification RFP received three (3) submissions. Following the Agency's Procurement Policies and Procedures, a panel of reviewers reviewed, scored, and discussed all qualifying submissions and subsequently recommends Nuvve Holding Corp. to move forward to the Board of Commission for funding consideration. Nuvve's proposal with engineering by Molle received the highest score of all three proposals.

### Fiscal Impact

Transit intends to capitalize on grants and rebates provided by the San Joaquin Valley Air Pollution Control District and Pacific Gas and Electricity. This strategic approach aims to reduce expenses related to infrastructure enhancements and tap into additional financial incentives supporting the solar project.

### Conclusion

If approved by the Committee, this item will move forward for full Board consideration during the Commission meeting scheduled for Monday, January 22, 2024.



# NUVVE HOLDING CORP. RESPONSE TO RFP 2324

Fresno EOC Transit Systems 2023/2024 Fleet  
Electrification

ORIGINAL

Contact  
fargo@nuvve.com  
714-830-8290

## Table of Contents

<b>COVER LETTER .....</b>	<b>3</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>4</b>
<b>ID SHEET .....</b>	<b>6</b>
<b>LICENSING FORM .....</b>	<b>7</b>
<b>PROOF OF INSURANCE .....</b>	<b>8</b>
<b>W-9.....</b>	<b>9</b>
<b>REFERENCES FORM .....</b>	<b>10</b>
<b>COST PROPOSAL .....</b>	<b>11</b>
OVERVIEW OF THE FIRM AND PROPOSED SUBCONTRACTORS.....	11
NUVVE TRACK RECORD.....	12
Personnel Experience.....	12
Proven Capability & Track Record.....	12
Artificial Intelligence .....	14
NUVVE TEAM OVERVIEW AND PROJECT ROLES.....	15
NUVVE TEAM RESUMES.....	18
Fargo Hall .....	18
Erich Buss .....	20
Hamza Lemsaddek .....	22
Rachel Zook .....	24
Angela Shuck .....	26
PROPOSED SUBCONTRACTORS .....	28
Mollé Energy .....	28
EoS Organization .....	30
WORK FORCE ENGAGEMENT .....	31
Nuvve Contractor Selection Criteria .....	33
Eligible Local Fresno Companies .....	34
Imperial Electric Letter of Commitment .....	35
SUMMARY OF ESTIMATED PROJECT COSTS .....	36
Capital Expenditures; IRR Calculation; Commissioning Costs .....	36
ADDITIONAL BUDGET CONSIDERATIONS.....	37
COST SAVINGS .....	38
Savings, Costs, Incremental Revenue.....	38
Current Annual Expenses .....	38
New Revenue Streams, Electric Charging Stations .....	38
Operational Cost Savings Over Five Years.....	39
ITC/IRA TAX CREDITS.....	39
TOTAL COST OF OWNERSHIP .....	40
V2G REVENUE.....	43
ELRP CALCULATION .....	44
GRANTS, REBATES, AND INCENTIVES .....	45
Completed Carl Moyer Application.....	47
VW Mitigation Fund Grant Application.....	52
VW Mitigation Fund Resolution .....	53
SUMMARY OF SOLAR ENERGY ANALYSIS .....	54
STORMWATER POLLUTION PREVENTION RESPONSE.....	56
CHARGE MANAGEMENT PROGRAM .....	57

DATA COLLECTION..... 59

    Data Management and Reporting ..... 59

UTILITY COORDINATION AND INTERCONNECTION APPLICATION SUBMITTAL ..... 61

SITE LAYOUT..... 66

    Before..... 67

    After ..... 67

COMPLETE PROJECT MANAGEMENT PLAN..... 68

    Project Charter ..... 68

    Scope of Work..... 70

    Project Plan Schedule..... 75

    Project Management Plan ..... 77

**PUBLIC CONTRACT CODE SECTION AND NON-COLLUSION AFFIDAVIT ..... 120**

**SIGNATURE PAGE ..... 122**

**DIVERSITY CHECKLIST ..... 123**

**CUSTOMARY EXCLUSIONS ..... 125**

**BROCHURES AND PAMPHLETS..... 127**

    Nuvve Project Management Services ..... 127

    Virtual Power Plant ..... 129

    PowerPort ..... 131

    PowerPort Pedestal..... 133

    Rhombus Direct Current Fast Charger ..... 134

    Battery Energy Storage System..... 136

    Solar ..... 138

## Cover Letter

Gregory Poilasne  
CEO  
Nuvve Holding Corporation  
2488 Historic Decatur Rd, Suite 200  
San Diego, CA. 92106  
gregory@nuvve.com  
November 29, 2023

Thomas Dulin  
Transit Systems Director  
Fresno Economic Opportunities Commission  
3110 W. Nielsen Ave.  
Fresno, CA 93706

Dear Mr. Dulin,

I am writing on behalf of Nuvve to express our strong interest in responding to Fresno EOC Transit Systems Electrification Project 2023/2024. We appreciate the opportunity to submit our proposal and believe our knowledge, experience, and commitment to excellence make us a perfect match for this project.

Nuvve specializes in simplifying fleet electrification with a turn-key service model, combining cutting-edge technology with expert fleet management. This approach ensures fleet modernization and community benefits through improved air quality and reliable, clean transportation.

We recognize Fresno EOC's goals to reduce operational costs, enhance grid support, increase resiliency, lower greenhouse gas emissions, and provide clean transportation services. Our enclosed proposal details how our tailored solutions, informed by a history of successful fleet electrification projects, are designed to meet these objectives.

Thank you for considering Nuvve for this significant initiative. We are eager to contribute to Fresno EOC's mission and stand ready to discuss further details at your convenience. Don't hesitate to contact Fargo Hall, our Senior Project Manager, at [fargo@nuvve.com](mailto:fargo@nuvve.com) or 714-830-8290 for additional information.

We look forward to the opportunity of a rewarding partnership.

Sincerely,  
Signed by:

  
94D74E28612040C...

Gregory Poilasne  
CEO  
Nuvve Holding Corporation

## Executive Summary

### Project Title

Fresno EOC Transit Systems Electrification Project 2023/2024

### Project Purpose and Justification

Nuvve presents a turn-key solution for Fresno EOC's aspiration to transition its transit fleet to electric vehicles, integrating Vehicle-to-Grid technology, solar energy generation, battery storage, cost reduction, and recurring revenue generation. This initiative stems from the necessity to enhance energy efficiency, diminish carbon emissions, and harness sustainable energy technologies.

Nuvve's response to RFP 2324 embodies the Fresno Economic Opportunities Commission's (Fresno EOC) goal to diminish its reliance on fossil fuels while procuring most energy required for its fleet electrification from renewable sources. For comprehensive information, please consult our linked documents and/or submitted materials.

### High-Level Project Description

The project involves designing and implementing a comprehensive electrification system for the Fresno EOC transit fleet. It encompasses procuring and installing electric vehicle (EV) chargers, establishing a solar power generation farm, and integrating a battery storage system to ensure a reliable power supply.

### Strategic Alignment

Nuvve's turn-key solution incorporates a comprehensive plan, design, implementation strategy, financing, grant writing services, and project management. This encompasses collaboration with Pacific Gas and Electric, local construction contractors, and equipment and material suppliers. The project aligns with Fresno EOC's strategic objectives, including environmental sustainability, operational efficiency, and compliance with California's transit system electrification regulations.

### Preliminary Stakeholder List

- Fresno EOC management
- Project team
- Selected contractors
- Transit system operators
- Local utility representatives
- Community stakeholders

### Key Milestones

- RFP Submission Deadline: November 30, 2023
- Contract Award: TBD
- Design Phase Completion: +6 months post-contract award
- Installation Commencement: +15-18 months post-contract award
- Project Closeout: +18-24 months post-contract award

### Summary of Project Costs

Funding for the project is expected to come from Fresno EOC capital, grants, rebates, incentives, and other potential financing sources. A detailed cost estimate will be provided in the project plan.

### High-Level Risk Assessment

- Regulatory changes impacting project scope or funding.
- Complexities in technology integration

- Delays in procurement or construction
- Assumes grant money is available and awarded.
- V2G revenue is not guaranteed if separately procured vehicles have not passed Nuvve/Vehicle OEM interoperability testing.
- If the selected EV is incompatible with the specified charging equipment (DCFC EVSE spec sheet provided on [p. 134](#)), the contracting party shall be responsible for all costs to modify the EVSE to ensure compatibility. These costs shall be allocated to the contingency line item of the project budget. This clause clarifies that the EVSE supplier shall not bear financial responsibility for incompatibilities resulting from the equipment selection made by the contracting party.

**Project Summary**

The ambitious initiative to electrify your fleet will transform your transit systems by adopting renewable energy sources and align with your commitment to sustainability and regulatory compliance in California.

The project is strategically designed to enhance operational efficiency and reduce your carbon footprint. It will be supported through a blend of capital grants and other financing sources. Our project timeline has been meticulously planned, with significant milestones such as the RFP submission and project closeout carefully scheduled.

We know the challenges ahead, including regulatory adjustments, the complexity of innovative technologies, and possible delays in procurement or construction. However, we are confident in our ability to navigate these with minimal impact on the project's timeline and success.

We look forward to your support and engagement as we embark on this transformative journey for Fresno EOC and the community.

## ID Sheet

### 1. IDENTIFICATION SHEET

RESPONDENT TO COMPLETE AND RETURN WITH PROPOSAL

Type or print the following information:

Company: Nuvve Holding Corp.

Address: 2488 Historic Decatur Rd., Suite 200, San Diego, CA 92106, USA

Name: Fargo Hall

Title: Senior Project Manager Email: fargo@nuvve.com

Telephone: (714) 830-8290 Fax: (619) 489-4734

Years in business: 13

Number of employees: 45

Name of Insurance carriers: HUB International Insurance Services Inc.

Public Liability: ADP Total Source DE. IV. Inc. Expires: 03/24/2023

Workers' Compensation: ADP Total Source DE. IV. Inc. WC 05B450210 NY

## Licensing Form

DocuSign Envelope ID: 897ADBDE-B00B-4A8C-A7B4-83A35D10EFCC

### 2. LICENSING

#### RESPONDENT TO COMPLETE AND RETURN WITH PROPOSAL

By submission of a proposal, Proposer attests to having possession of a duly issued valid business license issued by the State of California. Such license authorizes a proposer to contract to perform type of work required by the specifications. Should the Proposer fail to provide below, the number and classification of Proposer's State of California License, Private Patrol Permit from the City of Fresno, Fresno Economic Opportunities Commission (EOC) may reject this proposal.

CONTRACTOR: Nuvve Holding Corp.

BY: Gregory Poilasne

TITLE: Chief Executive Officer

MAILING ADDRESS: 2488 Historic Decatur Rd., Suite 200, San Diego, CA 92106, USA

TELEPHONE NUMBER: (619) 483-3448

STATE OF CALIFORNIA LICENSE NO.: 4744628

(Private Patrol Operators License): \_\_\_\_\_

Private Patrol Permit (City of Fresno): \_\_\_\_\_

DocuSigned by:  
Gregory Poilasne

Contractor's Signature

11/15/2023

Date

# Proof of Insurance



NUVVHOL-01

SECK

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/2/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> License # 0757776 <b>HUB International Insurance Services Inc.</b> 9855 Scranton Road Suite 100 San Diego, CA 92121	<b>CONTACT NAME:</b> Stacey Eck <b>PHONE (A/C, No, Ext):</b> (858) 768-7307 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> Stacey.Eck@hubinternational.com														
<b>INSURED</b>  Nuvve Holding Corporation 2488 Historic Decatur Rd, Suite 200 San Diego, CA 92106	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Colony Insurance Company</td> <td>39993</td> </tr> <tr> <td>INSURER B: Berkley Regional Insurance Company</td> <td>29580</td> </tr> <tr> <td>INSURER C: Great American Excess &amp; Surplus</td> <td>37532</td> </tr> <tr> <td>INSURER D: Houston Casualty Company</td> <td>42374</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Colony Insurance Company	39993	INSURER B: Berkley Regional Insurance Company	29580	INSURER C: Great American Excess & Surplus	37532	INSURER D: Houston Casualty Company	42374	INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Colony Insurance Company	39993														
INSURER B: Berkley Regional Insurance Company	29580														
INSURER C: Great American Excess & Surplus	37532														
INSURER D: Houston Casualty Company	42374														
INSURER E:															
INSURER F:															

## COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			103GL0211800-00	11/7/2022	3/20/2024	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input checked="" type="checkbox"/> Retro Date 11/7/2019						MED EXP (Any one person) \$ 5,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY \$ 1,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						GENERAL AGGREGATE \$ 2,000,000
	OTHER:						PRODUCTS - COMP/OP AGG \$ 2,000,000
							Deductible \$ 5,000
B	<b>AUTOMOBILE LIABILITY</b>			TCP 7022302-10	3/20/2023	3/20/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> OWNED AUTOS ONLY	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS ONLY	<input type="checkbox"/> NON-OWNED AUTOS ONLY					PROPERTY DAMAGE (Per accident) \$
							\$
C	<b>UMBRELLA LIAB</b>			XSE908816	11/7/2022	3/20/2024	EACH OCCURRENCE \$ 2,000,000
	<input checked="" type="checkbox"/> EXCESS LIAB	<input checked="" type="checkbox"/> CLAIMS-MADE					AGGREGATE \$ 2,000,000
	DED <input type="checkbox"/> RETENTION \$						Retro 11/7/2021 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y <input checked="" type="checkbox"/> N	N/A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
D	<b>Cyber/Privacy Liab</b>			H23NGP216399-01	6/24/2023	3/20/2024	Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 For Proof of Coverage Only

## CERTIFICATE HOLDER

## CANCELLATION

Verification of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
---------------------------	---

ACORD 25 (2016/03)

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD

8

W-9

DocuSign Envelope ID: 17330D94-B1A2-45DA-A013-0B44E285AD6F

<b>Form W-9</b> (Rev. October 2018) Department of the Treasury Internal Revenue Service	<b>Request for Taxpayer Identification Number and Certification</b> ▶ Go to <a href="http://www.irs.gov/FormW9">www.irs.gov/FormW9</a> for instructions and the latest information.	<b>Give Form to the requester. Do not send to the IRS.</b>
1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Nuvve Holding Corp</b>		
2 Business name/disregarded entity name, if different from above		
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.		
<div style="display: flex; justify-content: space-between;"> <div style="width: 65%;"> <input type="checkbox"/> Individual/sole proprietor or single-member LLC  <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____  <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.  <input type="checkbox"/> Other (see instructions) ▶ _____         </div> <div style="width: 30%;"> <input checked="" type="checkbox"/> C Corporation  <input type="checkbox"/> S Corporation  <input type="checkbox"/> Partnership  <input type="checkbox"/> Trust/estate         </div> </div>		
4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>		
5 Address (number, street, and apt. or suite no.) See instructions. <b>2488 Historic Decatur Road, Ste. 200</b>		Requester's name and address (optional)
6 City, state, and ZIP code <b>San Diego, CA 92106</b>		
7 List account number(s) here (optional)		
<b>Part I Taxpayer Identification Number (TIN)</b> Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. <b>Note:</b> If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.		
<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <b>Social security number</b>  <div style="border: 1px solid black; padding: 2px; display: flex; justify-content: space-between;"> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> </div> </div> <div style="width: 35%;"> <b>OR</b>  <b>Employer identification number</b>  <div style="border: 1px solid black; padding: 2px; display: flex; justify-content: space-between;"> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> <span style="border: 1px solid black; width: 20px; height: 20px;"></span> </div> </div> </div>		
<b>Part II Certification</b> Under penalties of perjury, I certify that: 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. <b>Certification instructions.</b> You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.		
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <b>Sign Here</b>          Signature of U.S. person ▶ <i>David Johnson</i> </div> <div style="width: 30%;">         Date ▶ 3/13/2023       </div> </div>		
<b>General Instructions</b> Section references are to the Internal Revenue Code unless otherwise noted. <b>Future developments.</b> For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to <a href="http://www.irs.gov/FormW9">www.irs.gov/FormW9</a> . <b>Purpose of Form</b> An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following: <ul style="list-style-type: none"> <li>• Form 1099-INT (interest earned or paid)</li> <li>• Form 1099-DIV (dividends, including those from stocks or mutual funds)</li> <li>• Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)</li> <li>• Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)</li> <li>• Form 1099-S (proceeds from real estate transactions)</li> <li>• Form 1099-K (merchant card and third party network transactions)</li> <li>• Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)</li> <li>• Form 1099-C (canceled debt)</li> <li>• Form 1099-A (acquisition or abandonment of secured property)</li> </ul> Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN. If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See <i>What Is Backup Withholding</i> , later.		

Cat. No. 10231X

Form W-9 (Rev. 10-2018)

NUVVE

9

## References Form

### 3. REFERENCES

RESPONDENT TO COMPLETE AND RETURN WITH PROPOSAL

SIMILAR CONTRACTS/RFPS PERFORMED: List below contracts under which the Proposer has provided similar services during the past three (3) years.

Proposer's financial stability, technical and support capabilities will be verified through reference checking, which may include site visits and contact with other clients or vendors.

FIRM NAME: San Diego Unified School District

ADDRESS: 4710 Cardin Street, San Diego, CA 92111

PHONE NUMBER: 858-496-8794

CONTACT PERSON: John Burciaga

DATE OF CONTRACT: 4/14/2022 through present

FIRM NAME: Williamsfield Community Unit School District

ADDRESS: 325 West Kentucky Avenue, Williamsfield, IL 61489

PHONE NUMBER: 309-639-2219

CONTACT PERSON: Tim Farquer

DATE OF CONTRACT: 4/12/2022 through present

FIRM NAME: Suffolk Transportation Services

ADDRESS: 10 Moffitt Blvd, Bay Shore, NY 11706

PHONE NUMBER: 631-665-3245

CONTACT PERSON: Teno Gustavson

DATE OF CONTRACT: 10/8/2021 through present

## Cost Proposal

- Financial Model, including Capital Expenditures, IRR/NPV, and more begins on [p. 36](#).

## Overview of the Firm and Proposed Subcontractors

The collaboration of Nuvve, Mollé Energy, and EōS Organization in the Fresno EOC Transit Systems Electrification Project presents a formidable alliance, each bringing distinct strengths that synergistically enhance the project's success. Nuvve's advanced vehicle-to-grid technology and expertise in fleet electrification lay the groundwork for more efficient and cost-effective adoption of electric vehicles, ensuring that the project's transportation elements are both environmentally friendly and economically viable.

Mollé Energy, through its innovative approach in deploying electric vehicle charging infrastructure, complements Nuvve's contribution by providing cutting-edge, modular, and adaptable construction processes that streamline installations and align with Fresno EOC's energy greenhouse gas goals.

The addition of EōS Organization, with its global experience in sustainable energy and environmental focus, fortifies the project's commitment to ecological sustainability. Their focus on developing a 2MW solar farm project is particularly critical, promising to deliver renewable energy solutions that reduce utility costs and foster a stable, sustainable community environment.

Together, these three entities form a powerful team capable of transforming Fresno's transportation and energy infrastructure into a model of sustainability and efficiency.

## Nuvve Track Record

Nuvve is a publicly traded company (Nasdaq: NVVE) accelerating the electrification of transportation through its proprietary vehicle-to-grid (V2G) technology. The company is headquartered in San Diego, California, with offices in Copenhagen, London, Paris, Tokyo, and Delaware. Our mission as a green technology company is to lower the total cost of electric vehicle ownership while supporting the integration of renewable energy resources, including solar and wind. With our proprietary Vehicle-to-Grid (V2G) technology and Grid Integrated Vehicle (GIVe™) platform, Nuvve is accelerating the adoption of electric vehicles with cutting-edge solutions.

Nuvve is a trusted and reliable partner with a proven track record of successful electrification projects. Our expertise ensures the advancement and dependability of the Fresno EOC Transit Systems 2023/2024 Fleet Electrification. Detailed information on Nuvve's achievements is provided throughout this proposal.

### Personnel Experience

Nuvve's team boasts deep industry knowledge and hands-on experience in fleet electrification, ensuring that the Fresno project will be managed by experts who understand the intricacies of energy system efficiency operational improvements, V2G revenue generation, and the navigation of hurdles when converting a fleet of internal combustion engines (ICE) vehicles to electric.

### [Nuvve Leadership](#)

Nuvve's diverse and extensive leadership in technology, finance, and academia not only drives its capability in V2G technology but also positions Nuvve as the leader in fleet electrification.

### [Nuvve's President and COO](#)

### [Nuvve's Project Management Team](#)

Learn more about our team of experts in the attached resumes on [p. 18-27](#).

### Proven Capability & Track Record

Nuvve boasts a solid track record and proven capability, with a global presence across five continents, a history of managing over 20 megawatts of bi-directional assets, and a successful portfolio of previous electrification projects. Our history showcases our ability to innovate and deliver efficiently.

### [CEC Awards Nuvve \\$1.9M Grant for Innovative Vehicle-to-Microgrid Project](#)

- "As a proponent and early adopter of clean transportation solutions, we look forward to continuing our efforts to support the health of our students, our community, and our planet. Cajon Valley is grateful for Nuvve's support in securing these much-needed funds," said Scott Buxbaum, Assistant Superintendent, Cajon Valley Union School District.

- "This CEC grant will ultimately improve air quality, provide revenue for additional student programming and will help us support the power grid to reduce outages during emergency situations. We see this as a win for the district, for students and teachers, and for the environment as a whole," said John Burciaga, Fleet Maintenance Manager, San Diego Unified School District.



#### [Nuvve's Largest DC Fast Charger Order To Power New England School Bus Fleet](#)

- "Nuvve and New England Transit Sales have demonstrated that they're as committed as we are to Lawrence Public Schools and student health. We're excited to bring this clean transportation breakthrough which benefits our drivers, students, and the wider Lawrence community," said Beacon Senior Vice President of Fleet & Facilities Bill Griffiths.

#### [Nuvve and Blue Bird Equip First All-Electric School Fleet in Texas](#)

- "We are pleased to team up with Nuvve and our local dealer partner Rush to help Martinsville ISD shift to clean student transportation," said Blue Bird President Britton Smith. "With more than 1,500 electric vehicles on the road, Blue Bird is the undisputed leader in zero-emission school buses. We look forward to continuing to drive innovation and sustainability in Texas and to inspiring other districts based on our partnership with Nuvve and the Martinsville model."

#### [Nuvve K-12 Powers Ramona Unified School District V2G Project](#)

- "Electric school buses are a perfect match for V2G technology because of their large onboard batteries," said SDG&E Clean Transportation Director Jeni Reynolds. "These zero-emissions vehicles not only help improve air quality, they can also help meet our community's energy needs by putting electricity back on the grid when parked."

#### [Nuvve Japan](#)

- Nuvve has over a decade of experience working with multiple TSOs worldwide to qualify aggregated electric vehicles and stationary batteries to provide and get paid for bi-directional grid services. In the case of this Japan-based deployment, TSO qualification allows the companies to bid available capacity and energy from stationary batteries into the Japanese market to provide flexibility and demand response services, generating revenues in return.

#### [Cajon Valley Union School District](#)

- [Watch Los Angeles's Eyewitness News Visit Our Cajon Valley V2G Project](#)
- The adoption of an electric school bus fleet and vehicle-to-grid (V2G) capabilities will meet the Cajon Valley Union School District's sustainability goals, reduce student exposure to harmful pollutants created by diesel buses, and ensure seamless transportation operations.

### [EPA Clean School Bus Round 1](#)



In 2022, Nuvve's specialists secured [EPA Clean School Bus grants for 10 school districts](#) in four states totaling \$24.2 million for 61 ESBs and chargers, with more grant applications in the works for 2023. For schools that are ineligible for federal or state grants or want to finance a portion of their fleet, Nuvve K-12 can source the best turnkey financing solutions possible. Currently, Nuvve K-12 is supporting active deployments in 20 states across the U.S., including Arizona, California, Colorado, Texas and New York.

### Artificial Intelligence

#### [Nuvve Introduces Artificial Intelligence Into Its GIVe™ Software Platform Via Integration Into the FleetBox® Charge Management App](#)

- "While Nuvve's fleet customers are focused on mission-critical tasks such as transporting students, managing municipal operations or maintaining advertising kiosks in a timely manner, Nuvve is lowering their total cost of ownership or generating revenue to make the most of their electric fleet investment."

#### [Nuvve Introduces Astrea AI Forecasting for Nordic Energy Market](#)

- "By applying artificial intelligence to the task of price and capacity modeling and forecasting, we've improved accuracy and saved time. Our Astrea AI solution works 24/7 365 days a year to ensure that we maximize the revenue potential from electric vehicles," says Massimiliano Garella, Nuvve's Product Manager for Grid Services.

## Nuvve Team Overview and Project Roles

### Project Lead – Fargo Hall, MBA – Senior Project Manager



Fargo Hall is a highly accomplished Senior Project Manager with a remarkable career spanning over 30 years. His experience encompasses many high-profile projects in power plant construction, utility management, pipeline development, and various construction initiatives. With a background deeply rooted in Naval Nuclear Power and an MBA, Fargo brings a unique blend of discipline and dynamism to project leadership.

Throughout his career, Fargo has consistently demonstrated his exceptional project management skills. He boasts a proven track record of delivering projects within budget and often ahead of schedule. His adeptness extends to efficiently managing budgets of up to \$50 million and leading teams of up to 30 professionals. His areas of expertise encompass project scoping, meticulous scheduling, capital budgeting, strategic planning, and an unwavering commitment to safety, regulatory compliance, and effective team leadership.

Fargo's role in the Fresno EOC Transit Systems Electrification Project for 2023-2024 involves a comprehensive approach to project management, covering various aspects such as developing infrastructure, installing systems, managing the program, and ensuring regulatory compliance.

### Project Manager – Erich Buss, Reserve Naval Officer



Erich Buss is a seasoned Project Manager with a career spanning over a decade, marked by remarkable leadership, management, and engineering accomplishments, particularly within the renewable energy and technology sectors. His expertise extends across various domains, including successful project and program management, rigorous engineering quality assurance, and the development of innovative processes.

Erich's impressive qualifications include PMP certification and a consistent track record of devising effective communication strategies and innovative solutions to tackle complex challenges in dynamic and ever-evolving professional landscapes.

During the Fresno EOC Transit Systems Electrification Project for 2023-2024, Erich would be pivotal in quality management, ensuring compliance with industry standards and regulations specific to solar generation, battery systems, and V2G EVSE electrification. Erich's responsibilities would also encompass continuous improvement initiatives and effective issue resolution, maintaining thorough documentation and reports on quality metrics, and managing vendors and contractors to uphold quality standards. Additionally, his role would involve transparent and consistent communication with all stakeholders to align expectations and report on quality outcomes, ensuring the project not only meets but exceeds Fresno EOC's requirements and the stipulations of the RFP.

### Artificial Intelligence Project Lead – Hamza Lemsaddek – Vice President of Technology & Astrea AI



Hamza Lemsaddek is a visionary technology leader renowned for his expertise in artificial intelligence, eMobility, and energy management.

At Nuvve, Hamza has been pivotal in driving product innovation and operational efficiency. His responsibilities extend to overseeing Engineering and R&D teams, ensuring the company remains at the forefront of technological advancements. His notable achievement includes successfully integrating cutting-edge AI into energy services, resulting in heightened customer satisfaction, and improved functional synergy.

Hamza's responsibility in the project would be primarily centered around leveraging his extensive expertise in AI, eMobility, and energy management. Hamza's role would involve architecting and executing strategic technology initiatives, ensuring alignment with sustainability goals, and keeping pace with market demands and industry advancements. This would ensure that the Fresno EOC project benefits from the latest in sustainable transportation and energy solutions, aligning with the RFP's focus on comprehensive energy system improvement and operational efficiency.

### Utility Partnerships – Rachel Zook – Senior Program Manager



Rachel Zook is a highly dedicated Senior Program Manager for Utility Partnerships at Nuvve, specializing in developing vehicle-to-everything (V2X) technology pathways throughout North America. Ms. Zook has been pivotal in driving business development initiatives, structuring innovative vehicle-to-grid (V2G) pilot projects, crafting a comprehensive V2G, and managing charging strategy. Ms. Zook's strategic mindset and an unwavering commitment to data quality and reporting excellence have significantly advanced Nuvve's presence in the grid services landscape.

As a Project Manager, Ms. Zook effectively collaborated with utilities and government agencies to seamlessly integrate bidirectional charging equipment and software into approved lists, thus propelling progress within the V2X arena. Her extensive background includes successfully managing multimillion-dollar incentive projects tailored to electric and alternative fuel vehicles, underscoring a solid dedication to sustainability and clean energy practices.

Rachel's responsibilities on the project would include leading business development initiatives, particularly in vehicle-to-everything (V2X) technologies, structuring vehicle-to-grid (V2G) pilot projects in collaboration with utilities, and formulating a comprehensive V2G and managed charging strategy. Additionally, her role would involve stakeholder engagement to ensure the successful implementation of the project, leveraging her experience in demand response, load reduction programs, and the integration of bidirectional charging equipment and software.

**Grants Manager – Angela Shuck – Senior Grants Manager**

Angela Shuck is an accomplished Grants Manager with a stellar reputation for securing and adeptly managing substantial grant funding to advance fleet electrification and vehicle-to-grid (V2G) initiatives. She holds a Bachelor of Science in Business Administration from Oklahoma State University, demonstrating her strong analytical and project management capabilities. Angela's role at Nuvve is pivotal; she oversees grant management encompassing over \$20 million and is crucial in obtaining funding from diverse sources, including the EPA's Clean School Bus Rebate program.

With her profound expertise in federal, state, and foundation funding, Angela has crafted grant proposals totaling nearly \$100 million. Her experience spans over two decades, during which she co-founded and successfully led CoreThought LLC and D.A. Shuck Enterprises Inc. Angela's background as a consultant and her experience in sales, marketing, training, and customer support for assessment products further illuminate her comprehensive skill set.

Angela's responsibilities for the project would include researching and identifying funding sources, such as federal, state, and utility opportunities. Angela's role would involve the technical review of funding opportunities and confirming the eligibility of Fresno EOC.

## Nuvve Team Resumes

### Fargo Hall (MBA)

## Senior Project Manager

Orange County, CA | 714-830-8290 | [FARGOBILL@HOTMAIL.COM](mailto:FARGOBILL@HOTMAIL.COM) [Fargo Hall LinkedIn](#)

Accomplished Project Manager with significant experience that spans 3 decades, primarily within high-profile facilities, including power plant/utility/pipeline/construction project management.

### **AREAS OF EXPERTISE:**

Project Management | Project Scoping & Estimating | Scheduling | Capital Budgeting | Operations Management | Forecasting | Preventative & Predictive Maintenance | Regulatory Compliance | Strategic Planning | Team Leadership Process Improvement | QA / QC | Code Compliance | OSHA/Cal OSHA Requirements | Facility / Employee Safety | Vendor/Contractor Management | Client Relations | Haz Waste | HAZWOPER | Incident Commander | P&ID Chemistry / EPRI | Logistics | CMMS | MEP/SLD

### **PROFESSIONAL BACKGROUND:**

**04/2021-Present: NUVVE HOLDING CORPORATION, SAN DIEGO, CA**

#### **SENIOR PROJECT MANAGER**

- In charge of infrastructure construction installation of EVSE throughout the United States. Duties include detailed planning, consulting, design, estimation, construction, and equipment commissioning.
- Spearheaded all the Project Management processes used by Nuvve after going public. Wrote the PM Manual currently in use.
- Developed the Contractor Management program. Instituted robust contractor selection criteria based on Renewable Energy Industry Core Values
- Oversaw the framework used in Nuvve's Master Service Agreement.
- Mentored many new employees, regardless of department, to help them seamlessly transition into new roles.
- Continuously sought out by colleagues for assistance due to being empathetic, responsive, and knowledgeable.

**07/2017-04/2021: CBRE/CHEVRON ACCOUNT, BREA, CALIFORNIA**

#### **FUELING & CONSTRUCTION PROJECT MANAGER**

- In charge of all phases of construction project management for Southern California Chevron fueling stations, including planning, conceptual development, design, estimating, construction, occupancy, and ADA concerns.
  - Projects:
    - 6 Single wall underground storage tank replacement and fueling upgrades.
    - 1 Complete Knock-Down Rebuild of C-Store and fueling equipment replacement.
    - 3 Commercial Diesel additions to existing properties.
    - 4 Complete Fueling System upgrades.
- Establish the scope of work, resource, and budgeting requirements for delivery, scheduling, quality control, and risk identification. Ensuring all project participants understand the project goals, assumptions, constraints, and deliverables.
- Identify, report, and mitigate all project risk issues.
- Member of Chevron Retail Group Solar + Storage initiative.
- Recognized for completing numerous fueling and construction projects on time and within budget.

### **SELECTED ACHIEVEMENTS:**

- Selected to manage 35 medium-sized projects in 2.5 years, all completed on time and within budget. Project budgets have ranged from **\$500K** to **\$10M**, with most projects in the **\$1-2M** range.

**03/2013-03/2017: NRG EL SEGUNDO, EL SEGUNDO, CALIFORNIA - POWER PRODUCTION FACILITY**

#### **MAINTENANCE SUPERVISOR / PROJECT MANAGER**

- Member of the Project Management team for constructing the new facility.
- Managed facility systems operations safely, efficiently, and reliably, utilizing proven preventative and predictive maintenance procedures.
- Managed 2-one on one combined cycle power plants providing 520MWs and a conventional boiler providing 330MWs of electrical generation and controlled more than **\$1B** in assets.

- Led vital process improvement projects through initiation, planning, execution, and close-outs utilizing PMI principles for scope, scheduling, cost, quality, resource, communication, and risk management.
- Developed a **\$5M divisional budget and forecasted and monitored cost control expenses.**

#### **SELECTED ACHIEVEMENTS:**

- Improved water treatment processes to increase steam generator chemistry control. Designed and implemented treatment upgrades to improve monitoring accuracy for system control. Increased KPI measurement accuracy from **40%** to more than **95%** for chemistry control. Increased Station bonus by 5%.
- Increased mixed bed trailer longevity by over **400%**. Reduced mixed bed usage from 26 to four per year. Lifetime savings, 25 years, **\$3.85M.**
- Reduced auxiliary electrical load cost by utilizing PdM ultrasonic listening techniques to detect air leaks, electrical load demand, equipment monitoring, and adjusting air compressor operating modes. Provided extensive site-wide training on auxiliary load awareness to maintain budgetary control. Electricity savings of **\$500K** per year.
- Discovered a **\$750K** discrepancy on the electric utility charges. *(The site was charged the wrong tier/rate when importing power.)*

#### **09/2006-09/2012: AES REDONDO BEACH, REDONDO BEACH, CALIFORNIA - POWER PRODUCTION FACILITY.**

##### **CONTROL ROOM OPERATOR**

- Partnered with CAISO systems operators to control transmission loads, frequencies, and line voltages.
- Managed and maintained auxiliary equipment, including pumps, fans, compressors, condensers, feedwater heaters, filters, and chlorinators.
- Monitored, inspected, adjusted, and repaired electrical circuits for optimum performance operations.
- Upgraded equipment and procedures to improve regeneration and reduce labor and production costs.
- Corrected motor control center breaker labeling to meet NFPA 70e/ANSI/ASME/IEEE standards.
- Updated phosphate chemistry control to reduce phosphate wastage of boiler tubes.
- Recognized for restoring phosphate chemistry equilibrium to decrease forced outages significantly.

*\*\*\*Additional employment is available upon request\*\*\**

#### **MILITARY BACKGROUND:**

##### **LEADING CHIEF PETTY OFFICER, US NAVY, SAN DIEGO, CALIFORNIA**

- Directed two (2) nuclear aircraft carriers' mechanical departments, including the reactor, propulsion plant, supply, budget, personnel, and administration operations. Reactor Department Maintenance Manager on USS John C. Stennis CVN-74 *(first tour)* during pre-commissioning construction.
- Successfully ensured all mechanical, electrical, and I&C systems were constructed, tested, and accepted on time and within budget during fast-paced Pre-Commissioning construction.
- Played a critical role in coordinating with civilian shipyard Project Managers for all Divisions within Reactor Department during Planned Incremental Availability.

#### **EDUCATION:**

##### **CAPELLA UNIVERSITY, MINNEAPOLIS, MINNESOTA**

*Master of Business Administration, Project Management*

*Bachelor of Business in Project Management*

##### **NAVAL NUCLEAR POWER PROGRAM, ORLANDO, FLORIDA**

#### **AFFILIATIONS:**

CPR, First Aid, AED Instructor American Heart Association

Master Scuba Diver Trainer, Professional Association of Dive Instructors

#### **AWARDS & RECOGNITION**

2-Navy and Marine Corps Commendation Medal

Erich Buss

erichbus@gmail.com | <https://www.linkedin.com/in/erich-buss>  
San Diego, CA 92107

## Experience

Nuvve Holding Corporation | Renewable Energy Technology | San Diego, CA

**Project Manager** (December 2021 - Present)

Managed all project phases and interfaced directly with clients to define, deploy, and operate electric vehicle charge and discharge systems that optimize grid services and maintain operational requirements. Ensured cost, schedule, and performance requirements were delivered for optimal sustainability.

- **Life Cycle Implementer:** Directly managed projects from engineering development through scope definition and grant funding attainment to commissioning and assured operations.
- **Innovator:** Established unprecedented complex systems and procedures in a dynamic environment that ensured effective communications and enabled data-driven solutions to unique challenges.

Booz Allen Hamilton | Consulting | San Diego, CA

**Systems Engineering Program Manager** (February 2020 – December 2021)

Provided direct, client-facing support in managing an engineering acquisition program of advanced ocean sensor systems from technology development to a mature system.

- **Process Developer:** Developed multiple unique solutions for planning and managing DoD acquisition programs to meet product quality, delivery, and cost goals for an undersea networks program office.
- **Quality Manager:** Reviewed advanced systems engineering documents to ensure technological capabilities meet quality standards, evaluate component performance against acceptance criteria, assign and coordinate resources, created project schedules, and ensure timely resolution of issues.

US Navy | Surface and Mine Warfighting Development Center | San Diego, CA

**Warfare Tactics Instructor** (July 2017 – December 2019)

Administered high-level tactical instruction to enhance the operational effectiveness of the US Navy. Determined efficiency rating of ships' crew by developing metrics, planning exercises to collect data toward the metrics, and evaluating ultimate performance to provide training for identified gaps.

- **Project Manager:** As a training officer, effectively managed the curriculum, schedule, and mentorship programs for the warfare tactics instructor (WTI) course, increasing the total number of WTIs by 20%.
- **Effective Trainer:** Collected and reviewed technical source data, organized complex information in logical and easily communicated steps, presented information to students in various settings across multiple mediums, and evaluated learning to determine areas for additional focus and improvement.

US Navy | USS Harry S. Truman (CVN 75) | Norfolk, VA

**Nuclear Engineering Officer** (February 2014 – July 2017)

Directly managed 50 mechanics who maintained major equipment, including main engines, turbine generators, distilling units, heat exchangers, and pneumatic support systems. Developed, trained, and directed a team of reactor and steam plant operators through a dynamic forward deployment.

20

NUVVE

- **Quality Manager:** Analyzed and approved corrective and preventative maintenance work packages to ensure adherence to strict quality control requirements in a highly regulated nuclear environment.
- **Adept Manager:** Consistently filled higher positions to ensure continuity during ongoing projects.

US Navy | USS William P. Lawrence (DDG 110) | San Diego, CA

**Communications Division Officer** (May 2012 – February 2014)

Led a team of 17 information technicians in maintaining the ship's information networks and communications suite of 21 arrays. Directed complex multi-departmental, high-risk, precision operations requiring competing task prioritization, understanding downstream effects, and rapid adaptability to complex situations.

- **Forward Leaning:** Prepared team members and applicable developed publications, documented plans, and records for operational readiness assessments, resulting in a review score of 96%.
- **Innovator:** Developed, evaluated, and implemented an innovative plan to provide Internet Protocol and off-ship communication continuity across unscheduled outages.

## Education

**Master of Engineering Management (MEM)**

(2019) Old Dominion University | Norfolk, VA |

GPA: 3.7

**BS in Engineering (BSE) – Naval Architecture and Marine Engineering (NAME) (2012)**

University of Michigan | Ann Arbor, MI | GPA: 3.44

### Certifications

Project Manager Professional Certification (PMP) (2020); Top Secret Clearance (2019);

Professional Nuclear Engineer Officer (2016)

### US Navy

Warfare Tactics Instructor Course | San Diego, CA (2017)

Nuclear Power School and Prototype School | Ballston Spa, NY  
(2015)

## Hamza Lemsaddek

### Areas of Expertise

- Thought leadership and product development at the intersection of AI, eMobility, and energy.
- Technical strategic partnerships throughout the e-mobility and energy ecosystem.
- Product design, prototyping, and manufacturing.
- Standards compliance and integration.
- System level design and optimization.
- Hardware/Software design and system level testing.
- R&D and product development.
- Technical management, project management, managing partners and sub-contractors, and teamworking.

### Professional Experience

NUVVE Holding Corporation

Vice President, Technology and Astrea AI: August 2023–Present

- Lead the company's technology vision and strategy, with a focus on integrating state-of-the-art Artificial Intelligence and energy management solutions to advance product innovation and operational efficiency.
- Oversee the Engineering and R&D teams, instilling a culture of technical excellence and spearheading the development of industry-leading energy products and services.
- Manage the development and integration of Astrea AI into Nuvve's suite of energy services, delivering improved operational synergy and customer satisfaction.
- Cultivate strategic technical partnerships within the eMobility and energy ecosystems, broadening market penetration and fostering collaborative innovation in sustainable transportation and energy solutions.
- Architect and execute strategic initiatives and technology roadmaps aligned with long-term sustainability goals, keeping pace with changing market demands and industry advancements.

NUVVE Holding Corporation

Director, Embedded Solutions: February 2021–August 2023

- Solution development, design, and architecture review.
- Lead integration strategies with state-of-the-art standards and protocols.
- Developed energy management strategies and designs.
- R&D liaison and IP generation.
- Lead and coordinated technical consultants' efforts and priorities.
- Lead AI integration and provided guidance to engineering and data science teams.
- Lead a team of VGI SMEs.

NUVVE Corporation. Product Engineer: July 2020–February 2021

- Product Development with EV OEMs to enable VGI in production Vehicles.
- Product design and integration with EVSE OEMs, enabling state of the art V2X products.
- Worked with CMs and NRTLs for product certification.

NUVVE Corporation. Systems Engineer: August 2019–July 2020

- Lead System Engineer responsible for integrations and product development.

Center for Grid-Integrated Vehicles. Lead V2V Researcher: 2017–2019

- Conducted research and published on Vehicle-to-Vehicle charging.

CVORG. Researcher: 2014–2019

- EV and GVI research focused on Engineering and Technical Policy).

University of Delaware. Mentor: 2018–2019

- Led a research team of undergraduate students under the VIP program working on a heat sensing technology to prevent overheating in EVSEs and EVs, conducting weekly R&D meetings, and diagnosing hardware & software.

## **Education**

Bachelor of Computer Engineering BCpE, University of Delaware  
2013–2017

MS in Electrical and Computer Engineering, University of Delaware  
2017–2019

Thesis: VEHICLE-TO-VEHICLE POWER: DESIGN AND IMPLEMENTATION  
Focus Area: Computer Systems and Network Science

## Rachel Zook

### WORK EXPERIENCE

#### Nuvve

November 2021–Present

#### Senior Program Manager, Utility Partnerships

May 2023–Present

- Leading business development with utilities across the United States and Canada, focusing on creating pathways for vehicle-to-everything (V2X) technology.
- Collaborating with utilities to structure vehicle-to-grid (V2G) pilot projects and multiyear programs
- Building V2G and managed charging strategy in North America by researching opportunities, identifying target regions and utilities, determining product needs, and aligning internal teams to execute
- Exploring value stacking for grid services, including wholesale energy market participation
- Verifying charging station data quality and constructing detailed reports for external stakeholders

#### Project Manager

November 2021–May 2023

- Worked with utilities and government agencies to support the V2X space, which included ensuring bidirectional charging equipment and the related software were added to approved product lists.
- Researched existing demand response and load reduction programs and engaged these program administrators to ensure that V2G assets could participate.
- Communicated and partnered with internal and external stakeholders to identify project goals, build project and product roadmaps, analyze progress toward goals, and implement improvements.

#### Center for Sustainable Energy

January 2017–November 2021

#### Program Manager

September 2018–November 2021

- Managed a charging station incentive project, an electric vehicle rebate project, and a medium- and heavy-duty alternative fuel vehicle voucher project with combined funding of over \$159 million for New York State Energy Research and Development Authority (NYSERDA)
- Managed an electric vehicle rebate project with a major equity focus and annual funding of \$12 million for the Oregon Department of Environmental Quality (DEQ)
- Monitored the progress, budgets, and schedules of my portfolio of projects to ensure successful execution.

#### Project Coordinator

January 2018–September 2018

- Coordinated operations activities for New York State's electric vehicle rebate program.

#### Rebate Processing Specialist

January 2017–January 2018

- Processed rebate applications for electric vehicle incentive programs in California, New York, and Connecticut

Elite Educational Institute

September 2015–January 2018 Teacher/Lead Trainer

- Created the SAT and ACT training curriculums for new teachers and led SAT and ACT bootcamps for students.

#### EDUCATION

University of Illinois in Urbana-Champaign

B.S. in Agricultural and Consumer Economics with a concentration in Agribusiness Markets and Management, Minor in German

- Graduated in University of Illinois ACES James Scholar Honors Program

#### CERTIFICATIONS

- Project Management Certificate Program, San Diego Continuing Education January 2018
- Lean Six Sigma Green Belt, Go Lean Six Sigma January 2019

Angela Shuck  
Grants Manager

Contact

2488 Historic Decatur Rd  
Suite  
200 San Diego, CA  
92106  
619.626.1844  
ashuck@nuvve.com

Education

Oklahoma State University  
Stillwater,  
OK Bachelor of  
Science  
Business Admin.  
Management Honors  
Program Degree  
Summa Cum Laude  
GPA 4.0

Key Skills

Problem-  
solving Project  
Management  
Funding Strategies  
Communication  
Proposal  
Development  
Grant  
Writing Grants  
Management

Objective

My role as a grants manager is to research, prepare, submit, and manage grants and proposals that support fleet electrification, vehicle- to-grid (V2G), and vehicle-to-everything (V2X) implementations for Nuvve and its customers.

Work Experience

*Federal, State, and Foundation Funding*  
Grants Authored and Awarded: \$99,504,031

*June 2023 - Present*

Grants Manager • Nuvve Holding Corp.

- Provide grants management of \$20+ million in funding from the 2022 EPA Clean School Bus Rebate program for school districts to electrify fleets (electric bus, charger, and infrastructure).
- Research and identify funding sources (e.g., federal, state, utility, foundations, etc.) to help customers electrify fleets.
- Conduct the technical review of funding opportunities, confirm eligibility of applicants, and create and submit proposals that fully address the scoring criteria.

*May 2019 – June 2023*

Family & Community Engagement Coordinator • Oklahoma State Department of Education

- Managed development and writing of statewide family engagement framework.
- Supported the development of training tools and resources for statewide use.

**Proposal Expertise**

K-12  
Higher Education  
Non-Profit  
Corporate

2004 – 2016

Co-Founder & CEO • CoreThought, LLC

- Engaged in the concept, design, development, implementation, and marketing of CoreThought Assessment Server, an online assessment tool that integrated with the Schools Interoperability Framework (SIF) and Application Programming Interface (API) of different components such as scanners, handheld devices, and reporting tools.
- Provided technical writing including software documentation and end- user training guides.
- Engaged in sales, training, and customer service and support of school districts with enrollment ranging from 100 to 28,000+ students.

1999 – 2023

Co-Founder • D.A. Shuck Enterprises Inc.

- Consulted with organizations (e.g., K-12, Higher Education, Non- Profit, and Corporate) on proposal development.

1997 - 2004

Consultant/Employee • Levings Learning

- Engaged in sales, marketing, training, and customer support for assessment products.
- Presented products at Hewlett Packard Educational Forums as well as national and regional conferences.
- Served as a team lead among customer service & implementation, product development, assessment content, and sales & marketing to facilitate responses to Requests for Proposals (RFPs).
- Assisted school districts with grants and funding programs.

**Grant Peer Reviewer Experience**

- U.S. Department of Education: 2016 Talent Search Program, Federal TRIO Program (3 Panels)
- Oklahoma State Regents for Higher Education: 2016 & 2017 Improving Teacher Quality Grant Program Elementary and Secondary Education Act Under Provision of NCLB, Title II, Part A

**Grant Evaluation Experience**

- Youth Program Quality Assessment (YPQA) Training through the David P. Weikart Center for Youth Program Quality
- U.S. Department of Education: Elementary and Secondary School Counseling Program

## Proposed Subcontractors

### Mollé Energy

“Accelerating the deployment of electric vehicle charging infrastructure through innovation.”

[Mollé Energy](#) presents a forward-looking and innovative partnership opportunity for the Fresno Economic Opportunities Commission (Fresno EOC) through its RÉVIS Dynamics division. Of note is RÉVIS Dynamics' pioneering role in transitioning from traditional construction methods to advanced systems and modular, easily adaptable construction processes, with a distinct focus on expediting the deployment of electric vehicle charging infrastructure. This progressive approach and their unwavering commitment to developing novel installation procedures and modular systems are exceptionally well-aligned with Fresno EOC's dedication to energy efficiency.

This collaboration has the potential to substantially augment Fresno EOC's green initiatives, including the proposed 2MW solar farm project, by integrating cutting-edge technologies and practices that not only reduce greenhouse gas emissions but also reduce operational disruptions and streamline future installations. The result would be a more sustainable and economically stable environment, contributing to the well-being of the Fresno community.



Mollé's model is:

#### Expandable

Mollé allows sites to add more EV chargers by extending the cable trench's length. This allows sites to meet increasing demand.

- RÉVIS Cable Trench Capabilities
  - Precludes conflict with existing utility lines due to shallow excavation.
  - Easy to upgrade, expand, and reconfigure – no demolition required.
  - Rapid installation timelines – minimizes disruption to business.
  - Interchangeable components for maximum flexibility
  - 2 degrees of freedom when adjusting equipment location

#### Reconfigurable

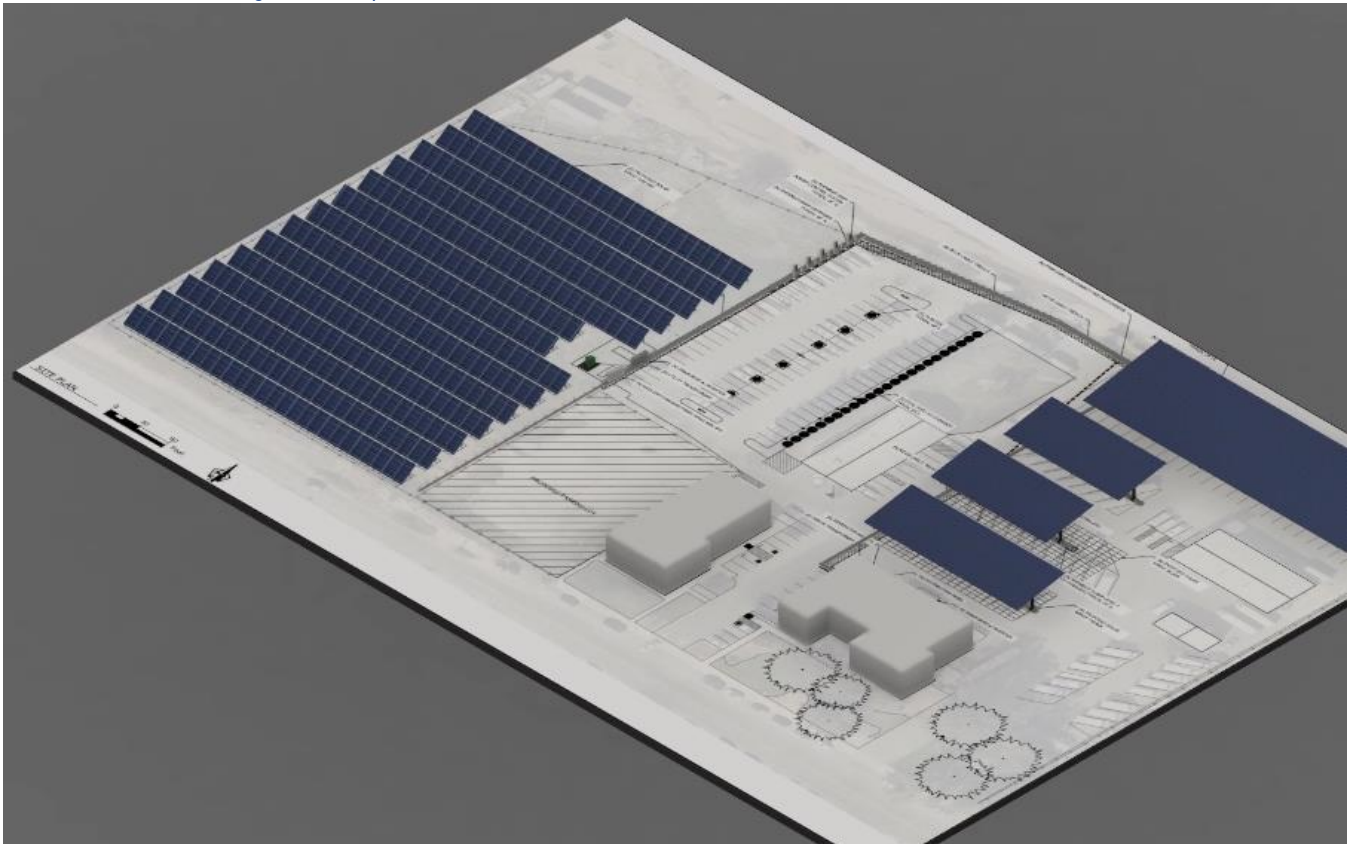
Replace or upgrade electrical equipment with ease as technology and equipment standards evolve.

#### Affordable

Mollé's model allows:

- Lower Installation Cost
  - Installation timelines up to 12 times faster than traditional methods, which reduces man hours on-site.
- Lower Carbon Footprint
  - No need to demolish and rebuild sites. This saves construction crew emissions every time a site is reconfigured, upgraded, or expanded for additional load capacity.

Fresno EOC Site Layout Graphic



## EōS Organization

[EōS Organization's](#) expertise in sustainable energy development and its global experience in environmental efficiency make it an ideal partner for the Fresno Economic Opportunities Commission (Fresno EOC). EōS's unwavering commitment to global ecological sustainability perfectly aligns with Fresno EOC's strategic emphasis on energy services and community empowerment. Through this partnership, EōS is poised to significantly contribute to Fresno EOC's initiatives, particularly in developing a 2MW solar farm project. This collaboration promises to amplify Fresno EOC's endeavors to offer renewable energy solutions, curtail utility costs, and foster economic stability and environmental sustainability within the community.

EōS's approach highlights its respect for indigenous lands and communities. Its alignment with the principles of the UN Global Compact ensures that this partnership will be firmly rooted in sustainability, equity, and betterment of Fresno's underserved populations. Below, you will find instances of projects that underscore EōS's ability to fulfill the scope of work in RFP 2324.

1. Yusen Port Terminals, LA (Port Terminal) - Full EPC work - 100kW rooftop
2. Borough of Sayreville, NJ (Municipality) - Engineering and Procurement - 4.4MW floating array
3. Millheim, PA (School District) - Engineering and Procurement - 324kW Ground Mount
4. Tamaqua, NJ (School District) - Engineering and Procurement - 2.5MW Ground Mount
5. Fort Washington, PA (Church) - Engineering and Procurement - 304kW Ground Mount

## Work Force Engagement

Nuvve's dual commitments to environmental sustainability and dynamic community engagement take center stage for the Fresno EOC Fleet Electrification Project. We recognize the invaluable role of the local workforce as both a driver of our project's success and a catalyst for economic growth in the Fresno area. This document unveils our multi-faceted strategy, which focuses on comprehensive workforce development, targeted local hiring initiatives, and strategic collaborations with Fresno-based suppliers. By intertwining rigorous quality and safety standards with these community-focused approaches, we aim to not only deliver excellence in Fleet Electrification but also foster a symbiotic relationship with the community, enhancing local skillsets and economic prosperity.

As a part of our commitment to sustainable development and community engagement, Nuvve will collaborate with Fresno EOC to ensure the largest, reasonably achievable percentage of the project workforce comes from the local community including women/disabled veteran/minority-owned, and/or small businesses. With that effort in mind, Nuvve has compiled a list of local Fresno companies that match project requirements. That list can be found below under [Eligible Local Fresno Companies](#).

In the process of selecting the workforce, it is important to note that, if awarded, Nuvve has a fiduciary responsibility to create its own RFP. As a public company, Nuvve must act in the best interests of its shareholders by conducting a fair, transparent, and well-informed process that maximizes value while avoiding conflicts of interest and complying with relevant laws and regulations. Work that may require specific licensing can either be sub-billed via Nuvve or contracted by and billed to Fresno EOC separately at its option.

Nuvve believes that by actively involving the local community in your Fleet Electrification project, we will contribute to the local economy and enhance our reputation as responsible corporate citizens. Furthermore, this approach will improve project efficiency, as local workers are more likely to possess an intimate understanding of the community's needs, infrastructure, permitting, and regulations.

Outlined below are the key objectives and strategies we propose to implement to achieve the highest possible percentage of diverse, local workforce engagement:

### Workforce Development and Training:

- Collaborate with Fresno EOC Training and Employment division, other training institutes, community colleges, and workforce development agencies to identify individuals with the required skills and interests.
- Establish partnerships with the institutions referenced above to design and provide training programs tailored to the specific needs of the Fleet Electrification project.
- Offer apprenticeship and internship opportunities to local residents to provide practical experience and bridge the skills gap where necessary.

Initiatives to encourage participation by diverse local talent: Please see [Nuvve Contractor Selection Criteria](#) for a summary of Nuvve's Contractor Selection Criteria

- Advertise job openings through local job boards, community organizations, and social media platforms to reach a broad range of local talent.
- Conduct targeted recruitment events in the local community, informational sessions, and on-site interviews to engage directly with potential candidates.
- Establish a local hiring preference policy that encourages the selection of qualified candidates from the local community, provided they meet the necessary qualifications and requirements for the positions available.

- Identify and establish relationships with reputable local contractors with a track record of quality work.
- Request certification, if applicable, from contractors who are women/disabled veteran/minority-owned, and/or small businesses.

Supplier Engagement:

- Encourage suppliers and subcontractors involved in the Fleet Electrification project to prioritize local material procurement in their operations.
- Evaluate the supplier and subcontractor selection process to ensure their commitment to employing local workers aligns with Fresno EOC objectives.

Monitoring and Reporting:

- Implement a monitoring system to track the percentage of local and diverse workforce engagement throughout the project's lifecycle.
- Regularly report progress to the Board of Directors, providing updates on contractor selection initiatives, workforce development, and any challenges faced.

We respectfully request the support and endorsement of Fresno EOC Management and its Board of Directors in implementing these strategies and allocating the necessary resources to ensure their successful execution. We are confident we can achieve a meaningful and sustainable impact on our aligned business objectives and the local community.

## Nuvve Contractor Selection Criteria

Nuvve's Operations team appreciates the time and effort contractors put forth in submitting proposals. We value integrity in all our work and want to disclose our selection criteria to benefit all parties. Our Contractor Selection Criteria aims to create lasting, sustainable partnerships, develop a foundation for strong contracts, and allow Nuvve to identify a contractor who offers the best quality, cost, and material price certainty.

Selection criteria to be considered:

- Accuracy
  - Meets ALL the requirements of the bidding documents or RFP (developed for each project).
  - Compliance with ALL essential requirements.
- Responsibility
  - Past performance, reputation, and financial capability are deemed acceptable.
  - Offers the most favorable pricing or cost-benefit, based on the criteria stipulated in the bid documents.
- Safety non-negotiable
  - Experience Modification Rate (EMR), TRIR, near miss reporting, leading vs. lagging metrics.
  - Projects funded by Federal, State, and Local tax dollars require OSHA 10 training and EVITP.
- Cost certainty
  - Balance the initial bid with the likelihood of over or under-running based on accepted levels of risk.
- Commitment to sustainability
  - Alignment to Nuvve's mission statement.
  - Focus on reducing carbon footprint in all processes.
- Diversity & Inclusion
  - Maintaining a solid diversity program with people with various skills, races, and genders while they provide a safe, inclusive workplace.
  - Fostering a supportive and inclusive environment for their employees.
- Innovation
  - Constantly striving to improve processes, reduce waste, and maximize efficiency.

A contractor will be qualified to work for Nuvve if they meet all the above criteria, submit an acceptable Statement of Qualification (SOQ), and enter a Master Service Agreement (MSA).

### Eligible Local Fresno Companies

Below is a preliminary list of local Fresno companies Nuvve identified as meeting the above criteria. These companies will be approached when issuing an RFP for the construction phase of the project.

- Imperial Electric (See Letter of Commitment on p. 35 below.)
- Rex Moore Group
- Collins Electrical Company, Inc
- Herzog Brothers Electric Inc

## Imperial Electric Letter of Commitment

Imperial Electric Service - CSLB#1015336 - (559) 374-6484 – 2677 S. Chestnut Ave Fresno, CA 93725  
Imperial Mobility Development LLC



### GOOD JOB CHALLENGE EMPLOYER HIRING COMMITMENT

ATTN: Lee Ann Eager  
President/CEO  
The Economic Development Corporation  
Serving Fresno County  
1060 Fulton Street, 4<sup>th</sup> Floor  
Fresno, CA 93721

Dear Ms. Eager,  
Imperial Electric Service is pleased to support Good Jobs for the Central Valley ("Built 4 Scale"), one of the 32 awardees for the Economic Development Administration's Good Jobs Challenge.


Built 4 Scale will address critical workforce needs in our persistent poverty region within the strategic industry sectors: Business Services, Construction, Manufacturing, and Logistic/Transportation. As evidence of our support, we are providing the following commitment (s) to hire participants from the programs in this grant and provide for high-quality jobs:

We are proud to participate by committing to conditionally hire up to 5 employees within the next 3 years. These conditions will include successfully completing an approved workforce training program and being able to demonstrate the necessary and appropriate skillset within our field after an evaluation by our staff.

Imperial Electric Service is a licensed electrical contractor with a focus on safety and customer satisfaction. We are based in Fresno, with a strong track record of serving customers' electrical needs. Since 2016 Imperial Electric Service has proudly been involved in the infrastructure space. We take pride in our concept of "cradle to the grave" concept of the zero emissions space. We look at each project from a POC (point of connection) concept of constructability to feasibility. We perform and manage each project from AHJ approval to utility construction sketch and throughout all aspect construction. We play a key role in ensuring each project we build create the "experience" need in the zero emissions space. Throughout the hundreds of sites we have design/build in the years, we believe that we have the experience and knowledge to continue to build out the experience needed to meet the mobility goals.

Very sincerely yours,

#### Imperial Electric Service

 10/25/2023  
Windell Pascascio Date  
President/CEO  
Imperial Electric Service  
4980 E. University Ave #107  
Fresno, CA 93727  
O: (559) 374-6484  
C: (559) 903-8909  
[Windell@imperialelectricseviceinc.com](mailto:Windell@imperialelectricseviceinc.com)  
[www.imperialelectricseviceinc.com](http://www.imperialelectricseviceinc.com)

"QUALITY, RELIABLE, TRUSTWORTHY"

[Windell@imperialelectricseviceinc.com](mailto:Windell@imperialelectricseviceinc.com) - (559) 374-6484

SB/MBE/DBE CERTIFIED, DUNS # 08-037-0466, EIN # 81-3231569, DIR # 1000059254, CSLB # 1015336, CAGE CODE# 82Y38

## Summary of Estimated Project Costs

Capital Expenditures; IRR Calculation; Commissioning Costs

			IRR	17.4%
Summary - estimated project costs (all phases) - in scope	Units		\$/unit	Total
Vehicle Procurement				
Shuttle buses (EV)	0		\$325,000	\$0
Sub-total				\$0
EVSE				
L2 AC chargers	22		\$3,780	\$83,160
L3 DCFC	34		\$42,240	\$1,436,160
EVSE service / warranty (**)				
EVSE commissioning				\$45,900
Sub-total				\$1,565,220
Solar, Battery / Storage and Civil Work				
Total base infrastructure procure, build	1		\$10,208,225	\$10,208,225
Construction contingency (@15%)	1		\$1,531,234	\$1,531,234
Sub-total				\$11,739,459
Sub-total capitalized costs				\$13,304,679
Electrification Management Fee				\$1,796,132
Total estimated project costs in scope				\$15,100,811
Additional Value Share Programs split - net income generated		Nuvve %	Fresno %	Total %
Grid Service Revenue/Demand Response		30%	70%	100%
Grants - Rebate Programs (eg, CEC, Carl Moyer)		5%	95%	100%
Grants - Voucher Programs (e.g. HVIP)		0%	100%	100%
Carbon Credits (e.g. LCFS)		20%	80%	100%
Value Share Programs / Offset Improvements				
Carl Moyer - CARB grant				\$6,684,862
Nuvve value share (grant - rebate program)				(\$334,243)
Sub-total to Fresno EOC				\$6,350,619
VW	18		\$192,000	\$3,456,000
HVIP	32		\$60,000	\$1,920,000
Nuvve value share (grant - rebate program)				\$0
Sub-total to Fresno EOC				not included in IRR calculation
				\$5,376,000
PG&E				\$677,794
Nuvve value share (grant - rebate program)				\$0
Sub-total to Fresno EOC				\$677,794
SGIP				\$1,120,000
Nuvve value share (grant - rebate program)				\$0
Sub-total to Fresno EOC				\$1,120,000
LCFS				\$1,470,423
Nuvve value share (grant - rebate program)				(\$294,085)
Sub-total to Fresno EOC				\$1,176,338
NEM 2.0				\$221,207
Nuvve value share (grant - rebate program)				\$0
Sub-total to Fresno EOC				\$221,207
Total estimated project costs in scope with Value Share Program offsets (*)				\$5,554,853

(\*) excluding costs and rebates associated with purchase of buses

(\*\*) not included and will added per Fresno's direction if necessary

36

NUVVE

## Additional Budget Considerations

Recognizing the dynamic nature of construction and infrastructure projects, Nuvve has proposed a fully transparent, defined 'cost-plus' model for Fresno EOC, applicable beyond the predefined cost estimate thresholds. While Nuvve diligently strives to adhere to the estimated project pricing, it is essential to acknowledge that several external and internal factors could lead to pricing and project timeline variations. These factors include, but are not limited to:

**Timeframe Variability:** Given the project's extensive duration, spanning two (2) years, shifts in market conditions, labor availability, and regulatory landscapes over time could influence overall costs and schedules.

**Grant Program Dynamics:** The project's alignment with grant program requirements and the need for strict compliance may bring unforeseen costs or delays, particularly if grant conditions change or additional compliance measures are required.

**Specification Changes:** Modifications to the specifications of critical components like the solar array, Battery Energy Storage Systems (BESS), Electric Vehicle Supply Equipment (EVSE), or the vehicles themselves could lead to cost adjustments. Such changes may stem from evolving project needs or advancements in technology.

**Utility Support and Direction:** The project's reliance on external utility support and direction means that any changes or delays in utility provision can significantly impact the project plan, potentially leading to revisions in both costs and timelines.

**Customer-Directed Scope Changes:** Alterations to the project scope, as directed by the customer, whether expanding, reducing, or otherwise modifying the initial plan, can lead to corresponding changes in project costs and schedules.

**Technological and Manufacturing Shifts:** The rapidly evolving nature of technology and shifts in manufacturing landscapes can affect procurement costs. Innovations or disruptions in technology, changes in manufacturing costs, or supply chain variations could impact the pricing and availability of essential components.

Nuvve's commitment to transparency in this 'cost-plus' model ensures that any deviations from the estimated pricing or timing will be communicated promptly and clearly, focusing on finding efficient, practical solutions that align with the project's objectives and Fresno EOC's best interests.

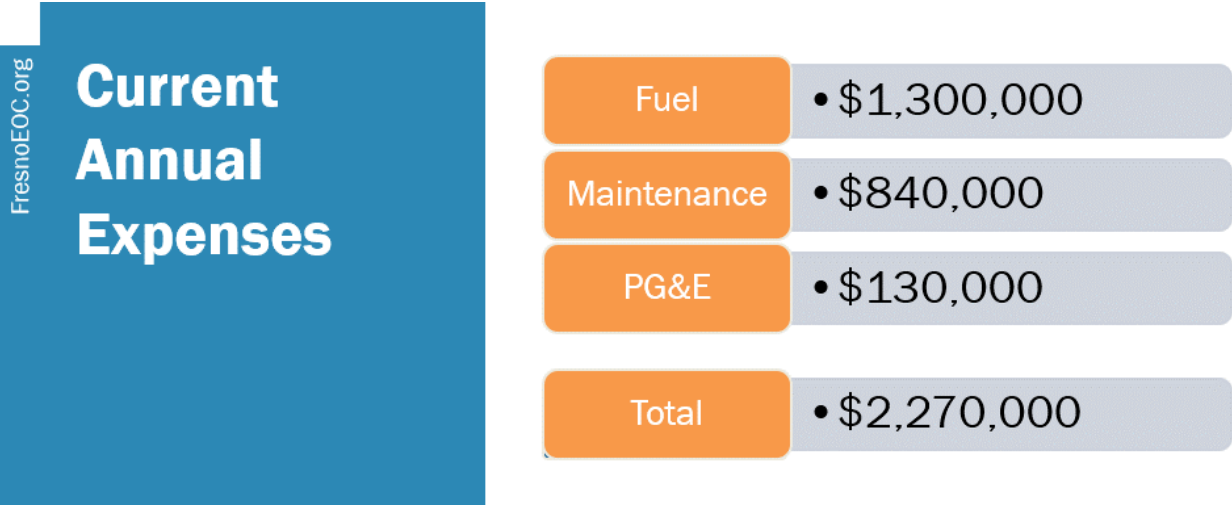
**Unforeseen Scope Changes:** Unforeseen scope changes or change orders due to atypical environmental or site conditions that are unknown at this stage may present project plan alterations.

Cost Savings

The Fresno EOC Transit Systems Electrification Project 2023/2024 is set to revolutionize Fresno's transportation system and promote operational savings by offsetting annual expenses of \$2,270,000 (mainly for fuel and maintenance), while also creating new revenue streams for Fresno EOC. Over five years, the switch to electric vehicles is expected to result in cumulative savings of about \$7,865,213, with significant reductions in fuel and maintenance costs. Beyond these savings, the project will generate additional revenue through Low Carbon Fuel Standard (LCFS) credits and grid service contributions. These new income sources, stemming from the project's environmental benefits and energy contributions, enhance its financial viability, which starkly contrasts the current capital-intensive model. This strategic shift promises substantial economic benefits and aligns with sustainable and eco-friendly practices.

Savings, Costs, Incremental Revenue

Current Annual Expenses



New Revenue Streams, Electric Charging Stations

Revenue Type	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
LCFS Credits	\$96,329	\$209,508	\$297,814	\$293,369	\$288,924	\$1,185,944
Grid Service on NEM 2.0	\$71,884	\$39,923	\$13,579	\$13,639	\$13,684	\$152,708
Total Revenue	\$168,213	\$249,431	\$311,393	\$307,008	\$302,608	\$1,338,652

### Operational Cost Savings Over Five Years

Year	Electric Vehicles	Fuel Savings	Maintenance Savings	Energy Savings	Total Savings	Cumulative Savings
Year 1	18	\$494,976	\$92,617	\$100,507	\$688,118	\$688,118
Year 2	36	\$1,029,551	\$192,643	\$104,527	\$1,326,757	\$2,014,875
Year 3	50	\$1,487,129	\$278,263	\$108,708	\$1,874,149	\$3,889,024
Year 4	50	\$1,546,614	\$289,393	\$113,056	\$1,949,113	\$5,838,137
Year 5	50	\$1,608,478	\$300,969	\$117,578	\$2,027,076	\$7,865,213

### ITC/IRA Tax Credits

For illustrative purposes and assuming annual interest rate of 6.5%, the expected monthly payment would equate to approximately \$0.0114 per \$1.00 borrowed on a 10-year loan. This payment is expected to be reduced by \$0.0026 to \$0.0088 per \$1.00 borrowed when rolling the expected benefits associated with Direct Pay Tax Benefits per the Inflation Reduction Act.



11/10/23, 11:38 AM

PG&E Fleets: Total Cost of Ownership

Bar Chart

Waterfall

		Electric Vehicle(s)	Fossil Vehicle(s)	EV Savings
Fuel		① \$3,457,872	① \$13,605,190	\$10,147,318
Vehicles	Purchase	① \$10,900,000	① \$6,804,000	\$-4,096,000
	Resale	\$-2,897,591	\$-1,808,735	\$1,088,856
Operations	Maintenance	① \$3,655,505	① \$11,705,894	\$8,050,389
	Insurance	① \$397,632	① \$248,210	\$-149,422
Grants ①		\$-5,725,000	N/A	\$5,725,000
LCFS		① \$-1,442,773	N/A	\$1,442,773
Construction		① \$3,060,000	N/A	\$-3,060,000
Total		\$11,405,646	\$30,554,559	\$19,148,914
Total (Rounded)		\$11,406,000	\$30,555,000	\$19,149,000

Fuel

Based on your selections, using electricity instead of fossil fuel saves **\$846,000** per year.

ANNUAL FUEL COSTS

To maximize BEV rate inputs, we have set your rate to **Business High Use EV**, with a subscription level of **40 blocks**. Check out the [Business EV Rate Calculator](#) to explore your options.

The total monthly cost would be **\$24,013**, which includes the cost to recharge to full and the subscription charges.

BEV COST COMPONENTS

Every mile driven depletes the battery of electric vehicles. Over the course of a week, the vehicle batteries will follow the schedule below:

VEHICLE SET SELECTED

Lightning Electric E-450

WEEKLY BATTERY SCHEDULE

https://fleets.pge.com/tco/?kwhDisplacedForLcfs=1310000&gridIntensityInGramsCO2ePerMJ=0&estimationApproach=Vehicles&vehicleSets=%5B%7B%22idx%3A0%2C%22vehicle\_id%3A%22lightning\_electric\_e-450\_shuttl...



11/10/23, 11:38 AM

PG&E Fleets: Total Cost of Ownership

The site's electricity load will be the aggregate of all vehicles and their charging patterns, as shown for each weekday:

WEEKDAY SELECTED

Tuesday

SITE LOAD PROFILE (KWH)



Electricity rates are designed to encourage charging at certain hours. PG&E recently created the Business EV Rate with fleets in mind. To minimize costs, configure the vehicles to charge during the cheapest hours.

BEV HOURLY ENERGY CHARGES

Vehicles

The selected vehicles and their corresponding details is shown below.

VEHICLE SET CHARACTERISTICS

	Lightning Electric E-450	Lightning Electric E-450
Representative Image		
Vehicle Cost	\$218,000 (estimated)	\$218,000 (estimated)
Vehicle Range	120 miles	120 miles
Vehicle Battery Capacity	129 kWh	129 kWh
Workdays	Weekdays	Weekdays
Typical Workday	100 miles	80 miles
Charging Windows	9pm to 5am DCFC - 100kW Approach: Even  10am to 3pm DCFC - 100kW Approach: Max	9pm to 5am Level 2 - 19.2kW Approach: Even  10am to 3pm Level 2 - 19.2kW Approach: Max
Equivalent Fossil Vehicle	Efficiency (MPG) 7 miles per gallon diesel	Efficiency (MPG) 7 miles per gallon diesel

https://fleets.pge.com/tco/?kwhDisplacedForLfcs=1310000&gridIntensityInGramsCO2ePerMJ=0&estimationApproach=Vehicles&vehicleSets=%5B%7B%22id%3A0%2C%22vehicle\_id%3A%22%22%7D%5D

3/7

## V2G Revenue

To provide Fresno EOC with an accurate calculation of V2G revenue, detailed knowledge of the specific vehicle model is required. The model of a vehicle determines crucial aspects like battery capacity, charging rates, efficiency, and regulatory compliance, all essential for precisely calculating potential earnings from V2G services. Without knowing the exact model, it is impossible to calculate V2G revenue accurately.

### **Importance of the Vehicle's Specifications**

- **Battery Capacity:** Different models have varying battery sizes, which directly affect how much electricity they can store and, consequently, how much they can sell back to the grid.
- **Charging/Discharging Rates:** The speed at which a vehicle can charge, and discharge electricity varies among models, impacting the efficiency and the amount of energy that can be traded within a given time frame.
- **Energy Efficiency:** Different vehicles have distinct levels of energy efficiency, which determines how much energy is lost during charging and discharging.

### **Model-Specific Software and Hardware Compatibility**

- Each vehicle model may have different software and hardware capabilities for interfacing with the grid. These technical specifications are crucial for the integration and operation of V2G services.

### **Regulatory and Warranty Concerns**

- The impact of V2G on a vehicle's warranty may vary depending on the manufacturer and model. This affects the long-term financial viability of using a particular car for V2G.
- Regulatory approvals and standards for V2G are often model-specific. Without knowing the exact model, it's challenging to determine if the vehicle complies with local regulations, affecting its ability to participate in V2G programs.

## ELRP Calculation

Below is a hypothetical ELRP scenario. It is not a guarantee and should only be viewed as an example of a potential event.

- ELRP offers \$2/kWh discharged
- Assume a bus with a 155 kWh battery can discharge 100 kWh total during an event
- A two-hour event is called
- Nuvve discharges the bus battery at a rate of 50 kW per hour
- $50 \text{ kW} * 2 \text{ hours} * \$2/\text{kWh} = \$200$  for one event
- 15 two-hour events are called over the ELRP period
- $\$200 * 15 \text{ events} = \$3,000$  for the ELRP season

## Grants, Rebates, and Incentives

### Grants & Rebates

#### Infrastructure

San Joaquin Valley Air Pollution Control District, Clean Vehicle Fueling Infrastructure Program (Carl Moyer)

Funding Type	First come, first serve
Funding Available	65% of Eligible Costs
Payment Structure	Reimbursement
Deadline	Rolling <ul style="list-style-type: none"> <li>Nuvve provided Fresno EOC's final application to Thomas Dulin on June 6, 2023. Application is attached to this proposal.</li> </ul>

CA Energy Commission, CALSTART: EnergIIIZE Fast Track 2024

Funding Type	First come, first serve
Funding Available	50% of Adjusted Project Costs Incurred
Payment Structure	Reimbursement
Deadline	Q1 2024 <ul style="list-style-type: none"> <li>Nuvve has supported customers across CA with EnergIIIZE applications.</li> </ul>

CA Energy Commission, CALSTART: EnergIIIZE Jump Start 2024

Funding Type	Competitive
Funding Available	75% of Adjusted Project Costs Incurred
Payment Structure	Reimbursement
Deadline	Q3 2024 <ul style="list-style-type: none"> <li>Nuvve has supported customers across CA with EnergIIIZE applications.</li> </ul>

#### Vehicles

California VW Mitigation Fund

Funding Type	First come, first serve
Funding Available	\$192,000/vehicle
Payment Structure	Reimbursement
Deadline	December 2023 <ul style="list-style-type: none"> <li>All funds will be reallocated to Electric School Bus projects in January 2024 and will no longer</li> </ul>

	<p>be available to transit and shuttle fleet owners.</p> <ul style="list-style-type: none"> <li>• More details on Nuvve's support for Fresno EOC's VW application are attached to this proposal.</li> </ul>
--	---

#### California HVIP

Funding Type	First come, first serve (in most cases)
Funding Available	\$30-85K/vehicle
Payment Structure	Voucher
Deadline	Rolling

### Incentives

#### PG&E EV Fleet Program

Funding Type	Mixed (see below)
Funding Available	<ul style="list-style-type: none"> <li>• Free utility upgrades</li> <li>• Incentives to assist with BTM infrastructure costs</li> <li>• Charger rebates to offset up to 50% of charger hardware costs</li> </ul>
Payment Structure	Reimbursement
Deadline	<p>No deadline</p> <ul style="list-style-type: none"> <li>• Nuvve supported Fresno EOC throughout this process in Q2 - Q4 of 2022. Project Number: FLEET004440339. PG&amp;E contract was sent to Fresno EOC in March 2023.</li> </ul>

#### PG&E Self-Generation Incentive Program (SGIP)

Funding Type	First come, first serve
Funding Available	\$1.12 million
Payment Structure	Reimbursement
Deadline	Rolling

## Completed Carl Moyer Application

(Application attachments (50+ pages) are not included here, but are available upon request.)

## Form A2


**San Joaquin Valley**  
 AIR POLLUTION CONTROL DISTRICT

## Clean Vehicle Fueling Infrastructure Program

## Clean Vehicle Fueling INFRASTRUCTURE APPLICATION

## I. PROJECT INFORMATION

<p>1. Station type:</p> <p><input type="checkbox"/> Publicly Accessible</p> <p><input checked="" type="checkbox"/> Private-Use Only</p> <p>2. Project type:</p> <p><input checked="" type="checkbox"/> New Station (describe below the new station)</p> <p><input type="checkbox"/> Expansion of existing station (describe below the existing station and expansion at existing facility)</p> <p><input type="checkbox"/> Conversion of existing station (describe below what fuel(s) are currently being dispensed at existing facility)</p>
<p>3. Fuel type(s) that will be dispensed at the facility: <input checked="" type="checkbox"/> Electricity <input type="checkbox"/> Hydrogen</p> <p>4. Will at least 50% of the energy provided to covered sources by the project be generated from solar or wind?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>5. Did the applicant select a project through competitive bidding (See Guidelines for requirements)?</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes. Please describe how the applicant chose the bid:</p> <p>Applicant released public RFP.</p> <p>6. For heavy-duty truck parking facilities, will the facility provide communal charging opportunities?</p> <p><input type="checkbox"/> Yes</p> <p>N/A <input type="checkbox"/> No</p> <p>7. Location of proposed project (Provide an address if one is available and GPS coordinates)</p> <p>Address: 3110 W. Nielson Avenue, Fresno, CA 93706</p> <p>GPS Coordinates: Latitude: 36.742942 Longitude: -119.847727</p>
<p>8. Is the property where the clean vehicle fueling infrastructure will be located owned by the applicant?</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No. Please describe how the applicant has control of the land (ex: long-term lease, easement, etc.):</p>

## Form A2



**San Joaquin Valley**  
AIR POLLUTION CONTROL DISTRICT

## Clean Vehicle Fueling Infrastructure Program

<p>9. Will the applicant be operating the clean vehicle fueling infrastructure:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No. Please identify the company that will be operating the station:</p>
<p>10. Does the applicant currently have the all required land use permits:</p> <p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No. Please describe the process required for obtaining all required land use permits:</p>
<p>11. Please describe and provide the total number of vehicles in your fleet that will be using the station:</p> <p>50 - Type A Transit Shuttle Buses</p> <p>2 - Type C School Buses</p>

**\*Please complete Section II or Section III, based on your project type.\***

### II. NEW CLEAN VEHICLE FUELING INFRASTRUCTURE INFORMATION

<p>Estimated number of alternative vehicles to be serviced by fueling stations:</p> <p>Heavy-Duty Vehicles: _____ Transit Buses: <u>50</u> School Buses: <u>2</u></p>	
<p>For an <b>electric battery</b> charging station, specify how many chargers are:</p> <p>Level 2 single port: 18</p> <p>Level 2 dual port: 0</p> <p>D/C Fast Chargers: 34</p> <p>Total number of ports: 52</p> <p>Total number of charging units: 52</p>	<p>For a <b>hydrogen fueling</b> station, specify how many dispensers will be on-site:</p>
<p>Estimated annual output of new station (kilowatts, kilograms, etc.):</p> <p>38,000 kWh</p>	
<p>Maximum annual output of new station (kilowatts, kilograms, etc.):</p> <p>1,985,000 kWh</p>	
<p>Estimated number of monthly plug-ins or refueling occurrences:</p> <p>520</p>	

### III. EXPANSION or CONVERSION OF EXISTING FACILITY INFORMATION

<p>Number of alternative vehicles currently being serviced by the existing fueling station:</p> <p>Light/Medium-duty Vehicles: <u>0</u> Heavy-Duty Vehicles: <u>0</u> Transit and School Buses: <u>0</u></p>		
--	--	--

## Form A2



**San Joaquin Valley**  
AIR POLLUTION CONTROL DISTRICT

## Clean Vehicle Fueling Infrastructure Program

Estimated number of additional alternative vehicles that the station will be able to service after expansion/conversion:

Light/Medium-duty Vehicles: \_\_\_\_\_ Heavy-Duty Vehicles: \_\_\_\_\_ Transit and School Buses: 52

Current annual output of the existing station (kilowatts, kilograms, etc.):

N/A - No EVs currently on site

Maximum annual output of the existing station (kilowatts, kilograms, etc.):

N/A

Estimated annual output of the existing station after expansion/conversion (kilowatts, kilograms, etc.):

N/A

Maximum annual output of the existing station after expansion/conversion (kilowatts, kilograms, etc.):

N/A

Estimated number of monthly plug-ins or refueling occurrences:

N/A

#### IV. PROJECT COST, FUNDING, AND IMPLEMENTATION INFORMATION

Please complete the Project Overview table below and provide an itemized project breakdown of the project using the sheet on page 5. Items provided on the list below should specify whether or not it is an eligible cost and must also reflect the items on the quotes/bids submitted in the application. The total cost in the Itemized Project Breakdown should reflect the information provided in the Project Overview section. Items not included in this list may not be considered when determining potential incentive funding. **Please make additional copies of this form as necessary.**

Project Overview	
1. Equipment Cost: _____ \$4,571,463.40	
2. Installation Cost (including labor and materials): _____ \$5,443,967.32 Includes commissioning/safety cost	
3. Design/Engineering Cost: _____ \$182,851.84	4. Permitting Cost: _____ \$45,000.00
5. Total <b>Eligible</b> Project Cost: _____ \$10,284,402.56	
6. Total Project Cost (Eligible + Ineligible, Including design, permits, equipment, etc.): _____ \$10,430,646.56	
7. Total funding amount requested from the District (eligible reimbursable items): _____ \$6,684,861.66	
8. Total project match funding amount (includes capital outlays and labor towards the project that are not reimbursable by the District): _____ \$3,892,028.90	
9. Anticipated project start date: <u>09/05/2023</u>	10. Anticipated project completion date: <u>12/20/2024</u>

#### V. ROUTE MAP FOR FLEETS USING CLEAN VEHICLE FUELING INFRASTRUCTURE

FORM A2

3

## Form A2



**San Joaquin Valley**  
AIR POLLUTION CONTROL DISTRICT

## Clean Vehicle Fueling Infrastructure Program

## VI. ITEMIZED PROJECT BREAKDOWN

Please complete and include all items from corresponding quotes/bids. See sample Itemized Project Breakdown on page 9.

Itemized Project Breakdown					
Eligible Item	Non-Eligible Item	Item Description	Qty.	Estimated/Quoted Cost of Each Item:	Funding Source: District, Applicant, or Other (please specify)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EVSE Construction	1	\$3,590,272.40	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EVSE Engineering	1	\$103,000.00	AQD
<input type="checkbox"/>	<input checked="" type="checkbox"/>	EVSE Construction Management	1	\$22,561.50	Fresno EOC
<input type="checkbox"/>	<input checked="" type="checkbox"/>	EVSE Operation and Admin	1	\$10,423.00	Fresno EOC
<input type="checkbox"/>	<input checked="" type="checkbox"/>	EVSE Storm Water Management	1	\$12,500.00	Fresno EOC
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EVSE Equipment DC Fast Charger	34	\$44,000	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EVSE Equipment L2, Pedestals & Wifi	18	\$3100.00	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	GIVE Platform Subscription - 3 years	34	\$680.00	AQD
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Extended Warranty	18	\$440.00	Fresno EOC
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Construction Permits	1	\$45000	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	BESS & Solar Construction	1	\$1,713,750.92	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	BESS & Solar Equipment	1	\$2,395,663.40	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	BESS/Solar Commissioning	1	\$89,944.00	AQD
<input type="checkbox"/>	<input checked="" type="checkbox"/>	BESS/Solar Soil Sampling	1	\$47,355.00	Fresno EOC
<input type="checkbox"/>	<input checked="" type="checkbox"/>	BESS/Solar Construction Management	1	\$22,561.50	Fresno EOC
<input type="checkbox"/>	<input checked="" type="checkbox"/>	BESS/Solar Storm Water Mgmt Plan	1	\$12,500.00	Fresno EOC
<input checked="" type="checkbox"/>	<input type="checkbox"/>	BESS/Solar Design Engineering	1	\$79,851.84	AQD
<input type="checkbox"/>	<input checked="" type="checkbox"/>	BESS/Solar Operation & Admin	1	\$10,423.00	Fresno EOC
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Electrical Switchgear	1	\$624,000.00	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	GIVE Platform Subscription - 5 years	18	\$1,000.00	AQD
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EVSE Commissioning	1	\$50,000.00	AQD
<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	<input type="checkbox"/>				
<input type="checkbox"/>	<input type="checkbox"/>				
<b>Total</b>				<b>\$ 10,430,646.56</b>	

## Form A2



**San Joaquin Valley**  
AIR POLLUTION CONTROL DISTRICT

## Clean Vehicle Fueling Infrastructure Program

## VII. BUDGET SUMMARY SHEET

Please complete with all partners and funding amounts. See sample budget sheet on page 8.

Project Partners	Project Funding Amount
1. San Joaquin Valley Air Pollution Control District	\$ 6,684,861.66
2. Fresno EOC	\$ 3,745,784.90
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
Total:	\$ 10,430,646.56

## VW Mitigation Fund Grant Application

The VW Mitigation Fund offers \$192,000 per shuttle vehicle scrappage for a potential total of \$3.45 million.

Nuvve initiated Fresno EOC's VW Mitigation Fund Grant Application in Q1 2023. We have worked with Fresno EOC to compile the necessary documentation for 18 buses.

A requirement of the VW Mitigation Fund Grant Application is a Board Resolution, signed by the Fresno EOC Board of Directors. We have included that document on the next page for Fresno EOC's review. This document must be signed for San Joaquin Valley Air Pollution Control District to consider the applications.

The VW Mitigation Fund Grant Application also requires signature from Fresno EOC's signatory authority on each application. (Each bus requires its own application.) For a third party (i.e., Nuvve) to submit an application on Fresno EOC's behalf, we would require explicit approval from the organization's signatory to sign the applications on their behalf.

Additionally, the Application requires the new bus selection at the time of submission. Fresno EOC must select the new bus to be purchased prior to an application being submitted on its behalf.

Once Nuvve receives the Board Resolution, permission from the signatory authority, and vehicle selection, Nuvve can submit Fresno EOC's application immediately.

It is important to note that the California Air Resources Board has approved the transition of vehicle funds from Transit and Shuttle to School Bus only, effective January 2024. This means that if Fresno EOC (or a third party on Fresno EOC's behalf) does not submit applications prior to the transition of funds, they will not be eligible for funding.

Nuvve is ready to answer any further questions on this topic.

## VW Mitigation Fund Resolution



**Fresno  
Economic  
Opportunities  
Commission**

**Linda Hayes** Board Chair  
**Emilia Reyes** Chief Executive Officer

1920 Mariposa St., Suite 330  
Fresno, CA 93721

#### Fresno Economic Opportunities Commission Board Resolution

It was approved by the Fresno Economic Opportunities Commission Governing Board, that the following Resolution be adopted:

#### RESOLUTION AUTHORIZING THE Chief Executive Officer (CEO) TO MAKE APPLICATION FOR AND TO SIGN CERTAIN ASSURANCES WITH RESPECT TO APPLICATIONS FOR LOCAL, STATE AND FEDERAL PROGRAMS, PROJECTS OR GRANTS

WHEREAS, Several Local, State and Federal programs allow public and non-profit transportation providers to apply for administration, capital, and operation assistance programs or grants; and

WHEREAS, the Volkswagen Environmental Mitigation Trust Fund (VEMT) became available to public and private owners of transit, schools and shuttle buses to provide funding to eligible applicant recipients for the replacement of old, high-polluting transit, school, and shuttle buses with new battery-electric or fuel-cell buses; and

WHEREAS, funds from the VEMT are administered through San Joaquin Valley Air pollution Control District (SJVAPCD) and the California Air Resources Board (CARB); and

WHEREAS, Fresno Economic Opportunities Commission Governing Board must authorize someone by resolution, as the "Authorized Individual" to make application and administer the Volkswagen Environmental Mitigation Trust Funds;

NOW, THEREFORE, BE IT RESOLVED that the Fresno Economic Opportunities Commission Governing Board hereby authorizes the Chief Executive Officer to make an application for, to sign required assurances, and to administer applications and contracts for Local, State, and Federal programs, projects, or grants relating to the receipt of the Volkswagen Environmental Mitigation Trust Funding up to the maximum amount authorized under the grant.

The foregoing Resolution was PASSED, APPROVED, and ADOPTED by the Fresno Economic Opportunities Commission Governing Board at a regular meeting thereof, held on this \_\_\_day of \_\_\_\_, 2023

\_\_\_\_\_  
Authorized Board Official

(559) 263-1000

FresnoEOC.org



53

**NUVE**

## Summary of Solar Energy Analysis

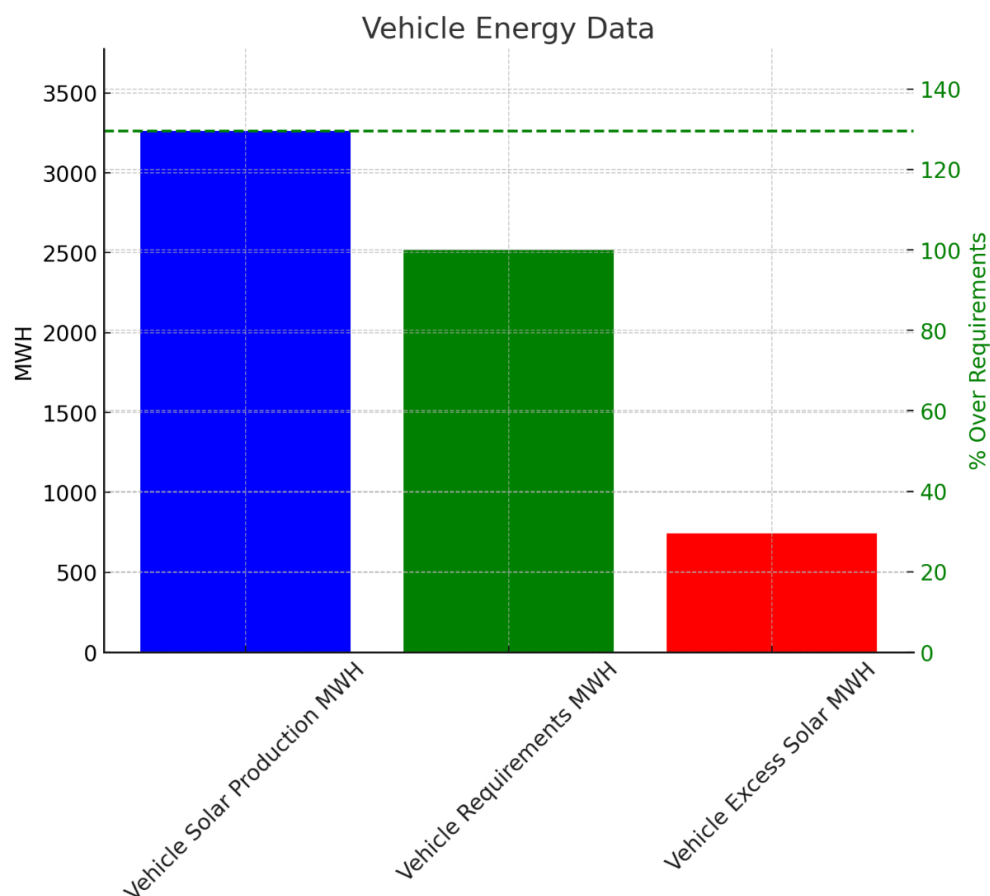
This solar energy analysis offers detailed insights into the efficiency and scalability of solar energy systems for the Vehicle and Kitchen arrays and highlights their robust potential within the existing infrastructure.

### Summary

- **Efficiency and Scalability:** Both sectors can meet their respective energy demands and exhibit surplus energy generation. This underscores the efficiency and scalability of solar systems.
- **Potential for Expansion:** The ability to support additional vehicles with excess solar generation is a significant factor for considering future expansions or increased energy demands.
- **Sustainability and Reliability:** The data emphasizes a sustainable and reliable energy setup crucial for long-term planning and operations.

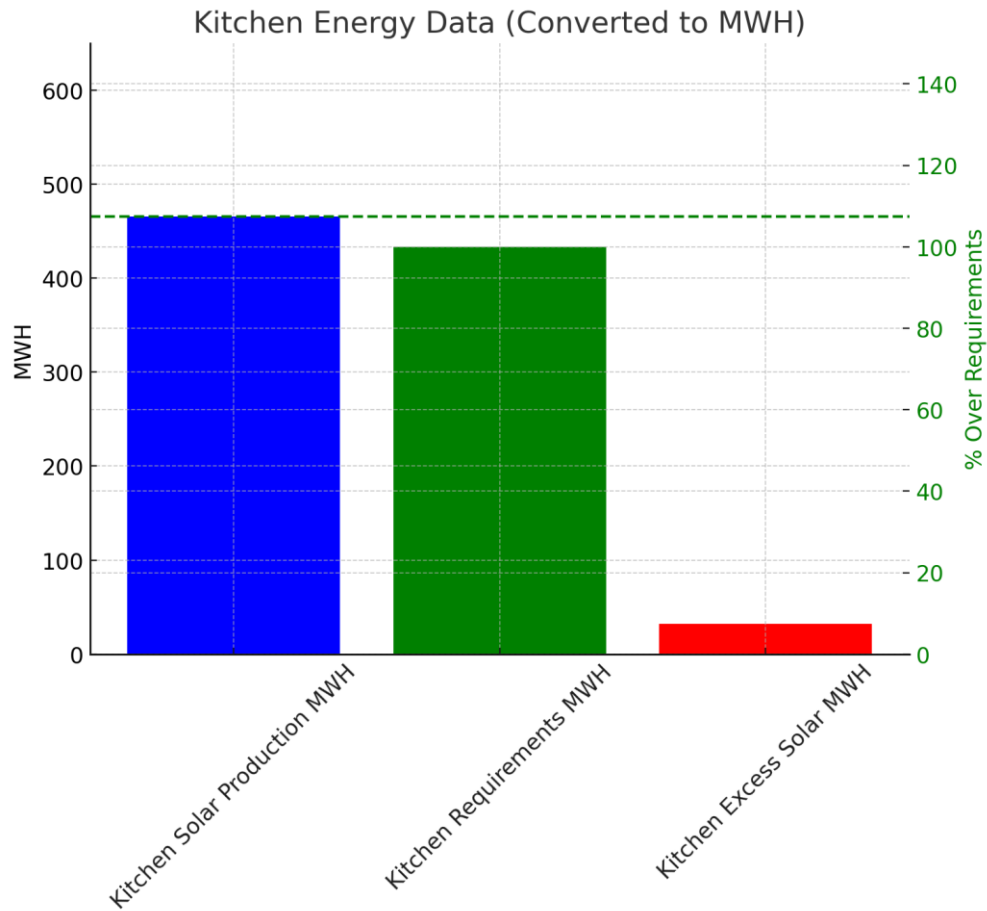
### Vehicle Analysis

- **Total Solar Production:** 3,261 MWH
- **Total Vehicle Requirements:** 2,517.825 MWH
- **Total Excess Solar Generation:** 743.175 MWH
- **Percentage Over Requirements:** Approximately 129.52%, indicating that solar production exceeds vehicle requirements by about 29.52%.
- **Future Expansion Capability:** Can support about 15 additional vehicles, indicating substantial room for growth.



### Kitchen Analysis

- Total Solar Production: 465.622 MWH
- Total Kitchen Requirements: 433.43 MWH
- Total Excess Solar Generation: 32.192 MWH
- Percentage Over Requirements: About 107.43%, showing solar production exceeds kitchen requirements by roughly 7.43%.



## Stormwater Pollution Prevention Response

**Disclaimer:** A Stormwater Pollution Prevention Plan (SWPPP) is typically not included in a Request for Proposal (RFP) response for several reasons. The RFP stage is often pre-construction and lacks the detailed project information necessary for a SWPPP, which is usually required during permitting and post-contract award. At this point, the scope of the RFP may not involve ground-disturbing activities, and creating a SWPPP prematurely could lead to resource inefficiency and unnecessary rework due to project details that are not yet finalized. Additionally, firms may avoid the potential liability of committing to specific management practices before contract selection and may withhold detailed plans for competitive and confidentiality reasons.

### Considerations

1. **Pre-Construction Phase:** The RFP response stage is often a pre-construction phase where the full details of the project, including specifics that would affect stormwater management, such as stormwater runoff patterns, are not yet fully developed or known.
2. **Regulatory Timing:** Regulations may only require a SWPPP to be submitted for review and approval as part of the permit application process, not during the proposal stage.
3. **Scope of Work:** If the work is purely design or consultancy with no actual ground disturbance or construction activities, a SWPPP would not be relevant.
4. **Provisional Information:** The detailed, site-specific data needed to prepare a comprehensive SWPPP may not be available until the project progresses.
5. **Cost and Resource Efficiency:** It might not be cost-effective or efficient to develop a detailed SWPPP for every proposal, particularly when bidding on multiple projects with no guarantee of winning the contract.
6. **Liability and Commitment:** Without a contract, firms may be reluctant to assume such responsibilities' potential liabilities and/or obligations.
7. **Customization to Selected Contractor:** SWPPPs are often tailored to the specific practices and procedures of the selected contractor. Until a contractor is chosen, a one-size-fits-all SWPPP in an RFP response might not be practical or appropriate.
8. **Dynamic Project Details:** The specifics of a project can change between the RFP response and the start of construction, necessitating revisions to a SWPPP. Therefore, creating a SWPPP during the RFP phase could lead to rework and wasted effort.
9. **Strategic Considerations:** Companies may prefer to discuss their approach to SWPPP in general terms within their RFP response, highlighting their understanding and commitment to compliance rather than providing a detailed plan that could prematurely lock them into specific methodologies.
10. **Confidentiality:** SWPPP could include sensitive or proprietary methods that a company may not wish to disclose at the RFP stage for competitive reasons.

## Charge Management Program

This Charge Management Overview (CMO) provides a framework for managing the charging infrastructure of the Fresno EOC Transit Systems Electrification project, ensuring efficient operations, safety, and compliance with regulatory standards. The document is essential for the sustainable and effective operation of the EV charging system. This document summarizes all the methods that need to be implemented for the Fresno fleet electrification effort. A more detailed plan will be crafted once the fleet is fully electrified.

1. **Introduction**
  - a. Purpose: Establish protocols for the efficient and effective management of the EV charging infrastructure.
  - b. Scope: Applicable to all EV charging stations and related equipment for the Fresno EOC transit electrification project.
2. **Charging Infrastructure Overview**
  - a. Charging Stations: Nuve 125kW V2G-HD
  - b. Layout: See included document.
  - c. Integration: Connection with solar power generation and battery storage systems.
3. **Charging Schedules and Procedures**

Procedure	Description
Daily Charging Plan	Midday charging 10 a.m.-3 p.m., prioritizing off-peak hours, and night charging 9 p.m. to 5 a.m.
Priority Charging	Systems for critical service and high-usage vehicles.
Dynamic Scheduling	Using intelligent systems for real-time adjustments based on real-time data.
V2G Integration	Managing energy feedback to the grid during peak periods as necessary for grid support.
Emergency Charging	Protocols for unscheduled and urgent charging needs.
Queue Management	Digital and manual systems for managing charging queues.
Station Availability and Reservation	Monitoring and reserving charging slots.
Reporting and Feedback	Analysis of charging data and driver feedback mechanisms.

4. **Power Management**
  - a. Strategies: Maximizing solar power use, battery storage, and load balancing.
  - b. V2G Technology: Utilization for grid support and potential revenue generation.
5. **Maintenance and Safety Protocols**
  - a. Maintenance Schedules: Regular upkeep of charging equipment and proper scheduling for fleet operations when maintenance is scheduled.
  - b. Safety Procedures: Operating and maintenance safety guidelines.
  - c. Emergency Response: Plan for electrical hazards or equipment malfunctions.
6. **Data Management and Reporting**
  - a. Monitoring System: Tracking energy usage and operational efficiency.
  - b. Data Collection: Methods for performance analysis and compliance reporting.
  - c. Privacy and Security: Guidelines for data handling and security.
7. **Training and User Guidelines**
  - a. Staff Training: Programs on charging station use and safety.

- b. Driver Guidelines: Instructions for efficient use of charging stations.

#### 8. **Compliance and Regulatory Considerations**

<b>Compliance</b>	<b>Description</b>
Regulatory Adherence	Compliance with all relevant EV charging regulations.
Environmental Compliance	Particularly concerning solar energy use.

#### 9. **Future Expansion and Upgrades**

- a. Expansion Plan: Scaling up the infrastructure with fleet growth.
- b. Technology Upgrades: Keeping pace with charging technology advancements.

#### 10. **Stakeholder Engagement and Communication**

- a. Communication Plan: Updates and information sharing with stakeholders.
- b. Feedback Mechanism: For reporting issues or suggesting improvements.

#### 11. **Review and Update Mechanism**

- a. Regular Review: Scheduled updates of the CMD.
- b. Incorporation of Feedback: Adapting to technological changes and operational feedback.

## Data Collection

### Data Management and Reporting

This Data Management and Reporting (DM&R) document provides the framework for monitoring, collecting, processing, analyzing, and reporting the data necessary to ensure efficient operations for Fresno EOC Fleet Electrification efforts.

#### 1. Data Collection and Integration

Data	Description
Charging Data	Collect comprehensive data on each charging session, including time, duration, energy consumed, and vehicle details.
System Performance Metrics	Track performance indicators such as charger availability, utilization rates, energy efficiency, and downtimes.
Vehicle Data	Integrate vehicle-specific data, including battery status, mileage, and usage patterns.
Energy Source Data	Record data related to energy sources, particularly the contribution from the solar farm and the utilization of the battery storage system.

#### 2. Data Processing and Analysis

- Data Aggregation: Compile data from various sources into a unified database for easy analysis.
- Analytical Tools: Employ advanced analytics tools to process and interpret data, identifying trends, inefficiencies, and opportunities for improvement.
- Custom Reporting: Develop custom reports that cater to the specific needs of different stakeholders, including operational staff, management, and external partners.

#### 3. Performance Reporting

- Regular Performance Reports: Generate monthly reports detailing operational performance, energy consumption, and cost analysis.
- Dashboards: Create interactive dashboards for real-time monitoring of key performance indicators (KPIs).
- Benchmarking: Compare performance data against pre-defined benchmarks or industry standards to assess the efficiency and effectiveness of the charging infrastructure.

#### 4. Financial Reporting

- Cost Analysis Reports: Provide detailed breakdowns of electricity costs, maintenance expenses, and revenues generated (e.g., through V2G services).
- Budget Tracking: Monitor and report on the alignment of operational costs with allocated budgets.

#### 5. Data-Driven Decision Making

- Operational Adjustments: Use data insights to make informed decisions about charging schedules, maintenance planning, and infrastructure upgrades.
- Strategic Planning: Support long-term planning and decision-making processes with comprehensive data analysis.

#### 6. Data Privacy and Security

- Data Protection Policies: Implement stringent data protection policies to safeguard sensitive information.
- Cybersecurity Measures: Apply robust cybersecurity measures to prevent unauthorized access to the data management system.

## 7. Compliance and Reporting Standards

Item	Description
Regulatory Compliance	Ensure all data collection and reporting practices comply with relevant legal and regulatory requirements.
Standardized Reporting Formats	Use standardized formats for reporting to ensure consistency and facilitate straightforward interpretation by all stakeholders.

## 8. Feedback and Continuous Improvement

- a. Feedback Loops: Establish mechanisms for receiving and integrating feedback from users and stakeholders into the data management process.
- b. Continuous Improvement: Regularly review and update data management practices to incorporate new technologies, methodologies, and stakeholder needs.

## Utility Coordination and Interconnection Application Submittal



**Pacific Gas and  
Electric Company®**

### Project Info

#### CUSTOMER AND FACILITY INFO

Project Number	125852817
Program	Complex Self Generation
Sub Program	NEM Multiple Tariff
NEM Multiple Tariff	NEM + Non-Export
Service Type	New Generating Facility (Existing Electric Service)
Is this application for new construction?	No
Electric Service Agreement Number	0168448694
Electric Badge Meter Number	1008845834
PG&E Project Name	Fresno EOC
Facility Info	Company
Account Holder Name	FRESNO COUNTY EOC
First Name	
Last Name	
Company Name	FRESNO COUNTY EOC
Legal Status	Government Agency
State of Incorporation	CA
Facility Address	3100 W NIELSEN AVE
Zip	93706
City	FRESNO
State	CA
Phone	5592638005
Extn	
Email	thomas.dulin@fresnoeoc.org
Confirm Email	thomas.dulin@fresnoeoc.org

#### ADDITIONAL FACILITY INFO

Disaster Impacted	No
Study Process	Fast Track
Max three-phase fault	2500
Short Circuit Interruption Rating	12000
Account Considerations	None

### Contact Info

#### CUSTOMER CONTACT

Customer Contact	Facility Street Address
Customer First Name	Thomas
Customer Last Name	Dulin
Customer Company Name	FRESNO COUNTY EOC
Title	Transit Systems Director
Customer Mailing Address	3100 W NIELSEN AVE
Customer Mailing Address Zip Code	93706
Customer Mailing Address City	FRESNO

Customer Mailing Address State CA  
 Customer Phone Number 5592638005  
 Customer Phone Extension  
 Customer E-mail thomas.dulin@fresnoeoc.org  
 Legal Status

#### CONTRACTOR

Self Installed? No  
 CSLB Number  
 Contractor First Name Alex  
 Contractor Last Name Green  
 Contractor Company EOS Organization  
 Contractor Address 19671 Beach Blvd Suite 200  
 Zip 92648  
 Contractor City HUNTINGTON BEACH  
 Contractor State CA  
 Contractor Phone Number 3054628390  
 Contractor Phone Ext  
 Contractor Email alex@eosorg.com

#### AUTHORIZED CONTACT

Authorized Contact the Contractor  
 Authorized Contact First Name Alex  
 Authorized Contact Last Name Green  
 Authorized Contact Company EOS Organization  
 Authorized Contact Address 19671 Beach Blvd Suite 200  
 Authorized Contact Zip 92648  
 Authorized Contact City HUNTINGTON BEACH  
 Authorized Contact State CA  
 Authorized Contact Phone 3054628390  
 Authorized Contact Phone Extn  
 Authorized Contact Email alex@eosorg.com  
 Authorized Contact Confirm Email alex@eosorg.com

### Equipment

#### EQUIPMENT DETAILS

Program NEM  
 Tech Type Solar PV  
 Generator Type Inverter-External  
 Fuel Type Solar  
 Will this Generator be used as a Backup? No  
 Please Select an Anti-Island Detection Method Group 7 : I do not know  
 Do you plan to limit export? No  
 Not Listed No  
 Manufacturer Sungrow Power Supply Co., Ltd.  
 Model SG125HV [600V] [S11-JUN20]  
 Quantity 15  
 Nameplate Rating (kW) 125.178  
 Nameplate Rating (kVA) 125.178  
 Nameplate Capacity (kW) 1877.67  
 Effective Rating (kVA) 1849.504950  
 Effective Rating (kW) 1849.504950

Inverter Efficiency	0.985
Output Voltage Rating	600
Phase	Three Phase
Power Factor	1
Power Factor Adjustment Max	1
Power Factor Adjustment Min	0.9
Short Circuit Contribution exceeds 1.2 per unit	No
Total Gen (kW)	1877.67
Tech Type	Solar PV
Generator Type	PV Panels
Fuel Type	Solar
Not Listed	No
Manufacturer	Trina Solar
Model	TSM-650DE21
Quantity	3008
Inverter Efficiency	0.985
PTC Rating (kW-DC)	0.6161
Nameplate Rating (kW)	0.6068585
Nameplate Capacity (kW)	1825.430368
CEC AC Rating	1825.430368
Total Gen (kW)	1853.2288

Program	Non-Export
Tech Type	Storage
Generator Type	Inverter-External
Fuel Type	Onsite Renewable
Will this Generator be used as a Backup?	Yes
How will the generator act as a back-up?	Certified Inverter
Please Select an Anti-Island Detection Method	Group 7 : I do not know
Please provide the method of Transition	Open
Not Listed	No
Manufacturer	Sungrow Power Supply Co., Ltd.
Model	SG125HV [600V] [SI1-JUN20]
Operating Mode	Momentary Parallel (Make Before Break)
Quantity	4
Nameplate Rating (kW)	125.178
Nameplate Rating (kVA)	125.178
Nameplate Capacity (kW)	500.712
Effective Rating (kVA)	493.201320
Effective Rating (kW)	493.201320
Inverter Efficiency	0.985
Output Voltage Rating	600
Phase	Three Phase
Power Factor	1
Power Factor Adjustment Max	1
Power Factor Adjustment Min	0.9
Short Circuit Contribution exceeds 1.2 per unit	No
Total Gen (kW)	500.712
Tech Type	Storage
Generator Type	Battery
Fuel Type	Onsite Renewable
Not Listed	Yes
Manufacturer	Sungrow Power Supply Co., Ltd.
Model	ST556KWH
Software Version	Samsung SDI
Quantity	1
Inverter Efficiency	0.985

PTC Rating (kW-DC)	556
Nameplate Rating (kW)	547.66
Nameplate Capacity (kW)	547.66
Total Gen (kW)	556.0
Maximum Storage Capacity (kWh)	556
Storage Net Usage	101743
Storage Grid Charge	Yes
Storage Peak Charge	No
Storage Rated Charge Demand	223

Project Total Export (kW)	2378.382
GENERATING FACILITY NP (kVA)	250.356
Short Circuit Interrupting Rating	690

## VARIANCE

Interconnection Main Breaker	Customer Side (Recommended)
Not Listed	No
Manufacturer	Square D
Model	QED-2 Switchboard 2000A
Quantity	1
Rating (Amps)	2000
AC Disconnect within 10 ft of the main service panel	Yes
Does this project meet the Distribution Interconnect Handbook (DIH) and Greenbook Requirements?	Yes

## TELEMETRY

Telemetry Options	PG&E MiniRTU
-------------------	--------------

## WARRANTY

Equipment Warranty Verification	A warranty of at least 10 years has been provided on all equipment and on its installation.
---------------------------------	---

## ICA Capacity Values

Generation Hosting Capacity (OP Flex)	0
Generic PV Hosting Capacity (OP Flex)	0
Generation Hosting Capacity (SG)	0
Generic PV Hosting Capacity (SG)	0
ICA Protection Value	270

## Customer Sector

## SOLAR STATISTICS DATA

Solar Customer Sector	Other Government
Solar PV Mounting Method	Mixed
Solar PV Tracking Type	Fixed
Solar PV Tracking Fixed Tilt	35
Solar PV Tracking Fixed Azimuth	180
Solar PMRS	Yes

Solar PMRS Data Receiving	Customer,3rd Party
Solar PMRS Receiving Name	EOS Organization
Solar System Owner	PGE Customer Owned
Solar System Cost	3643374
Solar PACE Financed	No
Payment Method	Paid by Cash
CA Rebate Program	No
California Solar Initiative Rebate	No
CSI Eligible	No
Electric Vehicles	Yes
Electric Vehicles Quantity	50

FACILITY NAMEPLATE

Facility Nameplate (kW)	2378.382
-------------------------	----------

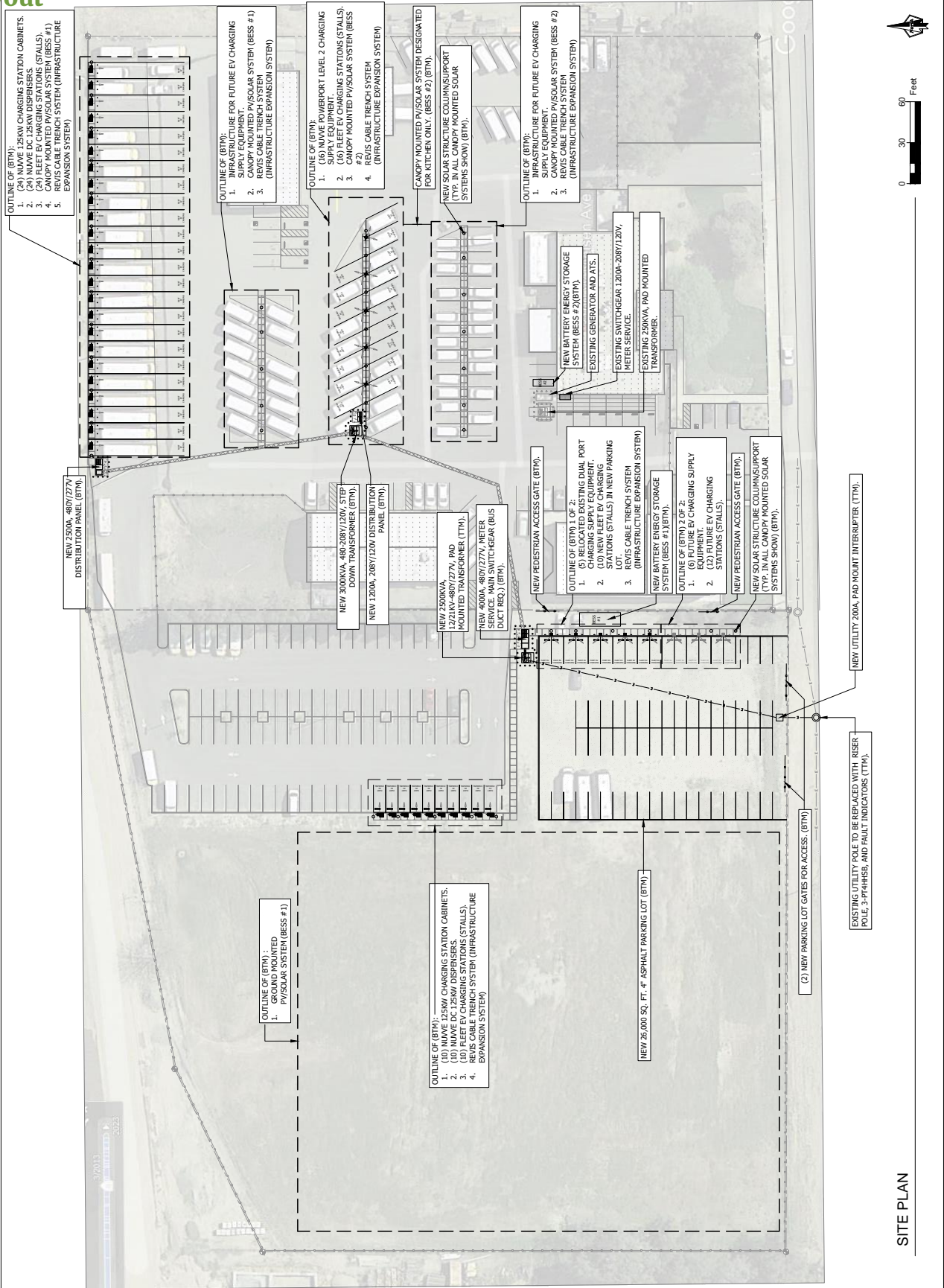
Documents

Building Permit Number	
Assessor Parcel Number	
Building Permit Date Applied	
Building Permit Final Sign off Date	
Single-Line Drawing	2023-04-10 16:28:31
Site Plans and Diagrams	2023-04-10 16:28:32
Transfer Switch Scheme Documentation	2023-04-10 16:28:32
AC Disconnect Variance Requested	No
Additional Technical Documentation	2023-04-10 16:28:32
	Add Another Document
	Add Another Document
Additional Technical Documentation	2023-04-10 16:28:32
	Add Another Document
Additional Technical Documentation	2023-04-10 16:28:33

Review and Submit

APPLICATION REVIEW

Site Layout



SITE PLAN

Before



After



## Complete Project Management Plan

### Project Charter

Project Title: Fresno EOC Fleet Electrification	Date: TBD
Project Manager: Fargo Hall	

Primary Stakeholders	Name	Title
Nuvve Holding Corp	Ted Smith	Chief Operating Officer
Fresno EOC	Emilia Reyes	Chief Executive Officer
Pacific Gas & Electric	Jeremy Bartlett	Project Manager
Mollé Energy	Andrew Mollé	President and CEO
Imperial Electric	Windell Pascascio Jr	President and CEO
Financing Partner	TBD	

### Project Description

To provide turnkey Design, Engineering, Installation, Maintenance, and Monitoring of EVSE, Solar, and Battery Energy Storage System (BESS) infrastructure. Nuvve will provide various grid services to create value for Fresno EOC by utilizing Nuvve hardware and software for the aggregation of Distributed Energy Storage Resources through V2G services, including but not limited to:

1. Wholesale Energy Sales
2. Demand Response
3. Energy Arbitrage
4. 3<sup>rd</sup> party Charging Revenue
5. Load/Peak Shaving
6. Ancillary Services

### Primary Objectives

- Execute a turnkey project, including comprehensive energy audits, savings analysis, design, construction, and financing of the capital improvements.
- Reduce Fleet Operating Costs
- Create recurring Revenue for Fresno EOC through a percentage share of:
  - 70/30 Grid Services (V2G, ELRP, Arbitrage, Demand Response, etc.)
  - 80/20 Carbon Credits (LCFS)
- Improve site resiliency.

### Secondary Objectives

- Achieve comprehensive energy system efficiency and operational efficiency programs.
- Reduce fleet GHG Contributions and improve Fresno County air quality.
- Achieve the lowest GHG construction methodology using Lifecycle Analysis principles for current and future construction.
- Collaborate with local employment divisions, training institutions, community colleges, and the Chamber of Commerce to develop partnerships to design training programs developed for the specific needs of the Fleet Electrification project.
- Promote the local workforce through advertisements on job boards, community organizations, and social media platforms for job openings related to the specific needs of the Fleet Electrification project.

## Project Phases

Initiation, Planning, Execution, Monitoring and Control, Closeout

## General Scope

- Design/Build/Grant/Financing services for the entire behind-the-meter (BTM) infrastructure to support all future EVSE deployments, including an on-site solar generation system and battery system that can fully offset the expected vehicle and kitchen energy usage.
- Procurement and installation of approximately 56 V2G PG&E rebate-eligible Level 2 (L2) and Level 3 (L3) charging stations with bi-directional V2G capabilities, with easy ability to expand and install future V2G EVSE at minimal cost.
- Nuvve to set up Fresno EOC on cloud-based GIVe™ Platform to provide intelligent, bidirectional V2G charging services.
- Construction of 26,000 SF 4" asphalt parking lot with 6 EVSE, with the capability to expand.
- Three (3) gates for access to the new parking lot.
  - Two (2) vehicle gates. One (1) personnel entry.

## Not in Scope

- Vehicles supplied by outside parties.
- Work performed at an address other than specified in contract documents.
- Any task not working to meet the primary or secondary objectives.
- Any request fundamentally changing one of the four project baselines of Scope, Schedule, Cost, and Quality.
- Implementing Wi-Fi updates at the site to accommodate EVSE data requirements.

## Key Constraints, Risks, and Assumptions

- Adequate electrical capacity.
- Assumption grant money is available and awarded.
- Market prices for construction materials are experiencing significant volatility due to global economic uncertainty, while ongoing supply chain disruptions, including shortages and delays, pose challenges to timely project execution.
- Please note that the assumption here is that vehicles purchased outside of Nuvve's procurement processes are V2G capable. However, it's essential to be aware that if a vehicle has not passed Nuvve's interoperability testing, V2G revenue is not guaranteed.
- If the selected EV is incompatible with the specified charging equipment (DCFC EVSE spec sheet provided on [p. 134](#)), the contracting party shall be responsible for all costs to modify the EVSE to ensure compatibility. These costs shall be allocated to the contingency line item of the project budget. This clause clarifies that the EVSE supplier shall not bear financial responsibility for incompatibilities resulting from the equipment selection made by the contracting party.

## Key Deliverables

- Grant, Rebate, and Incentives coordination and submission
- Financing
- Recurring revenue model
- Total Cost of Ownership
- Utility Coordination and Interconnection Agreement
- Site Construction
- Data Collection and Reporting
- Commissioning

- V2G Operational (see assumption above)
- AI forecasting for fleet operations

### Cost / Budgetary Constraints

Based on the scope of work provided by Fresno EOC, the Project Budget is approximately \$13.2M (\$14.7M with 15% contingency)

The budget for the Fresno EOC Transit Systems Electrification Project will be strictly controlled and managed in accordance with all applicable sections of the Project Management Plan (PMP). This encompasses diligent adherence to established budgetary limits, effective utilization of allocated resources, and consistent monitoring and evaluation of financial activities as outlined in the PMP. The project team is committed to ensuring that all expenditures and financial operations align with the defined scope, schedule, quality standards, and stakeholder expectations while maintaining compliance with relevant organizational and regulatory requirements. Regular reviews and updates to the budget management process will be conducted to ensure ongoing alignment with the project goals and objectives and to address any deviations or changes promptly and efficiently.

### Project Time-Cost Tradeoff

The Project Manager (PM) is entrusted with the authority to determine the trade-off between time and cost, prioritizing the project's successful conclusion within the agreed scope, schedule, quality standards, and budget. The PM is empowered to evaluate and execute tactics that enhance the project's timetable and financial plan, considering the project's goals and the well-being of all primary stakeholders.

### Scope of Work

Project	Project Manager	Date
Fresno EOC Fleet Electrification	Fargo Hall	11.3.2023

Justification
Fresno EOC aspires to promote innovative green energy transportation, reduce its GHG footprint, improve Fresno County air quality, and provide its clients with quiet, clean transportation services while lowering its fleet's Total Cost of Ownership (TCO).
They will accomplish their goals through fleet electrification and revenue-generating grid services using a compatible V2G EVSE and corresponding infrastructure, including distributed solar, battery energy storage systems, and a vehicle charge-demand management platform.

Scope Description
In Scope
<ul style="list-style-type: none"> <li>• Target implementation Q2 2024 <ul style="list-style-type: none"> <li>○ EVSE Deployment <ul style="list-style-type: none"> <li>▪ Turnkey Design/Build services for the entire behind-the-meter (BTM) infrastructure to support all future EVSE deployments.</li> <li>▪ 56 EVSE <ul style="list-style-type: none"> <li>• 34-125kW DCFC – Nuvve RES HD125 V2G</li> <li>• 34 Gen 3 Dispensers</li> <li>• 22 L2 – Nuvve PowerPort 19.2 kW</li> <li>• Full Site Survey</li> </ul> </li> </ul> </li> </ul> </li> </ul>

- Private Location of all underground Utilities
- Customer-provided Soil Survey Constructability Assessment for solar installation
  - Coordination of Utility management for to-the-meter (TTM) services.
  - EVSE and BESS Commissioning Services
  - 26,000SF Parking lot
    - 6 L2 – Nuvve PowerPort 19.2 kW
    - 6 Make Ready
  - 500LF wrought iron fence with three (3) gates
- Solar Power System
  - 1.96 MWP rated located in the vacant lot west of the main structures with two canopies at the north end of the parking lot.
  - 423kW. Second service to Fresno EOC Kitchen.
    - Two canopies at the south end of the parking lot
    - Offset 100% of Kitchen service. Existing Meter #1008845834
- Stationary Battery – BESS
  - 1.12MW/1MWH combined total.
    - 556kW to Kitchen.
      - The site has an existing ATS.
    - 556kW to EV service.
- Adequate lighting will be installed at all charging station locations.
- Grant writing services to help procure 50 Electric Shuttle Buses.
- Charge Management System
- Financing
- Additional Considerations
  - If necessary, the contractor shall certify that all personnel have successfully passed a criminal background check before assignment at Fresno EOC
  - The contractor will manage any work required for Utility and AHJ permits. Associated costs will be itemized and passed through without markup.
  - Local job training program
  - Local workforce for construction and ongoing project administration and maintenance.

#### Out of Scope

Any task not included in the original project plan that does not contribute to the project's objective is out of scope.

Baseline: Any request fundamentally changes one of the four project baselines of Scope, Schedule, Cost, and Quality. Examples include, but are not limited to:

- Integration of external energy networks into the Nuvve GIVE™ Platform.
- Switch Yard/Electrical Substation, Primary Transformers by PG&E (install, connection, maintenance, upgrade, future expansion).
- Repair any existing facility infrastructure found during construction.
- Work completed at any address other than specified in contract documents.

#### Business Objectives

To design a facility that will:

1. Meet the needs of Fresno EOC fleet electrification goals.
2. Accomplish Fresno EOC's objectives of integrating electric vehicles into its fleet while capitalizing on those vehicles' energy storage capabilities to support the electric grid.
3. Acquire recurring revenue to achieve an attractive economic outcome for all parties involved.

### Project Deliverables

1. V2G EVSE/BESS/Solar exporting infrastructure managed by the Nuvve platform, enabling Fresno EOC to participate in revenue-generating grid services.
2. 2.383 total MWP Solar System
3. 1.12MW/1.12MWH Battery Energy Storage System - BESS
4. Grant writing assistance for procurement services for approximately 50 vehicles.
5. Charge Management System
6. Financing
7. Project Management

### Project Exclusions

The list of exclusions includes but is not limited to the following:

1. Necessary grid infrastructure upgrades and maintenance of PG&E distribution lines.
2. Nuvve or affiliates will not be held accountable for the Professional Errors or Omissions of others.
3. Site-Specific- No work will be performed at any address other than 3110 W. Nielson Ave, Fresno, CA 93706.
4. Hazardous Conditions – Fresno EOC to ensure the site is free from hazardous conditions, including hazardous material. Nuvve or affiliates are not responsible for safely handling, collecting, or transporting any hazardous material discovered during construction unless agreed upon before construction begins.
5. Acts of God - Property damage, schedule delays, cost overrun, or failure to meet contractual requirements due to force majeure.
6. Unforeseen Site Conditions – Absent misrepresentation, Nuvve or affiliates bear no risk or cost related to the unpredicted or unknown site conditions.
7. Technology: Uncertainties from new, undefined, or evolving technologies or existing ones in new or different applications shall be excluded.
8. Fresno EOC understands that the ability of Nuvve or Affiliates to perform any or all of the services under this Scope of Work depends upon other technologies and third-party products. This includes charging stations and EVs that must be operational, technically integrated, and qualified by the Company to provide services. The performance of other technologies connected to the Software Platform is subject to individual operating requirements, warranties, and agreements. The Company does not guarantee the operation of other resources nor assure revenues from using the Software Platform.
9. Insurance covering project assets & equipment.
10. Site security (if required by Fresno EOC).
11. Utility costs.

### Constraints

1. Resources: Available resources, human, material, and services shall be provided, to the greatest extent possible, from local sources.
2. Budget: TBD
3. Quality: The minimum acceptable standard to achieve the project's deliverables. Implementing the required processes, including but not limited to Quality Management, Quality Planning, Quality Assurance, and Quality Control, to ensure the project shall satisfy the needs for which it was undertaken.
4. Time: 2-year program.

5. Customer Satisfaction: Understanding, defining, evaluating, and managing customer requirements so that their expectations are satisfied. Tied directly to quality. Ensures that the project's policies, objectives, and responsibilities satisfy all stakeholders.

#### Assumptions

1. Substitutions – To keep the project on time and within the scope and budget. After acting in good faith and not obtaining permission from Fresno EOC, Nuvve or affiliates shall decide it necessary to substitute material that meets their original design criteria. Substitutions will also be allowed when a product or service becomes unavailable or unsuitable through no fault of Nuvve or affiliates.
2. Engineering Document Revisions – If Fresno EOC cannot or will not be available to answer questions or make project-related decisions. In keeping with Best Management Practices, Good Engineering Principles, and the project's best interests, Nuvve or its affiliates shall be allowed to make necessary revisions to the relevant Engineering Documents.
3. The cost spent for the purchase and maintenance of the resources will stay within the planned budget by the project manager. However, if the resources depreciate, or malfunction, the budget may exceed the actual cost assumptions since it requires repairing the resources.
4. The project's material, equipment, and resource costs will strive to remain constant when purchasing. However, the market price might be exceeded or reduced since the market price is often flexible. In addition, due to current market volatility in the commodities market, materials in high demand, such as Copper, Steel, PVC, and wire, will require possible price adjustment throughout the project.
5. All equipment or materials are available according to the planned schedule when needed. However, due to current supply chain constraints, there might be a situation where the materials are insufficient for the project when required.
6. The project's scope and specifications will remain the same when the project occurs. However, when conducting the project, there might be cases where the scope and specifications need altering to cater to the requirements and needs of the project.
7. All the goods supplied by the suppliers are in the best condition and with desirable quality.
8. The project location is fixed throughout the project's life cycle and will not change as the project progresses. However, there might be conditions where the project members may need to work remotely when necessary.
9. Regarding weather, if it is safe to do so while not placing an undue burden on the contractor, the project will continue during seasonal rainy seasons.
10. Nuvve will sub-bill the work of licensed contractors if requested by Fresno EOC. However, the rights and obligations of third-party agreements will remain between Fresno EOC and the applicable contractor.

#### Project Management Monitoring and Control

The following Project Management disciplines will have separate controlling documents.

1. Budget Management Plan
2. Change Management Plan
3. Communication Plan
4. Conflict Management Plan
5. Cost Control Plan

6. Critical Success Factors
7. Monitoring and Control Plan
8. Quality Management Plan
9. Resource Management Plan
10. Risk Management Plan
11. Schedule Management Plan
12. Scope Management Plan

## Project Plan Schedule

*Critical Path – 52 weeks*

Fresno EOC Infrastructure Project Plan – 60 Weeks

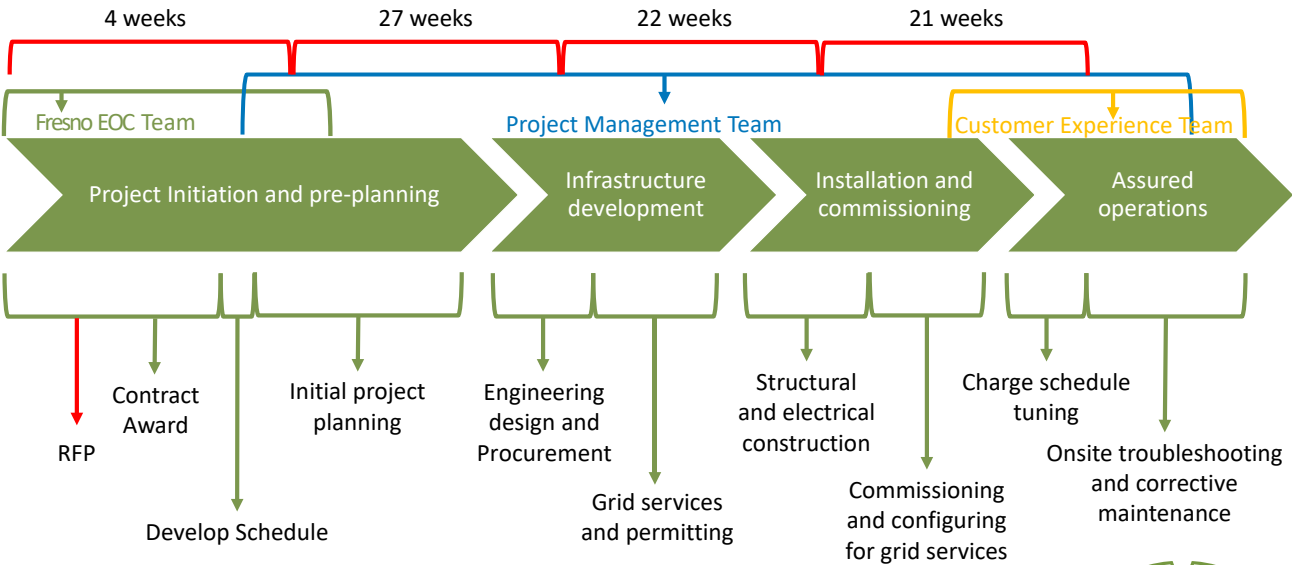
<b>I. Initiation</b>	
a. RFP Response	4 wks
b. RFP Award	TBD
<b>II. Planning</b>	<b>27 wks</b>
a. <u>Schedule Development</u>	1 wks
i. Milestones	
ii. Schedules	
b. <u>Project Management Plans</u>	2 wks
i. Cost/Budget Control	
ii. Quality Control	
iii. Reporting Requirements	
iv. Risk Management	
v. Schedule Control	
vi. Change Control	
vii. Scope Control	
viii. Stakeholder Management	
ix. Communication Plan	
x. Conflict Management	
c. <u>Engineering</u>	25 wks
i. Land Survey	4 wks
1. Utility Locate	
ii. CD-30	2 wks
1. Prelim site layout	
iii. CD-50	4 wks
iv. Switchgear	16 wks
1. Design Specifications	
2. Solicit Quotes	
3. Approve Quote, Request shop drawings	
4. Receive shop drawings	
5. Utility approval of shop drawings	
6. <i>Release for fabrication –</i>	
a. <i>Critical Path – 52 weeks</i>	
v. CD-90	4 wks
vi. CD-100	12 wks
1. Signed Stamped Set	
2. AHJ Approval w/ comment inclusion	
<b>III. Material Procurement</b>	<b>46 wks</b>
a. Solar Canopy	4 wks
b. BESS	34 wks
c. Solar Panels	12 wks
d. Switchgear	52 wks
<b>IV. Execution</b>	<b>21 wks</b>
a. Construction	21 wks
i. Civil	8 wks
ii. Electrical	6 wks
iii. Solar	12 wks
iv. Bess	1 wks
v. Equipment set	4 wks
b. Commissioning	4 wks
c. Interconnection	8 wks
<b>V. Closeout</b>	<b>4 wks</b>

\* The combined time for the tasks does not accurately represent the main task duration. Overlapping tasks have compressed the overall time frame.

Timeline Graphic

# Project Implementation

## Fresno EOC



© 2023 Nuvve Holding Corp. All rights reserved. Proprietary and confidential. Not for external distribution.

15



## Project Management Plan

### Executive Summary

The Project Management Plan (PMP) serves as a comprehensive roadmap for the successful execution of your project. It encompasses various management plans, but the most immediate and relevant plans to the Fresno EOC project are the [Detailed Risk Analysis](#) and the [Fresno-Specific Critical Success Factors](#).

Collectively, all these management plans provide a robust framework for project success. They enable effective communication, stakeholder engagement, change management, conflict resolution, resource utilization, scope control, budget management, performance monitoring, and risk mitigation. By following the outlined plans and leveraging the identified strategies and tools, we can achieve our project objectives, deliver high-quality results, and meet stakeholder expectations. Continuous monitoring, evaluation, and improvement will ensure project success and maximize stakeholder value.

## Budget Management Plan

### BUDGET OBJECTIVES

#### Cost Estimation

- Develop a comprehensive budget for project activities, resources, materials, and contingencies.
- Utilize historical data, expert judgment, and industry benchmarks to estimate costs accurately.
- Consider potential risks and uncertainties impacting the budget.
- Incorporate appropriate contingencies.

#### Budget Allocation

- Allocate the approved project budget to different work packages, phases, or cost categories.
- Assign responsible parties to manage and track each area's budget.

#### Budget Documentation

- Maintain clear documentation of the budget plan, including detailed cost breakdowns, assumptions, and dependencies.
- Ensure transparency and accessibility of budget documentation for project stakeholders.

### BUDGET TRACKING AND CONTROL

#### Budget Baseline

- Establish a baseline budget that represents the approved financial plan for the project.
- Document and communicate the baseline budget to all relevant stakeholders.

#### Cost Monitoring

- Implement a robust system to track actual costs against the budget baseline.
- Review and analyze cost performance regularly to identify variations, discrepancies, or potential cost overruns.

#### Change Control

- Develop a process to evaluate and manage budget-related changes, such as scope changes or budget reallocation requests.
- Assess the impact of proposed changes on the budget and obtain appropriate approvals before implementing them.

#### Variance Analysis

- Conduct regular variance analysis to compare actual and planned costs and identify significant deviations.
- Investigate and address budget variances promptly, taking appropriate corrective actions when necessary.

### Risk Management

- Identify potential risks and uncertainties impacting the project budget.
- Develop risk mitigation strategies and contingency plans to address potential cost overruns or budget constraints.

## FINANCIAL REPORTING

### Budget Reports

- Prepare regular reports that provide a clear overview of the project's financial status, including actual costs, planned costs, variances, and forecasts.
- Communicate budget reports to relevant stakeholders to keep them informed and engaged.

### Forecasting and Projections

- Use historical data, trends, and project performance to forecast future financial requirements and project the expected budget outcomes.
- Update financial forecasts and projections regularly to reflect the most current information.

### Financial Governance and Compliance

- Ensure compliance with applicable financial regulations, organizational policies, and reporting requirements.
- Maintain accurate and auditable financial records under financial governance standards.

## BUDGET RECONCILIATION AND CLOSURE

- Conduct a thorough budget reconciliation at the end of the project to compare actual costs with the final budget.
- Identify and document any remaining unallocated funds or outstanding expenses.

## BUDGET MANAGEMENT REVIEW

- Conduct periodic reviews of the budget management processes to evaluate effectiveness and identify areas for improvement.
- Seek project team members, finance professionals, and stakeholders' feedback to enhance budget management practices.

## Change Management Plan

### INTRODUCTION

#### Purpose

The Change Management Plan outlines the approach to managing changes that may arise during the design, engineering, and construction of the behind-the-meter (BTM) infrastructure project to support approximately 50 EV shuttle buses.

#### Objective

Ensure changes are effectively assessed, approved, implemented, and communicated to minimize disruptions and achieve project success.

## CHANGE MANAGEMENT PROCESS

### Change Identification

- Establish a formal process to identify and document proposed changes, including scope, schedule, budget, or resource changes.
- Encourage stakeholders to report potential changes and provide a designated change request form.

### Change Evaluation and Impact

#### Assessment

- Assess the potential impact of each change on project objectives, scope, timeline, cost, quality, risks, and stakeholders.
- Engage the project team, relevant stakeholders, and subject matter experts to evaluate changes and provide recommendations.

### Change Approval

- Establish a Change Control Board (CCB) comprising key project stakeholders and decision-makers to review change requests.
- Define change approval criteria, considering project goals, feasibility, alignment with objectives, and impact assessment.
- Ensure change requests are properly documented and submitted to the CCB for evaluation and decision-making.

#### Change Implementation

- Develop an implementation plan for approved changes, including required tasks, resources, timelines, and dependencies.
- Assign responsibilities and ensure clear communication regarding the execution of approved changes.
- Monitor and track progress during change implementation, addressing any issues or risks that may arise.

#### Change Communication

- Establish a communication plan to inform stakeholders about approved changes, their rationale, and potential impacts.
- Tailor communication messages to different stakeholders and utilize appropriate channels for effective dissemination.
- Provide regular updates on the progress and outcomes of implemented changes.

#### Change Documentation and Reporting

- Maintain a change log to capture all change requests, evaluations, approvals, and implementation details.
- Ensure all change-related documentation is appropriately stored and accessible to project stakeholders.
- Generate periodic reports summarizing change requests' status, impact, and overall change management effectiveness.

### STAKEHOLDER ENGAGEMENT AND COMMUNICATION

- Identify key stakeholders impacted by proposed changes and involve them in the change management process.
- Establish effective communication channels to inform stakeholders about changes, address concerns, and gather feedback.
- Conduct stakeholder analysis to understand their attitudes, expectations, and potential change resistance.

### TRAINING AND SUPPORT

- Assess the need for training and support related to approved changes.
- Develop training materials and sessions to ensure project team members and relevant stakeholders have the necessary knowledge and skills to adapt to changes.
- Provide ongoing support during the transition period to address any challenges or questions that may arise.

### RISK MANAGEMENT

- Identify potential risks associated with changes, including risks to project objectives, scope, quality, schedule, and stakeholder satisfaction.
- Develop risk mitigation strategies and contingency plans to address identified risks.
- Monitor and evaluate risks throughout the change management process, taking appropriate action to mitigate or eliminate them.

### CHANGE EVALUATION AND LESSONS LEARNED

- Conduct regular evaluations of the change management process to identify areas for improvement.
- Capture lessons learned from implemented changes and incorporate them into future projects or change initiatives.
- Continuously refine the change management approach based on feedback, experiences, and best practices.

## Formal Process for Change Identification

### CHANGE REQUEST FORM: APPENDIX A

- Use the standardized change request form that captures essential information about the proposed change.
- When proposing a change, stakeholders must complete and submit the change request form.

### CHANGE REQUEST SUBMISSION

- Communicate the process for submitting change requests to all relevant stakeholders.
- Define the designated channels for submitting change requests, such as a dedicated email address or an online project management system.
- Provide clear instructions on how to complete the change request form and where to submit it.

### CHANGE REQUEST REVIEW

- Designate a Change Control Board (CCB) or a change management team responsible for reviewing change requests.
- Establish a schedule for regular CCB meetings or review cycles to ensure timely evaluation of change requests.
- Allocate resources, including subject matter experts, to assist in the review process.

### INITIAL CHANGE ASSESSMENT

- Upon receiving a change request, conduct an initial assessment to determine its feasibility and impact on the project.
- Evaluate the change's alignment with project objectives, scope, schedule, budget, quality standards, and contractual obligations.
- Identify potential risks and benefits associated with the proposed change.

### IMPACT ASSESSMENT

- Engage relevant stakeholders, such as project managers, technical experts, and key decision-makers, to assess the change's potential impact.
- Evaluate the change's implications on project deliverables, resources, dependencies, and work packages.
- Consider the change's impact on other project constraints, such as regulatory compliance, safety, and stakeholder satisfaction.

### CHANGE RECOMMENDATION

- Based on the impact assessment, recommend each change request.
- The recommendation can include approval, rejection, or request for additional information or clarification.
- Justify the recommendation with supporting details, highlighting the rationale and potential consequences of the decision.

### CHANGE APPROVAL

- Present the change requests and recommendations to the Change Control Board or relevant decision-makers.
- Conduct discussions, deliberations, and reviews to decide on each change request.
- Document the approval decisions, including any conditions or modifications associated with the approved changes.

### CHANGE NOTIFICATION

- Communicate the decision on each change request to the submitter and other stakeholders impacted by the change.
- Explain the decision clearly, highlighting the reasons for approval or rejection.
- Share any specific instructions or actions required from stakeholders regarding the approved changes.

#### CHANGE DOCUMENTATION

- Maintain a centralized change log or repository to record all change requests, their evaluations, and the corresponding decisions.
- Document any supporting materials, analysis, or references related to the change request and impact assessment.
- Update relevant project documentation, such as the project scope, schedule, budget, and requirements, to reflect approved changes.

#### CHANGE MONITORING

- Establish mechanisms to monitor and track the implementation of approved changes.
- Regularly assess the progress, effectiveness, and outcomes of implemented changes.
- Capture any lessons learned or feedback from stakeholders during the change implementation process.

Appendix A  
Change Request Form

<b>CHANGE REQUEST ID</b>	<b>[AUTO-GENERATED]</b>
<b>DATE SUBMITTED</b>	[DATE]
<b>SUBMITTED BY</b>	[NAME]
<b>CONTACT INFORMATION</b>	[EMAIL, PHONE]
<b>CHANGE DESCRIPTION</b> [DESCRIBE THE PROPOSED CHANGE IN DETAIL, INCLUDING THE SPECIFIC AREA OR ASPECT OF THE PROJECT AFFECTED BY THE CHANGE.]	
<b>REASON FOR CHANGE</b> [PROVIDE A CLEAR RATIONALE FOR THE PROPOSED CHANGE, EXPLAINING THE NEED, BENEFITS, AND ANY RELEVANT SUPPORTING INFORMATION.]	
<b>IMPACT ASSESSMENT</b> [ASSESS THE POTENTIAL IMPACT OF THE CHANGE ON VARIOUS PROJECT ASPECTS, INCLUDING SCOPE, SCHEDULE, BUDGET, QUALITY, RESOURCES, STAKEHOLDERS, AND RISKS.]	
<b>PROPOSED SOLUTION</b> [OUTLINE THE RECOMMENDED SOLUTION OR APPROACH TO IMPLEMENT THE CHANGE, INCLUDING ANY NECESSARY ADJUSTMENTS TO PROJECT PLANS, DELIVERABLES, OR RESOURCES.]	
<b>STAKEHOLDER IDENTIFICATION</b> [LIST THE KEY STAKEHOLDERS AFFECTED BY THE CHANGE AND SPECIFY THEIR ROLES OR RESPONSIBILITIES CONCERNING THE PROPOSED CHANGE.]	
<b>ATTACHMENTS</b> [IF APPLICABLE, PROVIDE ANY SUPPORTING DOCUMENTATION, SUCH AS DIAGRAMS, TECHNICAL SPECIFICATIONS, OR RELEVANT REPORTS.]	
<b>CHANGE REQUEST EVALUATION</b>	
<b>INITIAL ASSESSMENT</b> [PROVIDE AN INITIAL ASSESSMENT OF THE CHANGE REQUEST, INDICATING ITS FEASIBILITY AND ALIGNMENT WITH PROJECT OBJECTIVES.]	
<b>IMPACT ASSESSMENT</b> [SUMMARIZE THE FINDINGS OF THE IMPACT ASSESSMENT, INCLUDING THE IDENTIFIED IMPLICATIONS ON PROJECT CONSTRAINTS, DEPENDENCIES, AND RISKS.]	
<b>RECOMMENDATION</b> [PROVIDE A RECOMMENDATION FOR THE CHANGE REQUEST, INDICATING WHETHER IT SHOULD BE APPROVED, REJECTED, OR REQUIRE FURTHER INFORMATION OR CLARIFICATION.]	
<b>DECISION</b>	
<b>APPROVED</b> [INDICATE IF THE CHANGE REQUEST HAS BEEN APPROVED. IF APPROVED, PROVIDE ANY SPECIFIC CONDITIONS OR MODIFICATIONS ASSOCIATED WITH THE APPROVAL.]	
<b>REJECTED</b> [INDICATE IF THE CHANGE REQUEST HAS BEEN REJECTED. PROVIDE A BRIEF EXPLANATION FOR THE REJECTION.]	
<b>ADDITIONAL INFORMATION OR COMMENTS</b> [INCLUDE ANY ADDITIONAL INFORMATION, COMMENTS, OR INSTRUCTIONS RELATED TO THE CHANGE REQUEST.]	
<b>SIGNATURE</b> [DIGITAL OR PHYSICAL SIGNATURE]	
<b>DATE</b>	[DATE]

## Appendix B Change Request Log

Change Request ID	Date Submitted	Submitted by	Change Description	Change Reason	Impact Assessment	Proposed Solution	Stakeholder ID	Status	Approved by	Approval Date
CR-001										

## Communication Management Plan

### PURPOSE

The communication plan establishes effective communication channels and guidelines to ensure a timely and accurate exchange of information among project stakeholders. The plan aims to facilitate clear and consistent communication, foster collaboration, and address conflicts or concerns through open and transparent communication.

### OBJECTIVES

The communication plan aims to achieve the following objectives:

- Facilitate clear and consistent communication between the project team and external stakeholders.
- Ensure all stakeholders are adequately informed about project progress, changes, and decisions.
- Foster collaboration, engagement, and support from project stakeholders.
- Resolve conflicts and address concerns through open and transparent communication.

### KEY STAKEHOLDERS

Identify the stakeholders involved, including project team members, sponsors, clients, end-users, and other relevant parties. Determine their roles, responsibilities, and communication needs. Next, classify stakeholders based on their influence, interest, or involvement in the project.

### COMMUNICATION CHANNELS

#### Identify

Identify the preferred communication channels for different types of communication.

Common channels include:

**Email:** For formal communication, updates, and document sharing.

**Meetings:** For discussions, brainstorming sessions, and decision-making.

**Project Management Software:** For task tracking, document sharing, and collaboration.

**Collaboration Tools:** For real-time communication, file sharing, and team collaboration.

#### Specify

Specify the purpose and frequency of using each communication channel. For example:

**Email:** Weekly progress updates, change notifications, and formal project communication.

**Meetings:** Regular team meetings, milestone reviews, and stakeholder meetings.

**Project Management Software:** Daily task updates, document repository, and project tracking.

**Collaboration Tools:** Ad hoc discussions, quick updates, and real-time collaboration.

### Determine

Determine the parties responsible for managing and monitoring each channel. Assign individuals or roles responsible for overseeing communication channels and ensuring proper functioning.

## COMMUNICATION METHODS AND FREQUENCY

### Define

Define the methods of communication for different types of information. Examples include:

#### Progress Updates

- Weekly status reports, team meetings, or online project management tools.

#### Status Reports

- Monthly reports are shared with stakeholders via email or project management software.

#### Milestone Achievements

- Formal presentations, milestone review meetings, or newsletters.

#### Risks and Issues

- Immediate email notifications, ad hoc meetings, or risk management reports.

### Specify

Specify the frequency and timing of communication for each type of information. For example:

- Progress updates: Weekly on Fridays, covering achievements, challenges, and upcoming tasks.
- Status reports: Monthly on the last business day, summarizing project progress and highlighting key metrics.
- Milestone achievements: Immediately after completing a significant milestone, with a celebratory meeting or email announcement.
- Risks and issues: Immediately upon identification or assessment, with timely updates until resolution.

### Clarify

Clarify the parties responsible for initiating and delivering the communication. Assign specific team members or roles accountable for preparing, reviewing, and distributing each type of communication.

## REPORTING AND DOCUMENTATION

- Identify the reports and documents that must be generated and distributed to stakeholders. Examples include:
  - Project progress reports
  - Budget and financial reports
  - Risk and issue logs
  - Meeting minutes and action items
  - Stakeholder status reports
- Determine each report or document's format, content, and distribution list. Next, specify the templates, key data points, and stakeholders who should receive the reports.
- Establish timelines for report generation and distribution. Set report creation, review, and distribution deadlines to ensure stakeholders receive information promptly.

## ESCALATION PROCEDURE

- Define a procedure for escalating issues or concerns that require immediate attention or decision-making. Establish a clear escalation path to ensure swift resolution of critical matters.
- Specify the individuals or roles responsible for handling escalated matters. Identify who should be notified and who has the authority to make decisions.
- Outline the communication channels and time frames for escalating and resolving issues. Define the process for escalating problems, the frequency of follow-ups, and how updates will be communicated.

## STAKEHOLDER ENGAGEMENT

- Identify strategies for engaging and involving stakeholders in project activities and decision-making processes. Examples include:
  - Regular stakeholder meetings
  - Surveys or feedback sessions
  - Workshops or focus groups.
  - One-on-one discussions or interviews
- Determine the methods for soliciting feedback, addressing concerns, and managing stakeholder expectations. Plan for regular communication with stakeholders to maintain their support and involvement.

## COMMUNICATION RISK MANAGEMENT

- Identify potential communication risks and challenges that may arise during the project. Examples include misinterpretation of information, lack of clarity in communication, or stakeholder resistance.
- Develop mitigation strategies to address communication barriers, conflicts, or misunderstandings. Examples include providing clear, concise messages, regular check-ins, or establishing feedback loops.
- Regularly assess the effectiveness of communication and adjust as necessary. Monitor communication channels, solicit stakeholder feedback, and implement improvements based on lessons learned.

## REVIEW AND UPDATE

Establish a process for reviewing and updating the communication plan regularly. Schedule periodic evaluations to ensure the communication plan remains relevant and practical throughout the project lifecycle.

### Stakeholder Tracking

Name	Role	Organization	Contact Info	Category	Role/Influence	Potential Risks	Mitigation Plan	Action Plan	Notes

## Conflict Resolution Management Plan

### INTRODUCTION

The Conflict Resolution Management Plan outlines the procedures and strategies to address and resolve conflicts that may arise during the project. It aims to promote effective communication, collaboration, and constructive problem-solving to minimize the impact of conflicts on project objectives and maintain a positive project environment.

### CONFLICT IDENTIFICATION

The Conflict Resolution Management Plan outlines the procedures and strategies to address and resolve conflicts that may arise during the project. It aims to promote effective communication, collaboration, and constructive problem-solving to minimize the impact of conflicts on project objectives and maintain a positive project environment.

#### Proactive Conflict Identification

Encourage open communication and regular project status updates to identify potential conflicts early. - Conduct periodic risk assessments to identify sources of conflicts and anticipate potential issues. - Foster a culture of transparency and trust where team members feel comfortable raising concerns and discussing conflicts openly.

### Reactive Conflict Identification

Establish clear channels for reporting conflicts, such as a designated point of contact or a conflict reporting mechanism. Encourage project team members to promptly report conflicts as they arise, providing sufficient details and supporting information.

## CONFLICT RESOLUTION PROCESS

### Conflict Assessment and Definition

Assign a neutral facilitator or conflict resolution team responsible for assessing the conflict and defining its nature, causes, and potential impact. - Engage the involved parties in an open dialogue to gather their perspectives and understand the underlying issues.

### Collaboration and Problem-Solving

Facilitate a collaborative environment where parties can express their concerns, interests, and proposed solutions. - Encourage active listening, empathy, and respect for different viewpoints to foster a constructive problem-solving approach. - Utilize brainstorming, negotiation, and mediation techniques to explore potential solutions and reach a mutually beneficial agreement.

### Escalation and Mediation

If the conflict remains unresolved, escalate the matter to higher-level management or the designated authority responsible for conflict resolution. - Engage a trained mediator or third-party neutral to facilitate discussions and guide the conflicting parties towards a resolution. - Maintain confidentiality and impartiality during the mediation process to create a safe and unbiased space for dialogue.

### Formal Dispute Resolution

Establish a formal dispute resolution process when informal resolution methods fail. - If necessary, define the procedures for escalating conflicts to an arbitration board or legal authorities. - Clearly outline the formal dispute resolution process's roles, responsibilities, and timelines.

## COMMUNICATION AND DOCUMENTATION

- Maintain clear and accurate records of all conflicts, their resolutions, and any related communication.
- Document the steps to address conflicts, including the parties involved, decisions made, and any agreed-upon actions.
- Share relevant conflict resolution updates with the project team and stakeholders to maintain transparency and alignment.

## CONFLICT PREVENTION STRATEGIES

- Proactively identify and address potential sources of conflict through effective project planning, risk management, and stakeholder engagement.
- Foster a collaborative team culture with open lines of communication and regular feedback mechanisms.
- Encourage early problem-solving and encourage team members to address conflicts directly and constructively.

## CONFLICT RESOLUTION TRAINING AND SUPPORT

- Provide conflict resolution training to project team members to enhance their conflict management and negotiation skills.
- Offer access to external resources, such as conflict resolution experts or consultants, to provide guidance and support during challenging conflict situations.

## REVIEW AND CONTINUOUS IMPROVEMENT

- Regularly review the effectiveness of the conflict resolution process and adjust it based on lessons learned and feedback from project team members.
- Seek opportunities to improve conflict prevention strategies and promote a positive project culture.

## Cost Control Plan

### COST PLANNING

#### Cost Objectives

- Clearly define the cost objectives, including the total project budget, constraints, and allowable variances.
- Identify any specific cost requirements or limitations that stakeholders or project sponsors impose.
- Align the cost plan with the overall project goals and priorities.

#### Cost Estimation

- Develop a comprehensive cost estimation approach, considering historical data, expert judgment, and industry benchmarks.
- Use estimation techniques such as analogous estimation, bottom-up estimation, or parametric estimation to derive accurate cost estimates for each project component.
- In the cost estimation process, Account for direct costs (labor, materials, equipment) and indirect costs (overhead, contingencies).

#### Budget Development

- Establish the project budget by aggregating the estimated costs for all project components.
- Allocate the budget to specific work packages or activities based on the WBS and project schedule.
- Consider contingency reserves or management reserves to address unforeseen events or risks.

#### Cost Baseline

- Establish a cost baseline that represents the approved version of the project budget.
- Document and communicate the cost baseline to all relevant stakeholders as a reference point for cost tracking and control.
- Include the cost baseline in the project management software or tools used for tracking and reporting.

### COST TRACKING AND CONTROL

#### Cost Monitoring

- Implement a robust cost-tracking system to monitor expenditures against the planned budget.
- Regularly update the project cost data, including actual, committed, and forecasted costs.
- Ensure project team members and stakeholders accurately and consistently report cost data.

#### Cost Variance Analysis

- Calculate the cost variance (CV) by comparing the actual costs against the planned budget.
- Analyze cost variances to identify activities or areas where actual costs exceed or are lower than the budgeted amounts.
- Investigate the reasons behind cost variances and take appropriate corrective actions.

#### Earned Value Management (EVM)

- Implement an EVM system to integrate cost, schedule, and scope performance measurements.
- Use EVM techniques such as Earned Value (EV), Planned Value (PV), and Actual Cost (AC) to assess project performance.
- Calculate key EVM metrics, including Cost Performance Index (CPI) and Schedule Performance Index (SPI), to measure cost efficiency and schedule adherence.

#### Change Control

- Establish a change control process to evaluate and manage cost-related changes, such as scope changes, additional work requests, or resource adjustments.

- Assess the impact of proposed changes on the project budget and obtain appropriate approvals before implementing them.
- Maintain a change log to document all approved changes and their effects on the project cost baseline.

#### Cost Forecasting

- Utilize cost forecasting techniques to predict future costs based on project progress and performance trends.
- Update the cost forecast regularly to provide accurate projections of the final project cost.
- Identify potential cost risks or deviations from the budget and take proactive measures to mitigate them.

### COST REPORTING

#### Cost Reports

- Prepare regular cost reports to communicate project cost status and performance to stakeholders.
- Include actual costs, variances, EVM metrics, cost forecasts, and budget utilization.
- Customize the format and level of detail in the cost reports based on the needs of different stakeholders.

#### Cost Review Meetings

- Conduct periodic cost review meetings with project stakeholders to discuss cost performance, variances, and trends.
- Use these meetings to address cost-related issues, propose corrective actions, and seek relevant parties' input.
- Update the cost management plan as necessary based on the outcomes of these meetings.

### COST CONTROL PROCEDURES

#### Cost Reduction Measures

- Identify cost reduction opportunities by analyzing cost drivers, conducting value engineering exercises, or seeking alternative solutions.
- Implement cost-saving measures without compromising project quality or performance.
- Evaluate the feasibility and risks associated with cost-reduction initiatives before implementing them.

#### Vendor and Supplier Management

- Establish effective vendor and supplier management procedures to ensure competitive pricing, timely delivery, and adherence to budget constraints.
- Monitor vendor performance and contract terms to avoid cost overruns or disputes.
- Foster strong relationships with vendors and suppliers to negotiate favorable terms and manage costs effectively.

#### Cost Contingency Management

- Maintain an appropriate level of contingency reserves to address potential cost overruns or unforeseen events.
- Regularly reassess the contingency reserves based on project risks, progress, and cost performance.
- Document and obtain necessary approvals for any changes made to the contingency reserves.

#### Cost Awareness Training

- Promote cost awareness and accountability among project team members and stakeholders.
- Provide training or workshops on cost management principles, techniques, and responsibilities.

- Encourage a cost-conscious culture within the project team and foster continuous improvement in cost management practices.

## COST AUDITING COMPLIANCE

### Cost Audits

- Conduct periodic cost audits to ensure compliance with cost management procedures, policies, and regulations.
- Verify the accuracy and reliability of cost data, including cost estimates, budgets, and actual expenditures.
- Identify cost control gaps or non-compliance issues and take appropriate corrective actions.

### Financial Reporting Compliance

- Ensure compliance with financial reporting requirements, accounting standards, and applicable regulations.
- Coordinate with the finance or accounting department to align cost management practices with organizational financial policies.
- Maintained accurate and auditable cost records to facilitate financial reporting and external audits.

## LESSONS LEARNED AND CONTINUOUS IMPROVEMENT

### Lessons Learned

- Document lessons learned related to cost management throughout the project lifecycle.
- Identify successful cost management practices, challenges encountered, and recommendations for future projects.
- Use lessons learned to refine cost management processes and improve cost control effectiveness.

### Continuous Improvement

- Continuously assess and enhance cost management procedures based on feedback, performance data, and industry best practices.
- Foster a culture of continuous improvement by encouraging feedback, innovation, and sharing of cost management knowledge and experiences.

## Fresno-Specific Critical Success Factors

### CRITICAL RISK FACTORS

Based on the Scope of Work below, here are the Critical Risk Factors:

- Designed, engineered, and constructed the behind-the-meter (BTM) infrastructure to support approximately 50 EV shuttle buses.
- PG&E (PACIFIC GAS AND ELECTRIC) will be responsible for the electrical infrastructure up to the meter (TTM) panel, covering the costs of construction, ownership, and maintenance. PG&E will determine customer-owned eligibility based on the project scope and associated expenses. The contractor will act as a liaison between the customer and PG&E.
- Procurement and installation of approximately 50 V2G rebate-eligible Level 2 (L2) and Level 3 (L3) charging stations with bi-directional Vehicle-to-Grid (V2G) capabilities.
- Design, engineering, supply, and installation of an on-site solar generation system and battery to offset 100% of the anticipated vehicle consumption.
- Please note that the assumption here is that vehicles purchased outside of Nuvve's procurement processes are V2G capable. However, it's essential to be aware that if a vehicle has not passed Nuvve's interoperability testing, V2G revenue is not guaranteed.
- If the selected EV is incompatible with the specified charging equipment (DCFC EVSE spec sheet provided on [p. 134](#)), the contracting party shall be responsible for all costs to modify the EVSE to ensure compatibility. These costs shall be allocated to the contingency

line item of the project budget. This clause clarifies that the EVSE supplier shall not bear financial responsibility for incompatibilities resulting from the equipment selection made by the contracting party.

### Permitting and Regulatory Compliance

#### **Risk**

Delays or complications in obtaining necessary permits and ensuring compliance with local, state, and federal regulations for the design, engineering, and construction of the BTM infrastructure, charging stations, and solar generation system.

#### **Explanation**

Obtaining permits and complying with regulations related to electrical infrastructure, construction, environmental impact, and safety can involve complex processes and potential challenges. Delays or non-compliance can significantly impact project timelines and costs.

### Technical Challenges

#### **Risk**

Encountering technical difficulties or limitations during the design, engineering, and construction of the BTM infrastructure, charging stations, solar generation system, and integration of V2G capabilities.

#### **Explanation**

Technical challenges may arise in infrastructure design, electrical system compatibility, integrating V2G capabilities, optimizing charging station performance or ensuring efficient solar generation and battery storage. Effectively addressing these challenges is essential to achieving the desired outcomes.

### Budget and Cost Overruns

#### **Risk**

Exceeding the allocated budget for the project due to unexpected expenses related to construction, materials, equipment, or unforeseen design/engineering changes.

#### **Explanation**

Budget constraints and potential cost overruns can occur due to inaccurate cost estimates, unforeseen site conditions, fluctuations in material prices, scope changes, or inadequate cost control measures. Monitoring and managing the budget effectively are critical to project success.

### Supply Chain and Vendor Management

#### **Risk**

Delays or disruptions in procuring and delivering charging stations, solar generation system components, battery storage, and electric shuttle buses.

#### **Explanation**

Managing the supply chain involves coordinating with multiple vendors, ensuring timely delivery of equipment and components, monitoring quality, and mitigating potential delays or issues. Supply chain disruptions, such as component shortages or logistical challenges, can impact project schedules and costs.

### Coordination and Communication

#### **Risk**

Miscommunication or lack of coordination between the contractor, customer, and PG&E leads to delays, errors, or misunderstandings during project execution.

#### **Explanation**

Effective communication and coordination are crucial for aligning project stakeholders, ensuring clarity in project requirements, resolving issues, and maintaining project progress. Inadequate communication can result in delays, rework, and increased project complexity.

### Integration and Interoperability

#### **Risk**

Challenges in integrating the BTM infrastructure, charging stations, solar generation system, and V2G capabilities to ensure seamless operation and optimal performance.

#### **Explanation**

Integrating various components and systems may require addressing interoperability challenges, ensuring compatibility between different technologies, and validating the performance of integrated solutions. Failure to achieve seamless integration can lead to operational issues and reduced system efficiency.

### Safety and Security

#### **Risk**

Safety incidents include electrical hazards during construction or operation and security threats to the infrastructure, charging stations, and electric shuttle buses.

#### **Explanation**

Construction and operation of electrical infrastructure, charging stations, and electric vehicles require adherence to safety standards and protocols. Failure to implement proper safety measures can result in accidents or injuries. Additionally, cybersecurity threats to charging infrastructure and V2G capabilities must be addressed to safeguard against unauthorized access or data breaches.

### Environmental Impact and Sustainability

#### **Risk**

Failing to achieve the intended environmental benefits, such as offsetting vehicle consumption through the solar generation system.

#### **Explanation**

Environmental impact assessments, compliance with regulations, and implementation of sustainable practices are essential to ensure the project's alignment with environmental goals. Failure to meet sustainability targets or address environmental concerns can result in reputational damage and regulatory non-compliance.

### Stakeholder Management

#### **Risk**

Stakeholder resistance or lack of support for the project, including the customer, PG&E, local community, or other relevant stakeholders.

#### **Explanation**

Stakeholder engagement, addressing concerns, and managing expectations are critical for project success. Stakeholders with competing interests, concerns about project impacts, or resistance to change may hinder progress if not effectively handled.

#### Project Schedule and Timelines

##### **Risk**

Delays in project milestones and timelines impact the project schedule and delivery.

##### **Explanation**

Various factors, such as permit delays, technical challenges, supply chain disruptions, coordination issues, or unforeseen circumstances, can cause schedule delays. Failure to manage and mitigate these risks effectively can impact project completion, financial implications, and stakeholder satisfaction.

#### Vehicle Procurement

##### **Risk**

Delays or challenges in procuring approximately 25 V2G-capable electric shuttle buses.

##### **Explanation**

The procurement process, including vendor selection, contract negotiation, and vehicle delivery, can result in delays due to limited availability, production delays, supply chain disruptions, or unforeseen manufacturing issues. Any delays in vehicle procurement can impact project timelines and overall operational readiness.

#### Grant Management

##### **Risk**

Inadequate management of grants and associated requirements for funding the project.

##### **Explanation**

If the project relies on grant funding, managing the grants effectively, complying with grant regulations, meeting reporting obligations, and tracking expenses accurately are essential. Failure to adhere to grant requirements can result in potential funding reduction, claw-backs, or reputational damage.

#### Funding and Budget Constraints

##### **Risk**

Insufficient funds or budget constraints impacting the procurement of electric shuttle buses or grant management activities.

##### **Explanation**

Limited funds or budget constraints can restrict the ability to procure the required electric shuttle buses or meet grant management obligations. Inadequate financial planning, unexpected expenses, or changes in funding availability can pose risks to project implementation.

#### Compliance with Grant Requirements

##### **Risk**

Non-compliance with the specific requirements or conditions associated with the grants received for the project.

##### **Explanation**

Grants typically come with specific obligations, reporting requirements, milestones, or performance metrics that must be met. Failure to comply with these grant requirements can result in funding penalties, repayment obligations, or loss of grant funding altogether.

### Grant Approval and Timelines

#### **Risk**

Delays in approval or extended timelines for securing grant funding.

#### **Explanation**

Securing grant approval can involve an extensive application and review process, which may experience delays due to administrative procedures, additional documentation requests, or other factors. Delays in grant approval can impact project schedules and funding availability.

### Grant Reporting, Compliance, and Documentation

#### **Risk**

Inadequate or incomplete reporting and documentation related to grant-funded activities.

#### **Explanation**

Grant agreements often require periodic reporting, financial documentation, and performance metrics. Failure to provide accurate and timely reporting or maintain appropriate documentation can result in grant compliance issues and potential funding reductions.

### Grant Funding Uncertainty

#### **Risk**

Uncertainty regarding the availability or continuity of grant funding throughout the project lifecycle.

#### **Explanation**

Grant funding may be subject to changes in government priorities, budget cuts, or policy shifts. Uncertainty regarding the availability or continuity of grant funding can create risks to project funding and sustainability.

## Monitoring and Control Plan

### PERFORMANCE MEASUREMENT

#### Key Performance Indicators (KPIs)

- Identify and define key performance indicators that align with project objectives and success criteria.
- Establish clear targets or benchmarks for each KPI (Key Performance Indicators) to monitor project performance.

#### Data Collection and Analysis

- Determine the data collection methods and tools required to capture relevant project performance data.
- Establish a regular reporting cycle and schedule for collecting and analyzing performance data.

#### Performance Baselines

- Establish performance baselines for key project metrics, such as schedule, budget, quality, and scope.
- Document and communicate the baselines to stakeholders as a reference point for measuring performance.

### PROJECT TRACKING AND REPORTING

#### Project Schedule

- Monitor project progress against the schedule by comparing actual progress with planned activities and milestones.
- Utilize project management software or tools to track and visualize schedule performance.

#### Budget Tracking

- Monitor project expenditures and financial performance against the approved budget.
- Regularly review and analyze budget variances and take appropriate actions to address deviations.

#### Quality Assurance

- Implement a quality management system to monitor and control project quality.
- Conduct inspections, audits, or tests to ensure project deliverables meet the required quality standards.

### SCOPE CONTROL

- Monitor and control project scope by reviewing and approving any proposed scope changes.
- Use change management processes to assess the impact of scope changes on schedule, budget, and resources.

### RISK MANAGEMENT

- Continuously monitor identified risks and evaluate their likelihood and impact on project objectives.
- Implement risk response strategies and track risk mitigation actions to minimize potential negative impacts.

### ISSUE AND CHANGE CONTROL

#### Issue Identification and Tracking

- Establish a process for identifying and documenting project issues or concerns.
- Assign responsibilities for issue resolution and track the progress of issue resolution activities.

#### Change Control

- Implement a change control process to evaluate, review, and approve proposed changes to the project.
- Document change requests, assess their impact, and communicate decisions to relevant stakeholders.

### STAKEHOLDER COMMUNICATION

#### Communication Plan

- Develop a communication plan to ensure timely and accurate information dissemination to project stakeholders.
- Define communication channels, frequency, and relevant stakeholders for each communication type.

#### Status Reporting

- Prepare regular project status reports to update stakeholders on progress, issues, risks, and mitigation strategies.
- Tailor the format and content of reports based on stakeholder requirements and expectations.

#### Project Governance

- Establish clear roles and responsibilities for project governance and decision-making.
- Conduct periodic project reviews and audits to ensure adherence to project processes, standards, and governance frameworks.

#### Lessons Learned

- Encourage continuous learning and improvement by capturing lessons learned throughout the project.

- Conduct post-project reviews to document successes, challenges, and recommendations for future projects.

#### Escalation and Issue Resolution

- Define escalation paths for addressing project issues or conflicts that cannot be resolved at the project team level.
- Establish procedures for prompt issue resolution to minimize the impact on project progress.

#### Monitor and Control Plan Review

- Conduct periodic reviews of the Monitor and Control Plan to evaluate its effectiveness.
- Seek feedback.

## Quality Management Plan

### INTRODUCTION

This Quality Management Plan aims to ensure that the EVSE (Electronic Vehicle Supply Equipment) deployment, solar power system, stationary battery (BESS (Battery Energy Storage Systems)), adequate lighting installation, and grant writing services meet the required quality standards. In addition, this plan outlines the project's processes, procedures, and responsibilities for quality management.

### QUALITY OBJECTIVES

- Ensure the design, installation, and commissioning of the EVSE infrastructure, solar power system, stationary battery, and lighting meet the specifications and industry standards.
- Minimize the risk of project delays, rework, and customer dissatisfaction.
- Achieve high customer satisfaction by delivering a reliable and efficient charging infrastructure.
- Ensure the grant writing services are high quality, effectively meeting the requirements and maximizing funding opportunities.

### QUALITY ROLES AND RESPONSIBILITIES

#### Project Manager

Responsible for overall quality management and ensuring adherence to the Quality Management Plan.

#### Quality Assurance (QA) Manager

Responsible for developing and implementing quality control procedures and conducting audits to verify compliance.

#### Project Team

Responsible for executing project activities according to quality standards and reporting quality issues to the Project Manager.

### QUALITY PLANNING

#### Quality Standards

Adhere to relevant industry standards and guidelines for EVSE, solar power systems, stationary batteries, lighting, and grant writing services.

#### Quality Control

Develop and implement processes to ensure each component and deliverable meets the specified quality requirements.

#### Quality Assurance

Conduct periodic audits and inspections to verify compliance with quality standards and identify opportunities for improvement.

### QUALITY CONTROL PROCESSES AND PROCEDURES

#### Design and Engineering Review

Review the design and engineering plans for the EVSE infrastructure, solar power system, stationary battery, lighting, and grant writing services to ensure they meet the project requirements.

#### Material Inspection

Inspect all materials and equipment procured for the project to ensure they meet the specified quality standards.

#### Installation and Construction Quality Control

Implement inspection and testing procedures during installation and construction to ensure adherence to specifications and industry standards.

#### Commissioning and Testing

To verify functionality, safety, and performance, perform comprehensive testing and commissioning of the EVSE, solar power system, and stationary battery.

#### Documentation Control

Maintain accurate and up-to-date documentation, including drawings, specifications, test reports, and records of inspections and audits.

#### Non-Conformance Management

Develop a process for identifying, documenting, and resolving non-conformances. Implement corrective and preventive actions as necessary.

### QUALITY ASSURANCE PROCESSES AND PROCEDURES

#### Audits

Conduct periodic audits to assess compliance with quality standards, identify areas for improvement, and ensure corrective actions are implemented.

#### Training and Competence

Provide necessary training and ensure project team members and subcontractors possess the knowledge and skills to perform their tasks effectively.

#### Lessons Learned

Capture lessons learned throughout the project to improve processes, procedures, and future project performance.

### QUALITY COMMUNICATION AND REPORTING

#### Quality Performance Reporting

Provide regular updates on quality performance to the project stakeholders, including progress against quality objectives, key quality issues, and corrective actions taken.

#### Issue Resolution

Establish a process for identifying, documenting, and resolving quality issues. Communicate resolutions and lessons learned to the project team.

#### Stakeholder Feedback

Solicit feedback from stakeholders to gauge their satisfaction with the quality of the deliverables and services provided.

### QUALITY DOCUMENTATION

All quality-related documentation, including plans, procedures, inspection reports, test results, and audit findings, should be appropriately documented and maintained throughout the project.

## Resource Management Plan

### RESOURCE IDENTIFICATION AND REQUIREMENTS

#### Human Resources

- Identify the roles and responsibilities required for the project and create a staffing plan outlining the specific skills, expertise, and experience needed.
- Determine the resources needed for each role and define their availability throughout the project lifecycle.
- Consider resource constraints like vacations, training, and other project commitments.

#### Equipment and Materials

- Identify the equipment and materials required for the project, considering the scope of work and specific deliverables.
- Create an inventory of available resources, and if necessary, assess the need for procuring or renting additional equipment and materials.
- Define each resource's specifications, quantity, quality standards, and expected delivery timelines.

#### Facilities and Infrastructure

- Assess the need for dedicated project facilities or specific infrastructure requirements, such as office space, meeting rooms, storage areas, and IT infrastructure.
- Secure the necessary facilities and infrastructure promptly, ensuring they meet project needs and comply with safety and regulatory standards.

### RESOURCE ACQUISITION AND ALLOCATION

#### Human Resources

- Identify potential sources for acquiring human resources, including internal staff, contractors, or external agencies.
- Define the recruitment and selection process, including job postings, interviews, and skill assessments, to ensure the right individuals are selected for each role.
- Develop an onboarding and orientation plan to familiarize new resources with the project objectives, processes, and expectations.
- Assign resources to specific project roles and responsibilities based on their skills, expertise, availability, and requirements.
- Regularly review resource allocation to address imbalances or conflicts and make necessary adjustments.

#### Equipment and Materials

- Establish relationships with vendors, suppliers, and procurement channels to acquire necessary equipment and materials.
- Define the procurement process, including requests for proposals (RFPs), evaluation criteria, and contract negotiation, to ensure timely and cost-effective acquisition.
- Monitor inventory levels, track resource usage, and replenish or replace resources as needed to avoid delays or interruptions.

#### Facilities and Infrastructure

- Secure necessary facilities and infrastructure through leasing agreements, partnerships, or internal arrangements.
- Coordinate with facility management or relevant stakeholders to ensure the availability and readiness of project-specific facilities.
- Conduct regular inspections and maintenance of facilities to address any issues promptly and ensure a safe and productive working environment.

### RESOURCE UTILIZATION AND OPTIMIZATION

#### Resource Scheduling and Workload Management

- Develop a project schedule considering resource availability, dependencies, and milestones.
- Implement a resource management system or software to track resource assignments, utilization, and conflicts.
- Monitor resource workload and balance assignments to prevent overallocation and mitigate burnout or decreased productivity risks.
- Identify critical resources or skills and prioritize their allocation to high-priority tasks or project phases.

#### Skills Development and Training

- Assess the skills gaps and development needs of the project team.
- Provide training and development opportunities to enhance the skills and competencies of project team members.

- Encourage knowledge sharing and cross-training to improve resource flexibility and enable smoother resource transitions.

#### Resource Performance and Motivation

- Establish performance evaluation criteria and feedback mechanisms to monitor resource performance.
- Provide regular performance feedback and recognition to motivate and retain talented resources.
- Implement effective communication channels to address resource concerns, provide support, and foster a positive working environment.

#### RESOURCE CONTINGENCY PLANNING

- Identify potential risks and uncertainties that may impact resource availability, such as changes in project scope, resource turnover, or external factors.
- Develop contingency plans to address resource disruptions, including alternative sourcing options, skill succession plans, or resource reallocation strategies.
- Maintain open communication with stakeholders and proactively address resource-related risks and issues.

#### RESOURCE TRACKING AND REPORTING

- Implement a robust tracking and reporting mechanism to monitor resource utilization, costs, and performance.
- Regularly generate resource-related reports, including resource allocation summaries, utilization rates, and budget expenditures.
- Share resource reports with key stakeholders to ensure transparency and enable informed decision-making.

#### CHANGE MANAGEMENT AND RESOURCE IMPACTS

- Integrate resource management with the Change Management Plan to assess and address resource impacts resulting from changes in project scope, schedule, or requirements.
- Conduct resource impact assessments for change requests and update resource allocation and scheduling accordingly.

#### RESOURCE RELEASE AND TRANSITION

- Define the process for releasing and transitioning resources upon project completion or phase completion.
- Conduct knowledge transfer sessions to capture and transfer project-specific knowledge to relevant stakeholders or successors.
- Complete necessary paperwork, such as resource release forms, exit interviews, or equipment return procedures.

#### RESOURCE MANAGEMENT REVIEW

- Conduct periodic reviews of resource management processes and performance.
- Seek feedback from project team members and stakeholders to identify areas for improvement and implement necessary adjustments.
- Continuously monitor resource management metrics and benchmarks to drive ongoing optimization.

## Risk Management Plan

### INTRODUCTION

This Risk Management Plan aims to identify, assess, and manage potential risks associated with the EVSE deployment, solar power system, stationary battery (BESS), adequate lighting installation, and grant writing services. In addition, this plan outlines the project's processes, procedures, and responsibilities for risk management.

### RISK MANAGEMENT OBJECTIVES

- Identify potential risks impacting project objectives, including cost, schedule, quality, and safety.
- Assess the probability and severity of risks to prioritize them for mitigation.
- Develop strategies and actions to mitigate, avoid, transfer, or accept identified risks.
- Monitor and review risks throughout the project lifecycle to ensure proactive risk management.

### RISK MANAGEMENT PROCESS

Identify potential risks related to the project scope, including but not limited to:

#### Technology

Technology-related risks: Potential issues with EVSE infrastructure, solar power system, stationary battery, and lighting technologies.

#### Schedule

Schedule risks: Delays in design, construction, installation, or commissioning activities.

#### Budget

Budget risks: Cost overruns, changes in material prices, or unexpected expenses.

#### Regulatory and Compliance

Regulatory and compliance risks: Non-compliance with local regulations and permit requirements.

#### Safety

Safety risks: Hazards associated with construction, installation, and operation.

#### Stakeholder

Stakeholder risks: Risks related to stakeholder expectations, communication, and engagement.

#### Grant Writing

Grant writing risks: Challenges in securing funding or meeting grant application requirements.

### RISK ASSESSMENT

Assess the identified risks based on their probability and potential impact on the project objectives. Then, use a risk matrix to prioritize risks for further analysis and mitigation.

### RISK MITIGATION

Develop strategies and actions to mitigate, avoid, transfer, or accept identified risks. Assign responsibilities and timelines for implementing risk mitigation measures. Some examples of risk mitigation strategies include:

#### Technology

Technology risks: Conduct thorough testing and evaluation of EVSE, solar power system, stationary battery, and lighting technologies before deployment. Engage experienced vendors and contractors.

#### Schedule

Schedule risks: Develop a detailed project schedule with realistic timelines and contingency plans. Regularly monitor progress and take proactive measures to address potential delays.

#### Budget

Budget risks: Conduct thorough cost estimation and monitoring. Identify potential cost-saving measures and alternatives. Have contingency reserves for unforeseen expenses.

#### Regulatory and Compliance

Regulatory and compliance risks: Establish a dedicated compliance team to ensure adherence to local regulations and obtain necessary permits. Stay updated with changing regulations.

#### Safety

Safety risks: Implement comprehensive safety measures and protocols. Conduct regular safety training and inspections. Engage qualified contractors and adhere to industry standards.

#### Stakeholder

Stakeholder risks: Develop a stakeholder engagement plan. Communicate regularly with stakeholders and address their concerns promptly. Manage expectations through effective communication.

#### Grant Writing

Grant writing risks: Engage experienced grant writers with a proven record of accomplishment. Conduct thorough research on grant requirements and align proposals accordingly.

### RISK MONITORING AND REVIEW

Regularly monitor identified risks throughout the project lifecycle. Update the risk register, reassess risks, and adjust mitigation strategies as necessary. Conduct periodic risk reviews with the project team to identify emerging threats and take proactive measures.

### RISK COMMUNICATION AND REPORTING

Establish a communication plan for risk-related information. Regularly report on the status of identified risks, mitigation measures, and any significant changes or emerging risks. Provide stakeholders with timely and accurate information to maintain transparency.

### RISK DOCUMENTATION

Maintain a risk register that documents all identified risks, their assessments, mitigation measures, responsible parties, and status updates. In addition, include supporting documentation such as risk assessment reports, mitigation action plans, and communication records.

### CONTINGENCY PLANNING

Develop contingency plans for high-impact risks that cannot be fully mitigated. Define alternative approaches, resources, and actions to minimize the impact on project objectives if these risks occur. Regularly review and update contingency plans as needed.

### LESSONS LEARNED

Capture lessons learned throughout the project to improve future risk management. Conduct post-project reviews to evaluate the effectiveness of risk mitigation strategies and identify areas for improvement.

### CONCLUSION

Effective risk management is essential to ensure the execution of the EVSE deployment, solar power system, stationary battery (BESS), adequate lighting installation, and grant writing services. By following this Risk Management Plan, the project team can proactively identify, assess, and mitigate risks, increasing the likelihood of project success.

## Detailed Risk Analysis

### RISK ANALYSIS, PROBABILITY, IMPACT, AND MITIGATION

#### Technology Risks

- Risk: Compatibility issues between the EVSE infrastructure and electric vehicles (EVs).
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct thorough compatibility testing between the EVSE infrastructure and various EV models. Engage with EV manufacturers and ensure interoperability.
- Risk: Reliability and performance concerns with the Nuvve RES HD60 V2G DCFC (Direct Current Fast Chargers) and PowerPort 16.6kW L2 EVSE.
  - Probability: Moderate
  - Impact: Moderate

- Mitigation: Evaluate the track record and reputation of the chosen EVSE provider (Nuvve) and request references. Conduct pilot testing of a limited number of units to assess performance and reliability before full deployment.
- Risk: Inadequate integration or functionality of the Charge Management System.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Thoroughly review the requirements and specifications of the Charge Management System. Involve key stakeholders in the selection and implementation process to ensure compatibility and desired functionality.
- Risk: Technical failures or limitations of the stationary battery (BESS) system.
  - Impact: High
  - Mitigation: Engage experienced battery system vendors and conduct thorough due diligence. Ensure rigorous testing and performance verification of the BESS system before installation. Develop contingency plans in case of any technical failures.
- Risk: Interoperability issues between the EVSE infrastructure and different EV models.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Prioritize EVSE models with proven compatibility with a wide range of EVs. Engage with EV manufacturers to ensure ongoing compatibility and conduct regular firmware updates to address interoperability challenges.
- Risk: Insufficient power capacity or electrical infrastructure to support the EVSE deployment.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct a thorough electrical infrastructure assessment to ensure it meets all EVSE units' power requirements. Engage with utility providers to assess power capacity and plan for any necessary upgrades or modifications.
- Risk: Cybersecurity vulnerabilities in the EVSE infrastructure.
  - Probability: Low
  - Impact: High
  - Mitigation: Implement robust cybersecurity measures, such as encryption, secure communication protocols, and regular security audits. Engage with reputable EVSE providers with a strong focus on cybersecurity to ensure the integrity and protection of the infrastructure.
- Risk: Limited availability or obsolescence of EVSE components or spare parts.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Select EVSE models from established manufacturers with a robust supply chain and commitment to long-term support. Maintain an inventory of critical spare parts and establish relationships with reliable suppliers to mitigate the risk of component unavailability or obsolescence.
- Risk: Inadequate network infrastructure or communication systems for EVSE management and monitoring.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Conduct a network infrastructure assessment and ensure it can handle the data requirements of the EVSE management and monitoring systems. Engage with experienced network providers and implement redundancy measures to minimize communication failures.
- Risk: Limited scalability or future expansion challenges for the EVSE infrastructure.
  - Probability: Low
  - Impact: Moderate

- Mitigation: Design the EVSE infrastructure with scalability, considering potential expansion. Engage with vendors and consultants with experience designing scalable and expandable EVSE deployments.

Risk	Probability	Impact	Mitigation
Compatibility issues or technical failures	Low	High	Thorough testing, quality assurance, regular maintenance
Inadequate infrastructure or system capacity	Moderate	High	Comprehensive planning, scalability considerations
Lack of skilled resources or expertise	Moderate	Moderate	Training, hiring qualified personnel, knowledge sharing
Data security breaches or cyberattacks	Low	High	Robust security measures, data encryption, monitoring
Technology obsolescence or rapid advancements	Low	Moderate	Continuous research, technology roadmap, agile approach

### Schedule Risks

- Risk: Delays obtaining necessary permits and approvals for EVSE deployment and solar power system installation.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Start the permit application process early and communicate openly with relevant authorities. Engage experienced professionals to assist with permit acquisition and approvals.
- Risk: Construction or installation delays due to unforeseen site conditions or weather.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct a thorough site survey to identify potential obstacles or challenges. Develop contingency plans for adverse weather conditions and allocate additional time for possible delays.
- Risk: Longer-than-anticipated lead times for EVSE or solar power system components.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Engage reputable suppliers with a proven track record of on-time delivery. Maintain open communication with suppliers to monitor lead times and promptly address potential delays.
- Risk: Delay in obtaining required permits and approvals from regulatory authorities.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Engage with regulatory authorities early in the project and maintain open communication to understand the permit requirements and ensure timely submission of permit applications. Allocate sufficient time for the permit review process and proactively address any concerns or modifications requested by regulatory authorities.
- Risk: Unforeseen delays in utility coordination and connection for to-the-meter (TTM) services.
  - Probability: Moderate
  - Impact: Moderate

- Mitigation: Establish clear communication channels with utility providers and engage with them early in the project to understand their requirements and timelines. Regularly follow up with utility providers to ensure timely coordination and connection of TTM services. Have contingency plans in place in case of unexpected delays.
- Risk: Construction or installation delays due to adverse weather conditions.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Monitor weather forecasts regularly and plan construction activities accordingly. Develop contingency plans that consider potential weather-related delays and allocate additional time in the project schedule to accommodate any unforeseen weather challenges.
- Risk: Inadequate resource allocation and workforce availability.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Develop a comprehensive resource management plan that includes identifying the required skill sets, estimating resource requirements, and aligning resource availability with the project schedule. Maintain open communication with the project team and subcontractors to address resource constraints proactively.
- Risk: Dependencies on external suppliers or subcontractors not meeting their delivery timelines.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct thorough due diligence when selecting suppliers and subcontractors, considering their track record and reliability. Establish clear contractual agreements with well-defined deliverables, milestones, and penalties for non-compliance. Regularly communicate and coordinate with suppliers and subcontractors to monitor their progress and promptly address any delays.
- Risk: Inaccurate estimation of construction or installation timelines.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Engage experienced professionals in construction and installation planning. Utilize historical data, industry benchmarks, and expert judgment to estimate realistic timelines. Conduct regular progress monitoring and adjust the schedule as needed based on actual project performance.

Risk	Probability	Impact	Mitigation
Delays in obtaining necessary permits and approvals	Moderate	Moderate	Start the permit application process early and communicate openly with relevant authorities. Engage experienced professionals.
Construction or installation delays due to unforeseen factors	Moderate	High	Conduct a thorough site survey. Develop contingency plans for adverse weather conditions. Allocate additional time for delays.

Longer-than-anticipated lead times for components	Low	Moderate	Engage reputable suppliers with a proven record of accomplishment. Maintain open communication and monitor lead times.
Delay in obtaining required permits and approvals	Moderate	High	Engage with regulatory authorities early. Allocate sufficient time for the permit review process. Address concerns proactively.
Unforeseen delays in utility coordination and connection	Moderate	Moderate	Establish clear communication channels with utility providers. Then, regularly follow up and have contingency plans in place.
Construction or installation delays due to adverse weather	Moderate	Moderate	Monitor weather forecasts regularly. Develop contingency plans and allocate additional time for weather-related challenges.
Inadequate resource allocation and workforce availability	Low	Moderate	Develop a comprehensive resource management plan. Maintain open communication and proactively address resource constraints.

### Budget Risks

- Risk: Increased costs due to changes in material prices, market conditions, or unforeseen project requirements.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Regularly monitor market trends and engage in price negotiations with suppliers. Develop a contingency budget to account for potential cost fluctuations or unforeseen expenses.
- Risk: Cost overruns resulting from inaccurate cost estimation or unforeseen expenses during construction, commissioning, or grant writing services.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct a detailed and comprehensive cost estimation process. Engage experienced professionals for accurate cost projections. Implement robust cost control measures and regularly monitor project expenses.
- Risk: Insufficient funding or grant approval for the desired number of Electric Shuttle Buses.
  - Probability: Moderate

- Impact: Moderate
  - Mitigation: Diversify funding sources by exploring multiple grant opportunities. Develop a compelling and comprehensive grant proposal highlighting the benefits of Electric Shuttle Buses. Explore alternative financing options, such as partnerships or sponsorship opportunities.
- Risk: Delay in obtaining required permits and approvals from regulatory authorities.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Engage with regulatory authorities early in the project and maintain open communication to understand the permit requirements and ensure timely submission of permit applications. Allocate sufficient time for the permit review process and proactively address any concerns or modifications requested by regulatory authorities.
- Risk: Unforeseen delays in utility coordination and connection for to-the-meter (TTM) services.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Establish clear communication channels with utility providers and engage with them early in the project to understand their requirements and timelines. Regularly follow up with utility providers to ensure timely coordination and connection of TTM services. Have contingency plans in place in case of unexpected delays.
- Risk: Construction or installation delays due to adverse weather conditions.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Monitor weather forecasts regularly and plan construction activities accordingly. Develop contingency plans that consider potential weather-related delays and allocate additional time in the project schedule to accommodate any unforeseen weather challenges.

Risk	Probability	Impact	Mitigation
Cost overruns or budget deviations	Moderate	High	Robust cost control, regular monitoring, contingency planning
Inadequate financial planning or forecasting	Moderate	High	Thorough financial assessment, regular financial reporting
Currency exchange rate fluctuations	Low	Moderate	Hedging strategies, currency risk assessment
Insufficient funding or financial constraints	Low	High	Comprehensive financial planning and fundraising strategies
Payment disputes or financial disputes	Low	Moderate	Clear contractual agreements, dispute resolution measures
Unanticipated increases in material or labor costs	Moderate	High	Thorough cost estimation, regular cost tracking, supplier management
Inaccurate budget estimation or unrealistic financial targets	Moderate	Moderate	Detailed budget planning, periodic review, and adjustment

Economic or market downturn affecting project funding	Low	High	Diversify funding sources, maintain financial stability
Unforeseen taxes, duties, or financial regulatory obligations	Moderate	Moderate	Conduct thorough research, consult with tax and legal professionals

### Construction and Installation Safety Risks

- Risk: Accidents, injuries, or fatalities during construction or installation activities.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Implement comprehensive safety training programs for workers, including proper use of PPE, hazard identification, and safe work practices. Conduct regular safety inspections, enforce strict adherence to safety protocols, and provide ongoing supervision and monitoring.
- Risk: Inadequate safety measures leading to falls from heights, electrocution, or other hazards.
  - Probability: Low
  - Impact: High
  - Mitigation: Develop and enforce strict safety protocols for working at heights, electrical safety, and other construction hazards. Provide adequate safety equipment, such as fall protection systems and electrical safety tools. Conduct regular safety audits and inspections to ensure compliance.
- Risk: Insufficient PPE compliance among workers.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Implement a comprehensive PPE policy and provide appropriate training to workers on adequately using and maintaining PPE. Conduct regular inspections to ensure compliance with PPE requirements and provide continuous reminders and reinforcement of safety practices.
- Risk: Improper handling or storage of construction materials leading to accidents or injuries.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Develop proper material handling and storage procedures, including worker training. Provide guidelines on safe lifting techniques, storage protocols, and equipment usage. Regularly inspect storage areas and enforce compliance with safety regulations.
- Risk: Lack of proper signage or warnings for construction zones, posing risks to workers and site visitors.
  - Probability: Moderate
  - Impact: Low
  - Mitigation: Mark construction zones with appropriate signage, including warning signs, barricades, and visible indicators. Provide clear communication to workers and visitors about restricted areas and potential hazards. Regularly inspect signage to ensure visibility and legibility.

Risk	Probability	Impact	Mitigation
Accidents, injuries, or fatalities during construction or installation	Moderate	High	Implement comprehensive safety training programs for workers. Conduct regular safety inspections.

			Enforce strict adherence to safety protocols. Provide ongoing supervision and monitoring.
Inadequate safety measures leading to falls, electrocution, or hazards	Low	High	Develop and enforce strict safety protocols. Provide adequate safety equipment. Conduct regular safety audits and inspections.
Insufficient PPE compliance among workers	Moderate	Moderate	Implement a comprehensive PPE policy. Provide appropriate training and regular inspections. Reinforce safety practices.
Improper handling or storage of construction materials	Low	Moderate	Develop proper handling and storage procedures. Provide worker training. Regularly inspect storage areas and enforce compliance.
Lack of proper signage or warnings for construction zones	Moderate	Low	Mark construction zones with appropriate signage. Provide clear communication to workers and visitors. Regularly inspect signage.

### Electrical Safety Risks

- Risk: Improper electrical connections or grounding in the EVSE infrastructure or solar power system.
  - Probability: Low
  - Impact: High
  - Mitigation: Engage qualified electricians or electrical contractors experienced in EVSE and solar power system installations. Conduct thorough inspections and tests to ensure proper electrical connections, grounding, and adherence to electrical codes and standards.
- Risk: Electrical shocks or electrocution hazards during installation or maintenance.
  - Probability: Low
  - Impact: High
  - Mitigation: Provide comprehensive training to workers on electrical safety practices, including lockout/tagout procedures, proper handling of electrical equipment, and emergency response protocols. Ensure that only qualified personnel perform electrical work and conduct regular inspections of electrical systems to identify and rectify any potential hazards.
- Risk: Insufficient training or qualifications of electricians or technicians working on electrical systems.
  - Probability: Moderate

- Impact: Moderate
- Mitigation: Require proper certification and training for electricians and technicians working on electrical systems. Verify qualifications and experience before engaging contractors or personnel. Regularly update training and provide opportunities for skill development to ensure knowledge of current electrical safety practices.
- Risk: Fire hazards due to electrical faults or short circuits.
  - Probability: Low
  - Impact: High
  - Mitigation: Implement fire prevention measures, such as proper circuit protection, installation of fire suppression systems, and regular inspections of electrical components. Develop and practice emergency response procedures, including evacuation plans, fire drills, and adequate fire extinguisher placement. Ensure workers are trained in fire safety protocols.
- Risk: Inadequate protection against power surges or overloads in the EVSE infrastructure or solar power system.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Incorporate appropriate surge protection devices and overcurrent protection mechanisms into the electrical system design. Follow manufacturer guidelines for the installation and maintenance of protective devices. Conduct regular inspections and tests to ensure the functionality of protective measures.

Risk	Probability	Impact	Mitigation
Improper electrical connections or grounding	Low	High	Engage qualified electricians or electrical contractors experienced in EVSE and solar power system installations. Conduct thorough inspections and tests.
Electrical shocks or electrocution hazards	Low	High	Provide comprehensive training on electrical safety practices. Ensure only qualified personnel perform electrical work. Conduct regular inspections to identify hazards.
Insufficient training or qualifications of electricians or technicians	Moderate	Moderate	Require proper certification and training for personnel. Verify qualifications and experience. Regularly update training.
Fire hazards due to electrical faults or short circuits	Low	High	Implement fire prevention measures. Develop emergency response procedures—train workers in fire safety protocols.
Inadequate protection against power surges or overloads	Low	Moderate	Incorporate appropriate protective devices into the design. Follow

			installation and maintenance guidelines. Regularly test.
--	--	--	--

### Hazardous Materials and Chemicals Risks

- Risk: Improper storage, handling, or disposal of hazardous materials or chemicals.
  - Probability: Low
  - Impact: High
  - Mitigation: Develop and enforce standard operating procedures (SOPs) for adequately storing, handling, and disposing of hazardous materials. Provide adequate training to workers on chemical safety, including proper handling techniques, use of personal protective equipment (PPE), and emergency response protocols. Regularly audit and inspect storage and disposal areas to ensure compliance.
- Risk: Exposure to toxic substances or hazardous fumes during construction or installation activities.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Identify hazardous substances and conduct thorough risk assessments to determine exposure risks. Implement control measures such as ventilation systems, personal protective equipment, and safe work practices. Monitor air quality regularly and provide medical surveillance for workers potentially exposed to hazardous substances.
- Risk: Insufficient ventilation or controls to mitigate risks associated with hazardous materials.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Assess ventilation requirements based on the type and quantity of hazardous materials. Install proper ventilation systems in areas where dangerous materials are stored or used. Implement engineering controls, such as containment measures, to minimize exposure. Regularly monitor and maintain ventilation systems to ensure effectiveness.
- Risk: Lack of proper training or awareness regarding the handling and use of hazardous materials.
  - Probability: Moderate
  - Impact: Low
  - Mitigation: Provide comprehensive training programs on hazardous material handling, including identification, storage, handling techniques, and emergency response procedures. Ensure all workers can access safety data sheets (SDS) and understand their contents. Conduct regular refresher training sessions and promote a culture of safety awareness.
- Risk: Inadequate emergency response procedures in case of chemical spills or releases.
  - Probability: Low
  - Impact: High
  - Mitigation: Develop and communicate emergency response plans for chemical spills or releases. Ensure workers are trained in proper response procedures, including containment, evacuation, and notification protocols. Maintain appropriate spill response kits and equipment. Conduct periodic drills to test the effectiveness of emergency response measures.

Risk	Probability	Impact	Mitigation
Improper storage, handling, or disposal of hazardous materials	Low	High	Develop and enforce SOPs for proper storage, handling, and disposal. Provide training on

			chemical safety. Regularly audit and inspect storage areas.
Exposure to toxic substances or hazardous fumes	Low	Moderate	Identify hazardous substances and conduct risk assessments. Implement control measures and safe work practices. Monitor air quality and provide medical surveillance.
Insufficient ventilation or controls for hazardous materials	Low	Moderate	Assess ventilation requirements. Install proper ventilation systems. Implement engineering controls. Regularly monitor and maintain ventilation systems.
Lack of proper training or awareness of hazardous materials	Moderate	Low	Provide comprehensive training programs. Ensure access to safety data sheets. Conduct regular refresher training sessions. Promote safety awareness.
Inadequate emergency response procedures for chemical spills	Low	High	Develop and communicate emergency response plans. Train workers on response procedures. Maintain spill response kits and conduct drills.

### Traffic and Pedestrian Safety Risks

- Risk: Inadequate traffic control measures during construction, posing risks to workers and passing vehicles.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Develop and implement a comprehensive traffic management plan, including clearly defined traffic flow patterns, temporary signage, and barriers. Provide flaggers or traffic control personnel as required. Regularly monitor and adjust traffic control measures based on changing conditions.
- Risk: Insufficient pedestrian safety measures near construction areas or EVSE locations.
  - Probability: Moderate
  - Impact: Low
  - Mitigation: Implement designated pedestrian walkways and clear signage to guide pedestrians safely around construction zones and EVSE stations. Provide barriers or fencing to prevent unauthorized access to hazardous areas. Conduct regular inspections to ensure the integrity and effectiveness of pedestrian safety measures.
- Risk: Lack of proper signage or warnings for temporary road closures or detours.
  - Probability: Moderate

- Impact: Low
  - Mitigation: Develop and implement a comprehensive signage plan for temporary road closures or detours. Communicate alternative routes and directions through visible signage. Coordinate with local authorities to ensure compliance with traffic regulations and proper notification to drivers and pedestrians.
- Risk: Poor visibility of EVSE stations or infrastructure for approaching vehicles or pedestrians.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Ensure proper lighting and visibility of EVSE stations and infrastructure, particularly during low-light conditions. Install reflective markers or signage to enhance visibility. Conduct regular inspections to ensure the functionality of lighting systems.
- Risk: Inadequate lighting in parking lots or walkways, posing risks to pedestrians or users of EVSE stations.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Implement adequate lighting systems in parking lots and walkways, considering appropriate lux levels and uniform distribution. Regularly maintain and inspect lighting fixtures to ensure optimal performance. Address any reported lighting issues promptly.

#### Structure and Equipment Safety Risks

- Risk: Inadequate structural integrity of EVSE stations, canopies, or other infrastructure elements.
  - Probability: Low
  - Impact: High
  - Mitigation: Engage qualified structural engineers to design and evaluate the structural integrity of EVSE stations, canopies, and other infrastructure components. Conduct regular inspections and maintenance to identify and address any structural deficiencies promptly.
- Risk: Risks of collapse or failure of structures due to design or construction deficiencies.
  - Probability: Low
  - Impact: High
  - Mitigation: Engage experienced architects, engineers, and contractors to ensure proper design and construction practices. Conduct thorough inspections during construction to ensure compliance with design specifications and applicable codes. Regularly monitor structural elements throughout the project lifecycle.
- Risk: Equipment malfunctions or failures in EVSE units, batteries, or charging systems.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Procure EVSE units, batteries, and charging systems from reputable manufacturers with a proven track record. Conduct thorough testing and commissioning of equipment before deployment. Implement preventive maintenance programs and regularly inspect and monitor equipment for any signs of malfunction or deterioration. Maintain a relationship with equipment suppliers to address warranty or maintenance issues promptly.
- Risk: Insufficient maintenance or testing of safety systems, such as fire alarms or emergency lighting.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Develop and implement a comprehensive maintenance program for safety systems, including regular inspections, testing, and maintenance activities. Ensure compliance with applicable codes and regulations. Maintain records of inspections and maintenance activities for audit purposes.

- Risk: Inadequate grounding or protection against lightning strikes.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Engage qualified professionals to design and install proper grounding systems for EVSE stations and other infrastructure components. Incorporate lightning protection systems as per industry standards. Conduct periodic inspections and tests of grounding and lightning protection systems to ensure their effectiveness.

#### Personal Security Risks

- Risk: Insufficient lighting or surveillance systems increase the risk of theft or vandalism.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Install adequate lighting systems in parking lots, walkways, and other vulnerable areas. Implement surveillance systems, such as CCTV cameras, to monitor the site. Regularly inspect lighting and surveillance systems to ensure proper functionality and promptly address any issues.
- Risk: Inadequate security measures for EVSE stations, parking lots, or adjacent facilities.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Develop a comprehensive security plan that includes access control measures, fencing, and security personnel if necessary. Install security cameras, alarms, and other appropriate security systems. Regularly review and update security protocols based on changing circumstances or identified vulnerabilities.
- Risk: Lack of emergency communication systems or panic alarms in EVSE stations.
  - Probability: Low
  - Impact: Low
  - Mitigation: Install emergency communication systems, such as panic buttons or intercoms, in EVSE stations. Communicate emergency contact information and procedures to users. Regularly test and maintain emergency communication systems to ensure their functionality.
- Risk: Insufficient training or awareness regarding personal security measures for EVSE users.
  - Probability: Moderate
  - Impact: Low
  - Mitigation: Develop user awareness programs that educate EVSE users about personal security measures, including vehicle and personal safety practices. Provide information on reporting suspicious activities and emergency response procedures. Regularly communicate safety tips and reminders to EVSE users.

#### STAKEHOLDER RISK

##### Project Owner/Client

- Risk: Unclear project requirements or scope changes.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct thorough project scoping and requirements gathering before project initiation. Implement a robust change management process to assess and document any scope changes. Maintain open communication with the project owner/client throughout the project and engage in regular status updates and progress reviews.
- Risk: Financial constraints or funding issues.
  - Probability: Low
  - Impact: High
  - Mitigation: Conduct a thorough financial assessment and secure proper funding before project initiation. Regularly monitor project costs and financial performance. Implement cost control measures and contingency plans to address any budget

shortfalls. Maintain open communication regarding financial status and potential risks with the project owner/client.

- Risk: Unrealistic expectations or demands from the project owner/client.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Establish clear and realistic project objectives and deliverables at the outset. Conduct regular communication and expectation management with the project owner/client. Educate the project owner/client about project constraints, timelines, and limitations. Maintain a collaborative approach to manage expectations and promptly address issues or concerns.
- Risk: Inadequate involvement or unavailability of key stakeholders during critical project stages.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Identify key stakeholders and their roles early in the project. Communicate expectations and responsibilities to stakeholders. Schedule regular meetings and provide clear agendas to ensure active participation. Maintain open channels of communication and provide regular project updates to stakeholders. Anticipate potential scheduling conflicts and plan accordingly.

#### Project Manager

- Risk: Inadequate project planning or poor project execution.
  - Probability: Low
  - Impact: High
  - Mitigation: Implement a comprehensive project planning phase, including a detailed project plan, schedule, and resource allocation. Assign experienced project managers and establish a robust governance structure. Regularly monitor project progress and implement corrective actions when deviations occur. Conduct regular project reviews and lessons learned sessions to identify areas for improvement.
- Risk: Insufficient project management skills or experience.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Assign experienced project managers with the necessary skills and qualifications. Provide appropriate training and professional development opportunities to enhance project management competencies. Encourage collaboration and knowledge sharing among project managers. Establish mentorship programs to support less-experienced project managers.
- Risk: Poor communication and coordination among project team members.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Implement effective communication channels and tools to facilitate regular communication among project team members. Establish clear roles and responsibilities and ensure proper coordination among team members. Conduct regular team meetings and provide a platform for open dialogue and problem-solving. Foster a collaborative team culture and address any communication issues promptly.
- Risk: Inadequate stakeholder engagement or conflict management.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Develop a stakeholder engagement plan to identify key stakeholders, their interests, and communication preferences. Maintain open and transparent communication with stakeholders throughout the project. Proactively address stakeholder concerns and conflicts through active listening, negotiation, and

mediation techniques. Seek win-win solutions and maintain a focus on project objectives and deliverables.

### Contractors and Suppliers

- Risk: Substandard quality or inadequate quality control by contractors.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Implement a robust contractor selection process, thoroughly evaluating qualifications, references, and past performance. Clearly define quality standards and conduct regular inspections and audits to ensure compliance. Maintain open communication channels with contractors and address any quality issues promptly. Implement appropriate contractual clauses and penalties for non-compliance.
- Risk: Delays or disruptions caused by contractors or suppliers.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Develop clear contractual agreements with contractors and suppliers, including well-defined deliverables, milestones, and timelines. Regularly monitor progress and address any delays or disruptions promptly. Maintain contingency plans and alternative supplier options to mitigate potential risks. Foster a collaborative relationship with contractors and suppliers to promote effective communication and problem-solving.
- Risk: Financial instability or bankruptcy of contractors or suppliers.
  - Probability: Low
  - Impact: High
  - Mitigation: Conduct thorough financial assessments of contractors and suppliers before awarding contracts. Implement contract provisions that require regular financial reporting and performance guarantees. Monitor financial indicators and industry trends that may impact contractors or suppliers. Maintain open communication channels and address any financial concerns or warning signs promptly.

### Regulatory Authorities and Permitting Agencies

- Risk: Delays or rejections in obtaining necessary permits or approvals.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct thorough research and engage with regulatory authorities and permitting agencies to understand the requirements and timelines early. Establish clear lines of communication with authorities and proactively seek clarifications or guidance. Prepare comprehensive and accurate permit applications and address any feedback or concerns promptly. Maintain contingency plans to address potential delays or rejections.
- Risk: Changes in regulatory requirements or compliance standards.
  - Probability: Low
  - Impact: High
  - Mitigation: Stay updated with relevant regulations and compliance standards applicable to the project. Establish a robust monitoring process for changes in regulations. Conduct regular compliance assessments and audits to ensure ongoing adherence. Engage legal counsel or regulatory consultants if needed to navigate complex regulatory environments. Maintain open communication with regulatory authorities to address any compliance-related concerns or issues.
- Risk: Legal disputes or non-compliance penalties.
  - Probability: Low
  - Impact: High

- Mitigation: Engage legal counsel to review contracts and agreements and ensure compliance with applicable laws and regulations. Implement robust contract management processes to monitor and enforce compliance by all parties. Maintain proper documentation and records to support compliance claims. Promptly address any legal concerns or disputes through negotiation, mediation, or legal means.

#### End Users or Public

- Risk: Safety hazards or accidents affecting end users or the public.
  - Probability: Low
  - Impact: High
  - Mitigation: Conduct comprehensive risk assessments and implement appropriate safety measures to mitigate hazards. Communicate safety instructions and guidelines to end users. Provide proper training and education on safe usage and emergency procedures. Regularly inspect and maintain the infrastructure to ensure its safety and functionality. Promptly address any reported safety concerns or incidents.
- Risk: Negative public perception or community opposition.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Engage in proactive and transparent communication with the public and local communities. Conduct public consultation sessions to address concerns and gather feedback. Implement community outreach programs to educate and inform about the project's benefits. Address any misconceptions or misinformation through effective communication channels. Foster a positive relationship with the community by supporting local initiatives and addressing social or environmental concerns.
- Risk: Inadequate user adoption or acceptance of EVSE stations or services.
  - Probability: Moderate
  - Impact: Moderate
  - Mitigation: Conduct market research and user surveys to understand user needs and preferences. Develop user-friendly interfaces and provide clear instructions for using EVSE stations. Offer training programs or user support to promote adoption and usage. Regularly collect user feedback and make improvements based on user experiences. Implement marketing and awareness campaigns to promote the benefits of EVSE and encourage user acceptance.

#### Changes in Regulatory Requirements

- Risk: Changes in laws, regulations, or industry standards that affect project compliance.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Establish a system for monitoring and staying updated with regulatory changes. Engage legal counsel or regulatory consultants to interpret and assess the impact of regulatory changes on the project. Conduct regular compliance assessments to identify gaps and implement necessary adjustments. Maintain open communication channels with regulatory authorities to seek guidance and clarify requirements.

#### Permitting and Approval Risks

- Risk: Delays or rejections in obtaining necessary permits or approvals.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Conduct thorough research and engage with regulatory authorities and permitting agencies to understand the requirements and timelines early. Establish clear lines of communication with authorities and proactively seek clarifications or guidance. Prepare comprehensive and accurate permit applications and address any feedback or concerns promptly. Maintain contingency plans to address potential delays or rejections.

- Risk: Incomplete or incorrect permit applications leading to non-compliance.
  - Probability: Low
  - Impact: Moderate
  - Mitigation: Develop a checklist or standardized process for preparing permit applications. Assign responsible personnel to review and verify the accuracy and completeness of application documents. Engage consultants or experts if needed to ensure compliance with specific requirements. Maintain clear documentation and records of permit applications to demonstrate compliance.

#### Environmental Compliance Risks

- Risk: Failure to comply with environmental regulations or permits.
  - Probability: Low
  - Impact: High
  - Mitigation: Conduct thorough environmental impact assessments to identify potential risks and mitigation measures. Develop an environmental management plan to guide compliance efforts. Implement appropriate pollution prevention measures and waste management practices. Conduct regular environmental monitoring and audits. Provide training to project staff on environmental responsibilities and regulations. Engage environmental consultants or experts as needed.
- Risk: Accidental spills, releases, or pollution incidents.
  - Probability: Low
  - Impact: High
  - Mitigation: Develop spill prevention and response plans specific to the project's activities. Implement proper storage, handling, and disposal procedures for hazardous materials. Train project staff in emergency response procedures. Regularly inspect and maintain equipment to minimize the risk of leaks or failures. Implement regular monitoring and reporting systems for early detection of any environmental incidents. Maintain appropriate insurance coverage to address liabilities in case of incidents.

#### Health and Safety Compliance Risks

- Risk: Failure to comply with occupational health and safety regulations.
  - Probability: Low
  - Impact: High
  - Mitigation: Develop a comprehensive health and safety management plan aligned with regulatory requirements. Conduct risk assessments and implement control measures to mitigate hazards. Provide appropriate personal protective equipment (PPE) and safety training to workers. Conduct regular safety inspections and audits. Establish a reporting and investigation system for incidents or near misses. Maintain open communication channels with workers and address safety concerns promptly.
- Risk: Workplace accidents or injuries.
  - Probability: Low
  - Impact: High
  - Mitigation: Implement robust safety protocols, including job hazard analysis and safety procedures. Provide adequate training and supervision to workers. Ensure proper maintenance and inspection of equipment and machinery. Promote a safe culture through regular communication and awareness campaigns. Conduct thorough investigations of accidents or injuries to identify root causes and implement corrective actions.

#### Financial and Tax Compliance Risks

- Risk: Inaccurate financial reporting or non-compliance with tax regulations.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Establish proper financial and accounting systems to ensure accurate and transparent reporting. Engage qualified accountants or financial professionals to

handle financial matters. Conduct regular internal audits to identify any discrepancies or non-compliance issues. Maintain documentation and records to support financial and tax filings. Stay updated with tax regulations and seek professional advice if needed.

- Risk: Inadequate budgeting or cost control leading to financial non-compliance.
  - Probability: Moderate
  - Impact: High
  - Mitigation: Develop a comprehensive budgeting process considering all project costs and contingencies. Implement robust cost control measures, including regular monitoring and reporting. Conduct variance analysis to identify and address budget deviations. Engage financial experts or consultants to guide financial management. Maintain open communication with relevant stakeholders regarding the project's financial status.

## Scope Management Plan

### PROJECT OBJECTIVES

- Define the objectives, including the desired outcomes, deliverables, and measurable success criteria.
- Document the project objectives in a concise and easily understandable manner.

### Scope Statement

- Develop a detailed Scope Statement that describes the project scope, including the boundaries, deliverables, and exclusions.
- Define the project constraints and assumptions that may impact the scope.

### Work Breakdown Structure (WBS)

- Create a comprehensive Work Breakdown Structure (WBS) that decomposes the project deliverables into smaller, manageable work packages.
- Assign responsibilities and define the scope of each work package within the WBS.

### Scope Change Management Process

- Establish a transparent process for managing scope changes, including how changes will be identified, evaluated, approved, and implemented.
- Define roles and responsibilities for reviewing and approving scope changes, including the Change Control Board (CCB) or project sponsor.

### Scope Change Control

#### Change Request Form

- Develop a standardized Change Request Form that captures all relevant information related to proposed scope changes.
- Include details like the change, rationale, potential impacts, resource requirements, and estimated costs.

#### Change Evaluation

- Establish a process for evaluating proposed scope changes, including their impact on project objectives, timeline, budget, and resources.
- Conduct a thorough analysis to assess each proposed change's feasibility, risks, and benefits.

#### Change Approval and Documentation

- Define the authority levels and decision-making process for approving or rejecting scope changes.
- Maintain a formal documentation trail of all scope change requests, evaluations, decisions, and associated communication.

#### Change Implementation

- Once a scope change is approved, ensure proper implementation by updating project plans, schedules, and resources.

- Communicate approved changes to all relevant stakeholders and ensure their understanding and acceptance.

### Scope Verification

#### Deliverable Acceptance Criteria

- Establish clear acceptance criteria for project deliverables to meet the required quality standards.
- Involve stakeholders in developing acceptance criteria to ensure alignment and agreement.

#### Inspection and Validation

- Conduct inspections, reviews, and tests to verify that project deliverables meet the defined acceptance criteria.
- Document the results of inspections and validations and address any identified discrepancies or issues.

#### Formal Acceptance

- Obtain formal acceptance of project deliverables from relevant stakeholders.
- Document and archive acceptance records for future reference and project closure.

### Scope Reporting and Communication

- Develop a communication plan to ensure timely and accurate reporting of project scope-related information to stakeholders.
- Regularly communicate project scope status, changes, and updates to keep stakeholders informed and engaged.

### Scope Management Review

- Conduct regular reviews and audits of the scope management processes to identify areas for improvement.
- Seek feedback from project team members and stakeholders to enhance scope management effectiveness.

## Schedule Management Plan

### SCHEDULE PLANNING

#### Schedule Objectives

- Clearly define the schedule objectives, including project milestones, deliverable timelines, and critical path activities.
- Identify any specific schedule constraints or dependencies that stakeholders or project sponsors impose.

#### Work Breakdown Structure (WBS)

- Representations of the project schedule.

#### Resource Planning

- Identify the resources required for each activity, including personnel, equipment, and materials.
- Consider resources. Develop a comprehensive WBS that breaks the project scope into smaller, manageable work packages.
- Assign durations and dependencies to each work package to establish the sequence of activities.

#### Activity Sequencing

- Determine the logical sequence of project activities and their dependencies.
- To ensure realistic scheduling, utilize project management software or tools to develop a network diagram, Gantt chart, or other visual availability, constraints, and allocation.

### SCHEDULE DEVELOPMENT

#### Estimating Durations

- Estimate the duration required to complete each activity, considering historical data, expert judgment, and industry benchmarks.

- Incorporate buffers or contingency time to account for uncertainties, risks, and potential delays.

#### Critical Path Analysis

- Identify the critical path, which represents the sequence of activities with zero float or slack time.
- Analyze the essential path to determine the actions that have the most significant impact on the project duration.

#### Schedule Compression Techniques

- Evaluate opportunities for schedule compression, such as fast-tracking (parallelizing activities) or crashing (adding resources to critical path activities).
- Assess the feasibility, risks, and impact of schedule compression techniques on the project.

#### Schedule Baseline

- Establish a schedule baseline that represents the approved version of the project schedule.
- Document and communicate the baseline to all relevant stakeholders as a reference point for schedule tracking and control.

### SCHEDULE TRACKING AND CONTROL

#### Progress Monitoring

- Implement a progress tracking system to monitor the actual progress of project activities against the planned schedule.
- Regularly update the project schedule with definite start and finish dates, completed work, and remaining durations.

#### Schedule Variance Analysis

- Calculate the schedule variance (SV) by comparing the actual progress against the planned schedule.
- Analyze schedule variances to identify activities or areas behind or ahead of schedule.

#### Change Control

- Establish a change control process to evaluate and manage schedule-related changes, such as scope changes, activity sequencing adjustments, or resource reallocation requests.
- Assess the impact of proposed changes on the project schedule and obtain appropriate approvals before implementing them.

#### Schedule Performance Index

- Calculate the schedule performance index (SPI) to measure the efficiency of schedule performance.
- Compare the earned value against the planned value to assess if the project is on track per the schedule.

#### Resource Leveling

- Optimize resource allocation and leveling to ensure the availability of resources as required by the project schedule.
- Analyze resource utilization and adjust assignments to resolve conflicts or over/underutilization.

### SCHEDULE REPORTING

#### Schedule Reports

- Prepare regular schedule reports that provide a clear

## Public Contract Code Section and Non-Collusion Affidavit

PROJECT TITLE  
Project No.

### NON-COLLUSION AFFIDAVIT

NON-COLLUSION AFFIDAVIT TO BE EXECUTED BY BIDDER AND SUBMITTED WITH BID

STATE OF CALIFORNIA )  
COUNTY OF Fresno ) ss.

David Robson, being first duly sworn,  
(Name of Principal of Bidder)

deposes and says that he or she is CFO  
(Office of Affiant)

of Nuvve Holding Corporation, the party  
(Name of Bidder)

making the foregoing Bid, that the Bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the Bid is genuine and not collusive or sham; that Bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham Bid, and has not directly or indirectly colluded, conspired, connived or agreed with any bidder or anyone else to put in a sham Bid, or that anyone shall refrain from bidding, and that the Bidder has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the Bid price of Bidder or any other bidder, or to fix any overhead, profit or cost element of the Bid price, or of that of any other bidder, or to secure any advantage against the City of Fresno, or anyone interested in the proposed contract; that all statements contained in the Bid are true; and further, that Bidder has not, directly or indirectly, submitted its Bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, Bid depository, or to any member or agent thereof to effectuate a collusive or sham Bid.

Non-Collusion Affidavit

NUVVE

PROJECT TITLE  
Project No.

Executed under penalty of perjury under the laws of the State of California:



David Robson

(Name of Bidder)

*David Robson*

(Signature of Principal)

Subscribed and sworn before me Jennifer Babb, Notary Public

This 9<sup>th</sup> day of November, 2023

Notary Public of the State of California

In and for the County of San Diego

My Commission expires October 23, 2024 *JMB* (Seal)

**NOTE:** If Bidder is a partnership or a joint venture, this affidavit must be signed and sworn to by every member of the partnership or venture.

**NOTE:** If Bidder (including any partner or venturer of a partnership or joint venture) is a corporation, this affidavit must be signed by the Chairman, President, or Vice President and by the Secretary, Assistant Secretary, Chief Financial Officer, or Assistant Treasurer.

**NOTE:** If Bidder's affidavit on this form is made outside the State of California, the official position of the person taking such affidavit shall be certified according to law.

-END OF DOCUMENT-

Non-Collusion Affidavit

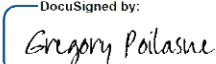
## Signature Page

DocuSign Envelope ID: 4414BA0F-8753-4734-9708-5F44B80E4DF0

### 5. SIGNATURE PAGE RESPONDENT TO COMPLETE AND RETURN WITH PROPOSAL

The undersigned, having carefully read and examined this RFP, and being familiar with (1) all the conditions applicable to the work for which this proposal is submitted; (2) with availability of the required equipment, materials and labor hereby agrees to provide everything necessary to complete the work for which this proposal is submitted in accordance with the proposal documents for the amounts quoted herein and further agrees that if this proposal is accepted, within five (5) days after the contract is presented for acceptance, will execute, and mail a signed contract to the Fresno Economic Opportunities Commission EOC (EOC).

This Signature/Authorization page must be in Section 1 of your Proposal.

DocuSigned by:  
 11/29/2023  
Signature of Authorized Agent \_\_\_\_\_ Date

Gregory Poilasne 11/29/2023  
Printed Name of Authorized Agent \_\_\_\_\_ Date

# Diversity Checklist

DocuSign Envelope ID: F105DEE8-B588-44E8-8742-A6E2C611601C

## 4. FRESNO EOC DIVERSITY CERTIFICATION CHECK LIST RESPONDENT TO COMPLETE AND RETURN WITH PROPOSAL (OPTIONAL)

*Please check the diversity code that best represents your company and sign below:*

### N/A **Minority Business Enterprise (MBE)**

To qualify as a MBE, the firm must be a for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is owned, operated, and controlled by minority group members. Ownership by minority individuals means the business is at least 51% owned by such individuals or, in the case of a publicly-owned business, at least 51% of the stock is owned by one or more such individuals. Further, those minority group members control the management and daily operations. Minority group members are defined as:

- ☐ Asian-Indian - A U.S. citizen whose origins are from India, Pakistan or Bangladesh.
- ☐ Asian-Pacific - A U.S. citizen whose origins are from Japan, China, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Samoa, Guam, the U.S. Trust Territories of the Pacific or the Northern Marianas.
- ☐ African-American - A U.S. citizen having origins in any of the Black racial groups of Africa.
- ☐ Hispanic - A U.S. citizen of true-born Hispanic heritage, from any of the Spanish-speaking areas of Latin America or the following regions: Mexico, Central America, South America, and the Caribbean Basin, only.
- ☐ Native American - A person who is an American Indian, Eskimo, Aleut or Native Hawaiian, and regarded as such by the community of which the person claims to be a part. Native Americans must be documented members of a North American tribe, band or otherwise organized group of native people who are indigenous to the continental United States and proof can be provided through a Native American Blood Degree Certificate (i.e., tribal registry letter, tribal roll register number). To certify your business as an MBE, contact your local SBA office to register as a "Small Disadvantaged Business" or 8(a) corporation on [SBA Pro-Net](#) or visit the [National Minority Supplier Development Council](#) home page.
- ☐ [US Pan Asian American Chamber of Commerce](#)

### N/A **Women Business Enterprise (WBE)**

To qualify as a WBE, the firm must be a for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is owned, operated, and controlled, by a woman or women members. Ownership by female individual's means the business is at least 51% owned by such individuals or, in the case of a publicly-owned business, at least 51% of the stock is owned by one or more such individuals. Further, the management and daily operations are controlled by the woman or women members. Woman-owned businesses can be certified in any of three ways:

- ☐ Register with the [Women's Business Enterprise National Council](#)
- ☐ Register with the National Women Business Owners Corporation
- ☐ Current state or municipal certifications clearly stating woman-owned status (subject to review)
- ☐ All individuals must have a net worth of less than \$750,000, excluding the equity of the business and primary residence.
- ☐ All applicants must also meet applicable size standards for small businesses in their industry. To become SDB certified, visit the SBA SDB [home page](#)

### N/A **Veteran-Owned Business (VOB)**

Business must meet the requirements as a Small Business. It must be at least 51% owned and controlled by a U.S. Veteran or Veterans possessing a discharge other than dishonorable.

Veteran-owned business can be certified two ways:

- ☐ Register with [SBA Veterans' Program](#)
- ☐ Register with [SBA Pro-net](#)

### N/A **Disabled Veteran-Owned Business (DVOB)**

Business must meet the requirements as a Small Business. It must be at least 51% owned and controlled by a U.S. Veteran or Veterans possessing a discharge other than dishonorable. Disability may be any degree that was acquired or aggravated

DocuSign Envelope ID: F105DEE8-B588-44E8-8742-A6E2C611601C

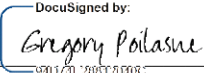
during active service.

N/A **Disadvantaged Business Enterprise (DBE)**

Means an offeror that represents, as part of its offer, that it is a small business under the size standard applicable to the acquisition; and either: it has received certification by the Small Business Administration as a small disadvantaged business concern consistent with 13 CFR part 124, subpart B, and: no material change in disadvantaged ownership and control has occurred since its certification; where the concern is owned by one or more disadvantaged individuals, the net worth of each individual upon whom the certification is based does not exceed \$750,000 after taking into account the applicable exclusions set forth at 13 CFR 124.104(c)(2); and it is identified, on the date of its representation, as a certified small business concern in the Central Contractor Registration (CCR) database.

**CONTRACTOR**

Name: Nuvvc Holding Corp.

DocuSigned by:  
  
\_\_\_\_\_  
Signature of Authorized Agent

11/17/2023

\_\_\_\_\_  
Date

Gregory Poilasne, CEO  
Printed Name and Title of Authorized Agent

E-mail address: gregory@poilasne@nuvvc.com

Phone Number: (619)483-3448

Updated 20211209KLW

3366704v1 / 22466.0002

NUVVE

124

## Customary Exclusions

The following list of customary exclusions is not in the estimated project cost proposal:

**Change Orders:** Costs associated with changes in project scope initiated by the client after work has begun.

**Design Errors or Omissions:** Issues arising from inaccuracies or missing information in the construction plans or specifications.

**Delay Penalties:** Costs related to project delays not caused by the contractor, such as client-related delays or delays in obtaining necessary approvals from authorities.

**Encroachment & Right-of-Way (ROW) Permits:** Costs associated with obtaining permits for construction encroaching on public or private property, including any necessary legal consultations.

**Public ROW Traffic Control Plans:** Detailed planning and implementation of traffic control measures during construction to ensure minimal disruption to public roads and pedestrian pathways.

**Permit Fees:** All costs related to acquiring necessary construction permits will be billed directly to the client without any additional markup from project management side.

**Water Extraction & Weather-Related Damage:** Costs incurred due to water extraction from trenches or repairs due to water damage caused by adverse weather conditions or high groundwater levels.

**Excavation of Hard Compacted Soil/Rock:** Additional charges for excavation in areas with hard, compacted soil or rock necessitating specialized equipment like hydraulic breakers.

**Hand Excavation Under Utility Lines:** Enhanced care and labor costs for manual excavation around sensitive underground utility lines to prevent damage.

**Damages Near Subgrade Utilities:** Liability for any damage to utilities located within 18 inches of the subgrade level, emphasizing the need for accurate utility mapping before excavation.

**Removal of Underground Obstructions:** Costs associated with the unexpected discovery and removal of underground obstructions such as abandoned utility lines, concrete, or asphalt.

**Unmarked Utility Damages:** Any damages to utilities not accurately marked on existing plans, highlighting the importance of thorough pre-construction utility location services.

**Hazardous Material Handling or Removal:** Specialized handling, removal, and disposal of hazardous materials encountered during construction, including compliance with environmental regulations.

**Bonds:** Costs related to performance or payment bonds required for the project.

**Utility Work & To-The-Meter (TTM) Costs:** Exclusion of costs associated with utility work, particularly those extending to the metering points.

**Tax:** Explicitly mention that all applicable taxes are not included in the base contract price and are the client's responsibility.

**Overtime, After-Hours, and Night Work:** Additional labor costs for work outside standard working hours, including overtime rates.

**Methane Zone Requirements:** If applicable, specialized materials and labor costs associated with compliance in methane-sensitive zones.

**Ethernet/Data Communication Infrastructure:** Exclusion of costs related to installing ethernet or data communication conduits and wiring, emphasizing the need for clear communication on technological infrastructure.

**Relocation or Removal of Existing Systems:** Costs related to the unexpected need to relocate or remove existing building systems or materials not identified in the initial construction plans.

**Internet Connectivity for EV Chargers:** Specific exclusion of costs for providing internet connectivity to electric vehicle (EV) chargers, if applicable.

**Force Majeure Events:** Clear definition of circumstances under which force majeure applies, such as natural disasters, war, or other uncontrollable events, and the implications on project timelines and costs.

**Weather-related Delays:** Delays and costs associated with severe weather conditions that are not covered under force majeure.

**Legal Fees:** Costs related to legal disputes or requirements that are not part of the standard construction process.

**Utility Connection Fees:** Fees associated with connecting the project to local utilities, if not already covered.

# Brochures and Pamphlets

Nuvve Project Management Services



## — Nuvve Project Management Services

Nuvve’s Project Management Team offers end-to-end services when providing vehicle-to-grid (V2G) charging solutions to our customers. From establishing project scope to supporting day-to-day operations, the Nuvve Project Team guides your team as you electrify your fleet.

### MISSION STATEMENT

Nuvve’s Project Management Team's mission is to deliver and commission fully operational charging solutions tailored to your needs. Our consultative approach is comprehensive, beginning with determining your specific operational requirements, developing your project’s plan, and assessing infrastructure requirements; successful installation and commissioning, and providing continuous hands-on assistance throughout your transition to new day-to-day electric vehicle operations.

We deploy, monitor, and maintain fully integrated V2G-capable electric vehicle supply equipment preconfigured to operate with Nuvve’s Grid Integrated Vehicle Platform (GIVe™). We accomplish this mission by performing the following services:





## — Project Services

### PROJECT PLANNING

- Identify current client needs while anticipating future growth capacity.
- Analyze operational requirements and develop an energy use plan.
- Assist with client fleet deployment goals.
- Determine EVSE selection based on client requirements.
- Develop total cost of ownership (TCO) model.
- Project budget development
- Identify and procure available grant funding.
- Set goals and milestones for the deployment timeline.
- Provide client financing solutions.
- Identify and coordinate with key stakeholders.
- Conduct and provide utility program research.
- Perform preliminary site assessments.
- Identify project risks and provide mitigations.
- Determine quality metrics desired for project success.

### INFRASTRUCTURE DEVELOPMENT

- Coordinate engineering plans with electrical and structural engineers
- Determine construction responsibilities with the utility point of contact.
- Coordinate utility work order drawings
- Implement available incentive programs.
- Comply with permitting requirements.
- Coordinate shipping and storage of required infrastructure equipment

### INSTALLATION AND COMMISSIONING

- Direct and manage EVSE installation and commissioning.
- Monitor construction and coordinate scope changes as necessary
- Manage routine communications with all necessary stakeholders.
- Partner with nationwide EPC firms and provide active management.
- Partner with industry-leading equipment manufacturers
- Establish networking and software interfacing.
- Configure installed chargers to client-specific needs.
- Provide remote operational training and documentation.

### ASSURED OPERATIONS

- Manage day-to-day operations of EVSE.
- Employ data collection for grid service revenue generation.
- Apply artificial intelligence (AI) to predict infrastructure needs.
- Use AI to forecast fleet operations and grid services.
- Monitor the health and performance of EVSE.
- Coordinate corrective and preventative maintenance using AI.
- Perform configuration management of new software/hardware.
- Manage troubleshooting efforts for identified EVSE issues.
- Coordinate demonstrations of deployed equipment and technologies

## — Connect with Us



[NUVVE.COM](https://www.nuvve.com)



[@NUVVECORP](https://twitter.com/NUVVECORP)



[/COMPANY/NUVVE](https://www.linkedin.com/company/nuvve)

© 2023 Nuvve Holding Corp. All rights reserved.

Virtual Power Plant



## Turn your EV fleet into a virtual power plant

Nuvve's Grid Integrated Vehicle (GIVe™) technology is a cloud-based platform that enables intelligent, bidirectional, vehicle-to-grid (V2G) charging. With GIVe™, individual and fleet electric vehicles (EVs) are transformed into reliable, distributed energy storage resources that can provide grid services, vehicle-level services, and grid-connected building load management. Smart charging ensures that every EV is charged and ready to drive when needed.



### HIGH LEVEL OF CONTROL

- Integrates variable sized resources (KWh)
- Independent control of each asset (EV)
- Second-by-second control



### VERSATILE INTEGRATION

- Third party integrations with existing systems including EVSEs, OEMs, and utilities
- Secure REST API available
- Support for multiple communication protocols



### MOBILE MANAGEMENT\*

- Set charge levels and enable last-minute charging remotely
- Available as a mobile app and web interface



### PERFORMANCE INSIGHTS

- 24/7 dashboard view of EV usage and charging
- Live energy delivery performance reporting
- Custom reports



Drivers can adjust charge needs on the go\*

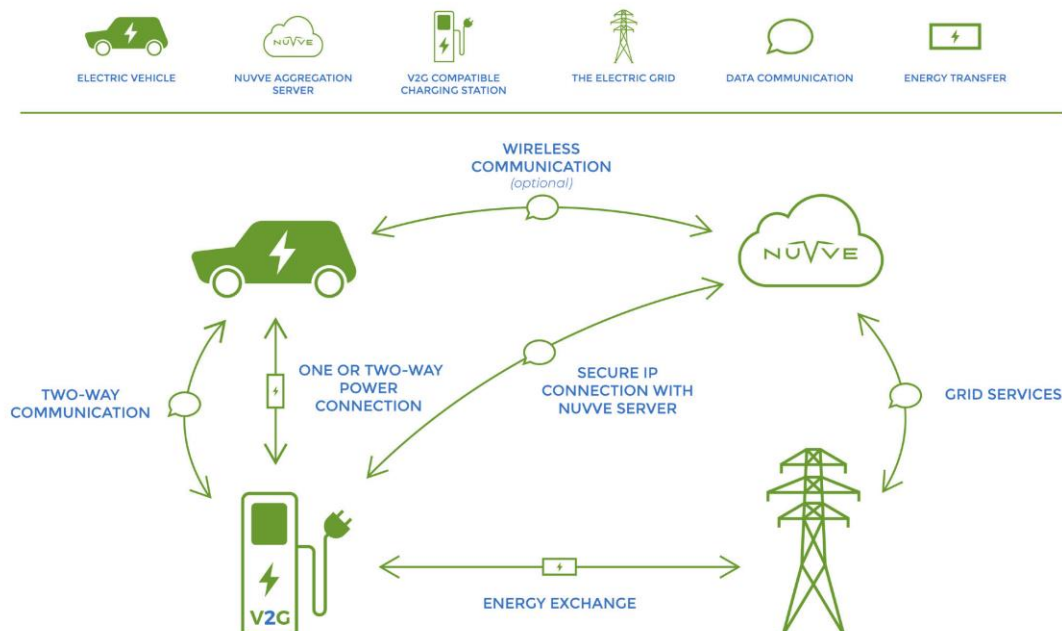


Monitor your entire fleet with the Nuvve dashboard

\*Coming soon for the U.S. market



## How GIVe™ works



### PROVEN TECHNOLOGY

- Over 10+ years of V2G deployments across 5 continents
- Experience controlling 10K+ EVs at once
- Highly flexible integrations

### SECURITY FEATURES

- Secure onboarding of charging assets and role-based access controls
- End to end encryption using industry security standards
- PKI-based authentication
- API access through secure https

## Contact us to get started today

- Full V2G offering including EVSE
- Custom integration of GIVe™ platform integration with existing or new EVSE.



[SALES@NUVVE.COM](mailto:SALES@NUVVE.COM) | [NUVVE.COM](http://NUVVE.COM)



© 2021 Nuvve Holding Corp. All rights reserved. Specs as of August 2021.

NUVVE

PowerPort



We Make Electric Vehicles Greener

EVSE@nuvve.com  
NUVVE.com

## Nuvve PowerPort

### High- Power AC Charging Station

- ✓ UL-certified to 80A; enables 19.2kW charge rate
- ✓ Three-phase version for SAE J3068/Type 2 vehicles
- ✓ ENERGY STAR® certified
- ✓ V2G-capable for bidirectional vehicles<sup>^</sup>

The Nuvve PowerPort AC electric vehicle charging station provides fast, reliable, and intelligent charging with up to 80 amps of power (single phase) or 120 amps (three phase). It's the ideal solution for everyone from consumers at home and fleets at the workplace to heavy-duty vehicles such as buses and trucks. The PowerPort is fully controllable through Nuvve's software platform for unidirectional application or full bidirectional Grid Integrated Vehicle (GIVE™) application, including vehicle-to-grid (V2G) for vehicles that are modified to have onboard, bidirectional inverters and adequate grid protections.



### Reliable, High-Powered Charging For Your Electric Vehicles (EVs)

Nuvve's patented V2G GIVE™ technology was developed in 1996 and has been successfully deployed on five continents. The latest generation of the Nuvve PowerPort is now available for the U.S. and European markets.

### Save Money

Nuvve's aggregation platform allows you to offset your electricity bills by optimizing charging times. And with compatible V2G vehicles linked to Nuvve's GIVE™ platform electricity from your EV battery may be sold to earn revenue in energy markets.

### Manage Your Charging Anytime Anywhere

Use the Nuvve on-the-go management app to set charge levels for the next day, set minimal charge levels, and trigger emergency charging, all in the convenience of a mobile or desktop app.

<sup>^</sup>Not all bidirectional vehicles are V2G-compatible.



# Technical Specifications

Model #	EVSE-B-P1-H1	EVSE-B-P3-H1
Phase	Single	Three
No. Connectors	1	1
Connector Type	J1772/IEC 62196 Type 1	J3068 AC <sub>6</sub> / IEC 62196 Type 2
Cordset Hanger	Yes	Yes
Dimensions	Inches: 21.8 H x 10.4 W x 4.1 D Millimeters: 554 H x 264 W x 105 D	
Weight*	29 lbs. / 13.15 kg	
Cord Length	20 ft./6.1m standard; 24 ft./7.3m option	

\*Weight of enclosure + 20'(6.1m) / 80A-rated charging cable

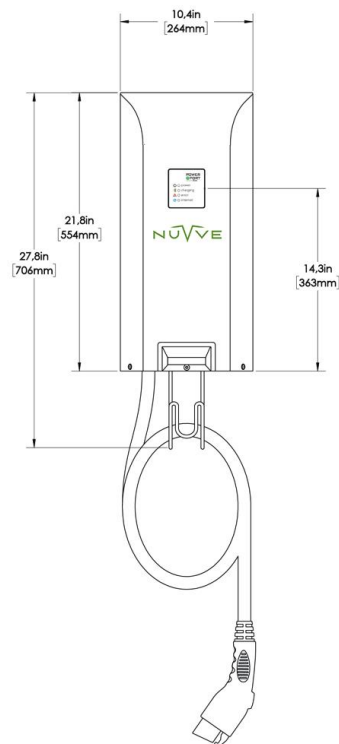
Power Requirements	EVSE-B-P1-H1	EVSE-B-P3-H1
Current Capacity	Up to 80A	Up to 120A
Voltage Compatibility	100 to 240 VAC	200 to 480 VAC
Output Power*	Cable Option	
	80 amp	120amp*
Station Standby Usage	3.11W	
Frequency	50Hz/60Hz	

\*Capacity at maximum compatible voltage \*In development

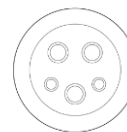
Codes & Standards	
North American Regulatory Compliance	<b>Certified:</b> CSA 22.2, CSA 94.2, CSA 280-16, CSA 281.1, CSA 281.2, UL 50E, UL991, UL 1998, UL 2231-1, UL 2231-2, UL 2594 <b>Compatible/Compliant:</b> (FCC Part 15, Class B), NEC 625, SAE J1772, SAE J3068
International Regulatory Compliance	CE, EN 61000-6-1, EN 61000-6-3, EN 61851-1:2017, EN 60529
Enclosure Rating	NEMA 3R, IP54, IK10
Metering	Utility grade
Communication Protocols	PWM, LIN
Operating Temperature	-30°C to 50°C
Relative Humidity	5% to 95%
Air Pressure	86kPa to 106kPa

Networking	
Ethernet Connection	RJ 45 (Standard)
LAN	2.4 GHz Wifi option
WAN	3G/LTE, 4G/60Hz option

All product specifications as of January 2021 and are subject to change. Please contact Nuvve for updated information.

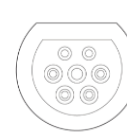


EVSE-B-P1-H1 Connector



J1772/IEC 62196 Type 1

EVSE-B-P3-H1 Connector



J3068 AC<sub>6</sub> / IEC 62196 Type 2



PowerPort Pedestal

PowerPort Dual/Single Mount Pedestal

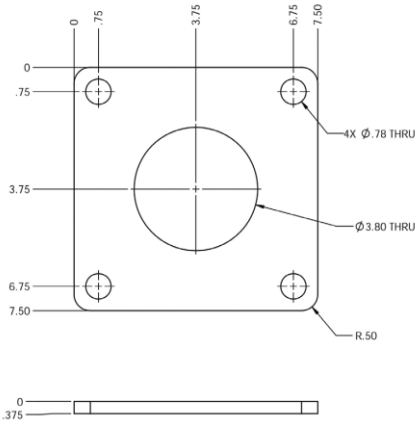
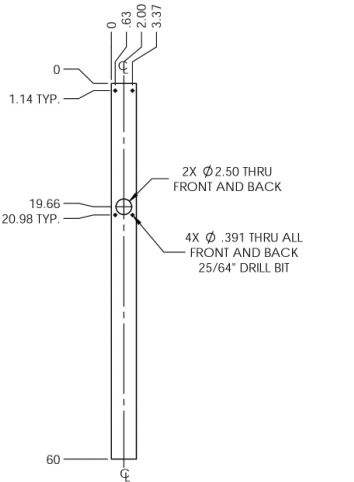
EVSE@nuvve.com | NUVVE.com

Rugged, sturdy design for outdoor use

The Nuvve PowerPort Dual/Single Mount Pedestal provides ultimate flexibility to secure your Nuvve PowerPort EVSE-B charging station outdoors. A base plate allows for sturdy installation and includes a 3.5" opening to allow power cable routing through the bottom of the pedestal to each EVSE. Choose between a single mount or dual mount option.

Specifications	
Material	304 Stainless Steel
Height	60.5"
Weight	58 lbs.
Color	Silver (stainless steel)
Compatability	Nuvve PowerPort EVSE-B

Installation	
Base Plate	3.5" hole in base plate
Hardware	(4) anchor bolts required for base



Dual Mount

Single Mount

All product specifications as of September 2019.  
Please contact Nuvve for updated information.

## Rhombus Direct Current Fast Charger



# Nuvve DC Rapid HD Charging Station

## V2G | 125kW | DC CCS | HEAVY-DUTY

The Nuvve DC Rapid HD Charging Station (RES-HD125-V2G) is designed specifically for vehicle-to-grid (V2G) applications and is the ideal solution for the rapid, smart charging of heavy-duty fleet vehicles such as electric school buses. The RES-HD125-V2G is fully controllable through Nuvve's fleet management app and our V2G platform (GIVE™) enables unidirectional charging of any vehicle or bidirectional V2G charging and grid-connected building load management services when connected to a V2G-compatible vehicle.

### KEY FEATURES

✓ **CCS1 CONNECTOR (COMBO)**

✓ **UL-1741 SA**

✓ **IEEE 1547**

✓ **95% EFFICIENCY**



#### POWERFUL, RELIABLE CHARGES

The Nuvve DC Rapid HD Charging Station (RES-HD125-V2G) features a CCS connector that can charge any vehicle with combo connector and discharge V2G-compatible vehicles with Nuvve software integration. It is designed to meet all utility safety standards in North America to enable interconnection of vehicles as a distributed energy resource.



#### YOUR FLEET'S CHARGING ACTIVITY AT A GLANCE

Drivers and fleet managers can remotely monitor and configure the charging of their buses via a fleet management app and trigger instant charging if needed.\*



#### INTELLIGENT GRID SERVICES

Nuvve's solution is fully scalable to fit your needs and can perform a variety of grid services including frequency regulation, demand response, demand charge management, and time-of-use rate arbitrage, depending on region and grid interconnection.

*\*Coming soon to the U.S. market*

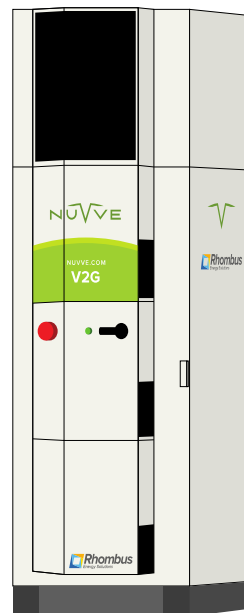
✓ **We Make Electric Vehicles Greener**

EVSE@NUVVE.COM  
NUVVE.COM



# Technical Specs RES-HD125-V2G

AC SPECIFICATIONS (POWER)	
Bidirectional Capable	Yes
Rated Power (kW/kVA)	125
Utility Grid Voltage (Vac)	480-3P
Max Rated Utility Current (Aac)	167A @ 480VAC (60 Hz)
Wiring	3 phase WYE (L1, L2, L3, Neutral, Ground)
Utility Grid Frequency (Hz)	60
Power Factor Range	+/- 0.5
THD for Linear Loads	<5%
Charging Efficiency	>95%
Grid Isolation	Galvanic, Integrated
DC OUTPUT	
Maximum Power (kW)	125
Voltage Operating Range (Vdc)	530 to 920
Maximum Current (Adc)	+/- 200A (charging cable limited)
Connector and Cable	CCSI, up to 8m (25 ft)
ENERGY METERING	
AC Energy Meter	+/- 2% from 10% to full scale
MECHANICAL	
PCS Dimensions	39.5"W x 24"D x 115"H
PCS Weight	2150 lbs
Dispenser Dimensions	22"W x 17"D x 75"H
Dispenser Weight	150 lbs (configuration dependent)
ENVIRONMENTAL	
Cooling	Air + integrated liquid heat exchanger
Environmental Rating	NEMA 3R
Operating Ambient Temp.	-20°C to 45°C (-4 to 113°F)
Storage Temperature Range	-30°C to 60°C (-22 to 140°F)
Humidity	0 to 95% (non-condensing)
Altitude	De-rated over 2,000 m above sea level
COMMUNICATION & CONTROL	
Network Interface	Standard: Ethernet (Optional: WiFi, 3G, 4G, LTE)
CERTIFICATION, SAFETY, COMPLIANCE	
Certifications	UL1741-SA, UL 2202, UL 2231, IEEE 1547.1 & CSA C22.2 No. 107.1-16



Charging Station



Dispenser

© 2021 Nuvve Holding Corp. All rights reserved. Version 3.0.  
All product specifications as of August 2021 and are subject to change. Please contact Nuvve for updated information.  
Charging station and dispenser not to scale.

## Battery Energy Storage System

SUNGROW

SAMSUNG

SAMSUNG SDI

# ST556KWH-D250HV +4xSG125HV

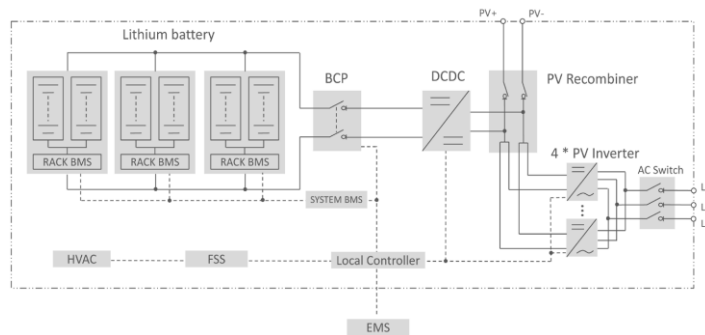
Storage System



### SYSTEM FEATURES

- Fully integrated 1500V DC coupled PV+ESS system with “one stop shop”
- Intelligent MPPT-Charging control algorithm enable the high-efficient operation

### CIRCUIT DIAGRAM



© 2019 Sungrow-Samsung SDI Energy Storage Power Supply Co., Ltd. All rights reserved. Subject to change without notice. Version 1.1

## ST556KWH-D250HV+4xSG125HV

System Type	ST556KWH-D250HV+4xSG125HV
<b>PV Data</b>	
Max PV input voltage	1,500 V
MPPT voltage range at nominal power	860 ~ 1,250 V
Number of DC inputs	5
Max. PV input current	1,250 A
<b>DCDC Data</b>	
Working voltage range	500 ~ 1,500 V
Nominal power	250 KW
Max. current	344 A
<b>Battery Data</b>	
Cell type	Samsung SDI Mega E3, 3.68 V / 100 Ah
Configuration of system	2P252S*3
Battery capacity (BOL)	556 kWh
Battery voltage range	806.4 ~ 1,045.8 V
<b>AC Data</b>	
AC output power	500kVA @ 50 °C
Max. AC output current	480 A
Nominal AC voltage	3 / PE, 600 V
AC voltage range	480 ~ 690 V
Nominal grid frequency / Grid frequency range	60 Hz / 55 ~ 65 Hz
Power factor at nominal power / Adjustable power factor	> 0.99 / 0.8 leading ~ 0.8 lagging
Feed-in phases / connection phases	3/3
<b>General Data</b>	
Dimensions (W * H * D)	6,058 * 2,896 * 2,438 mm / 238.5" * 114.0" * 96.0"
Weight (with / without battery)	11.0 T / 7.0 T 24,250 lbs / 15,432 lbs
Degree of protection	IP 54 / NEMA 3R
Operating temperature range	-30 to 50 °C / -22 to 122 °F
Relative humidity	0 ~ 95 % (non-condensing)
Max. working altitude	2,000 m / 6,562 ft
Cooling concept of battery chamber	Heating, Ventilation and Air Conditioning
Fire suppression system of battery unit	FM-200 extinguishment system
Communication interfaces	RS485, Ethernet
Communication protocols	Modbus RTU, Modbus TCP
Compliance	UL 9540, UL 9540A

Solar

Mono Multi Solutions

# Vertex

**BACKSHEET MONOCRYSTALLINE MODULE**

PRODUCT: TSM-DE21

POWER RANGE: 650 - 670W

## 670W

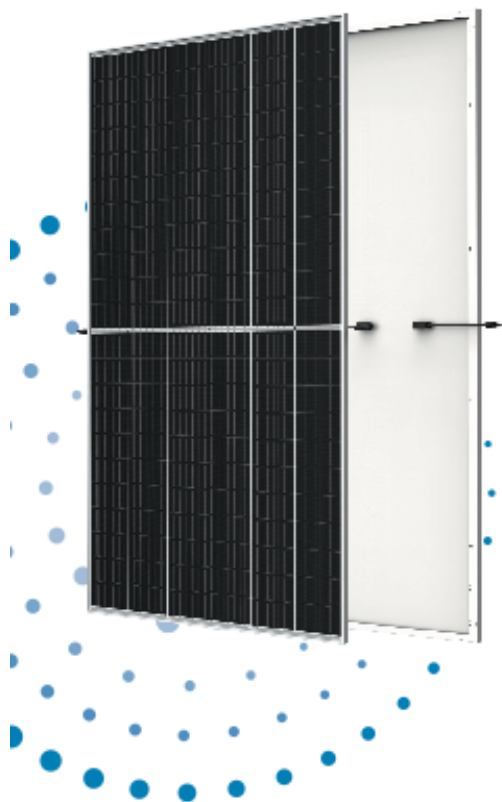
MAXIMUM POWER OUTPUT

## 0~+5W

POSITIVE POWER TOLERANCE

## 21.6%

MAXIMUM EFFICIENCY



### High customer value

- Lower LCOE (Levelized Cost Of Energy), reduced BOS (Balance of System) cost, shorter payback time
- Lowest guaranteed first year and annual degradation;
- Designed for compatibility with existing mainstream system components



### High power up to 670W

- Up to 21.6% module efficiency with high density interconnect technology
- Multi-busbar technology for better light trapping effect, lower series resistance and improved current collection



### High reliability

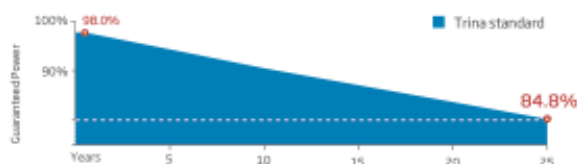
- Minimized micro-cracks with innovative non-destructive cutting technology
- Ensured PID resistance through cell process and module material control
- Resistant to harsh environments such as salt, ammonia, sand, high temperature and high humidity areas
- Mechanical performance up to 5400 Pa positive load and 2400 Pa negative load



### High energy yield

- Excellent IAM (Incident Angle Modifier) and low irradiation performance, validated by 3rd party certifications
- The unique design provides optimized energy production under inter-row shading conditions
- Lower temperature coefficient (-0.34%) and operating temperature

### Trina Solar's Backsheet Performance Warranty



### Comprehensive Products and System Certificates



IEC61215/IEC61730/IEC61701/IEC62716/UL61730  
 ISO 9001: Quality Management System  
 ISO 14001: Environmental Management System  
 ISO14064: Greenhouse Gases Emissions Verification  
 ISO45001: Occupational Health and Safety Management System

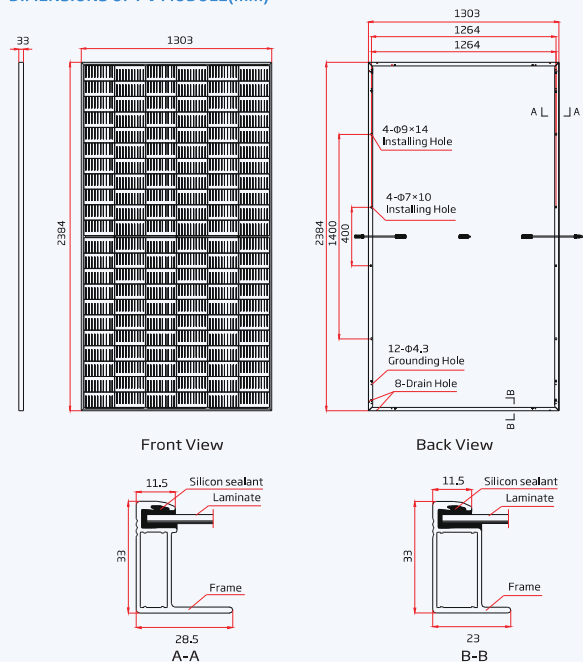
**TrinaSolar**

138

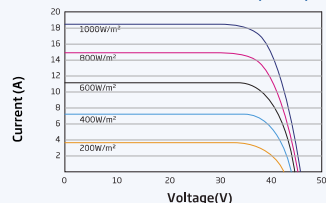
**NUVE**



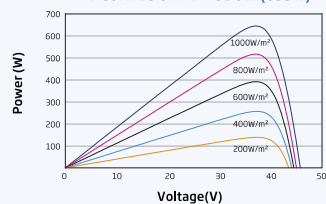
### DIMENSIONS OF PV MODULE(mm)



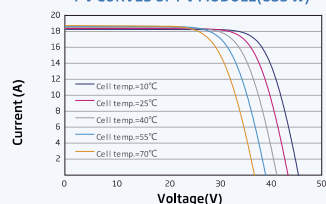
### I-V CURVES OF PV MODULE(655 W)



### P-V CURVES OF PV MODULE(655W)



### I-V CURVES OF PV MODULE(655 W)



### ELECTRICAL DATA (STC)

Peak Power Watts- $P_{MAX}$ (Wp)*	650	655	660	665	670
Power Tolerance- $P_{MAX}$ (W)			0 ~ +5		
Maximum Power Voltage- $V_{MPP}$ (V)	37.4	37.6	37.8	38.0	38.2
Maximum Power Current- $I_{MPP}$ (A)	17.39	17.43	17.47	17.51	17.55
Open Circuit Voltage- $V_{OC}$ (V)	45.3	45.5	45.7	45.9	46.1
Short Circuit Current- $I_{SC}$ (A)	18.44	18.48	18.53	18.57	18.62
Module Efficiency $\eta_m$ (%)	20.9	21.1	21.2	21.4	21.6

STC: Irradiance 1000W/m<sup>2</sup>, Cell Temperature 25°C, Air Mass AM1.5, \*Measuring tolerance: ±3%.

### ELECTRICAL DATA (NOCT)

Maximum Power- $P_{MAX}$ (Wp)	492	496	500	504	508
Maximum Power Voltage- $V_{MPP}$ (V)	34.9	35.1	35.3	35.4	35.6
Maximum Power Current- $I_{MPP}$ (A)	14.09	14.13	14.17	14.22	14.26
Open Circuit Voltage- $V_{OC}$ (V)	42.7	42.9	43.0	43.2	43.4
Short Circuit Current- $I_{SC}$ (A)	14.86	14.89	14.93	14.96	15.01

NOCT: Irradiance at 800W/m<sup>2</sup>, Ambient Temperature 20°C, Wind Speed 1m/s.

### MECHANICAL DATA

Solar Cells	Monocrystalline
No. of cells	132 cells
Module Dimensions	2384×1303×33 mm (93.86×51.30×1.30 inches)
Weight	33.3 kg (73.4 lb)
Glass	3.2 mm (0.13 inches), High Transmission, AR Coated Heat Strengthened Glass
Encapsulant material	EVA
Backsheet	White
Frame	33mm(1.30 inches) Anodized Aluminium Alloy
J-Box	IP 68 rated
Cables	Photovoltaic Technology Cable 4.0mm <sup>2</sup> (0.006 inches <sup>2</sup> ), Portrait: 350/280 mm (13.78/11.02 inches) Length can be customized
Connector	MC4 EVO2 / TS4*

\*Please refer to regional datasheet for specified connector.

### TEMPERATURE RATINGS

NOCT (Nominal Operating Cell Temperature)	43°C (±2°C)
Temperature Coefficient of $P_{MAX}$	-0.34%/°C
Temperature Coefficient of $V_{OC}$	-0.25%/°C
Temperature Coefficient of $I_{SC}$	0.04%/°C

### MAXIMUM RATINGS

Operational Temperature	-40 ~ +85°C
Maximum System Voltage	1500V DC (IEC)
Max Series Fuse Rating	1500V DC (UL)
	30A

### WARRANTY

12 year Product Workmanship Warranty
25 year Power Warranty
2% first year degradation
0.55% Annual Power Attenuation

(Please refer to product warranty for details)

### PACKAGING CONFIGURATION

Modules per box: 33 pieces
Modules per 40' container: 594 pieces



CAUTION: READ SAFETY AND INSTALLATION INSTRUCTIONS BEFORE USING THE PRODUCT.

© 2022 Trina Solar Co., Ltd. All rights reserved. Specifications included in this datasheet are subject to change without notice.

Version number: TSM\_EN\_2022\_B

www.trinasolar.com



## FINANCE COMMITTEE MEETING

<b>Date:</b> December 13, 2023	<b>Program:</b> Finance
<b>Agenda Item #:</b> 7	<b>Director:</b> Steven Warnes
<b>Subject:</b> Health Insurance Report	<b>Officer:</b> Jay Zapata

### Background

The information presented below is intended to keep the Committee apprised on the financial status of the Agency's self-funded health insurance plan.

As of October 31, 2023, the health insurance reserve is at \$7.0 million, which covers approximately 9.5 months of average expenditures. Contributions from programs and employees for 2023 total \$8,685,213 while the Fund paid out \$7,179,655 in expenses

Changes to the health insurance plan in 2022 through 2024 include:

- Effective January 2022: Tele-health service was added and 1% increase in Employer premiums and an average 8% increase to Employee premiums.
- Effective January 2023: Restructured the wellness program to include more employees; replaced wellness discounted premium by an incentive program available to all employees. 5.5% increase in Employer premiums.
- Effective January 2024: Kaiser HMO plan offered as an alternative to our existing PPO plan. Employer and Employee premiums will increase by 8%. Recordkeeper for FSA and HSA plans moved to Health Equity.

This table presents a sample of the monthly health insurance premium rates for 2023. Rates vary depending on the level of coverage tier selected. Rates for the PPO and HMO options are shown (a high-deductible option is available to the employees at a 40% lower cost).

	<b>Agency</b>	<b>Employee</b>	<b>Total Premium</b>
<b>Employee Only</b>	<b>\$684</b>	<b>\$162</b>	<b>\$846</b>
<b>EE +Child(ren)</b>	<b>\$1,238</b>	<b>\$291</b>	<b>\$1,529</b>
<b>EE + Family</b>	<b>\$1,643</b>	<b>\$387</b>	<b>\$2,030</b>
<b>EE + Spouse</b>	<b>\$1,374</b>	<b>\$324</b>	<b>\$1,698</b>

**FRESNO EOC**  
**HEALTH INSURANCE FUND REPORT**  
 THROUGH OCTOBER 31, 2023

	2023												2022				
	January	February	March	April	May	June	July	August	September	October	November	December	YTD totals Jan-Oct	Mo. Avg. Prev 12 mos	YTD totals Jan-Oct	Annual Jan - Dec	Annual Mo. Avg Jan - Dec
<b>Beginning Fund Balance</b>	<b>5,493,909</b>	<b>5,464,765</b>	<b>5,865,711</b>	<b>6,054,466</b>	<b>6,356,077</b>	<b>6,661,811</b>	<b>6,713,754</b>	<b>6,593,919</b>	<b>6,582,222</b>	<b>6,781,560</b>	<b>6,999,467</b>	<b>6,999,467</b>					
<b><u>Income</u></b>																	
Agency Contributions	753,479	747,863	758,762	746,004	744,968	750,773	469,368	730,091	737,693	739,773			7,178,774	717,470	7,192,960	8,623,821	718,652
Additional Agency Contr.	-	-	-	-	-	-	-	-	-	-			-	0	0	0	-
Employee Contributions	193,157	179,182	87,767	185,795	184,966	198,294	102,607	104,711	91,359	178,601			1,506,439	160,958	1,538,752	1,963,810	163,651
<b>Total Income</b>	<b>946,636</b>	<b>927,045</b>	<b>846,529</b>	<b>931,799</b>	<b>929,934</b>	<b>949,067</b>	<b>571,975</b>	<b>834,802</b>	<b>829,052</b>	<b>918,374</b>	<b>-</b>	<b>-</b>	<b>8,685,213</b>	<b>878,428</b>	<b>8,731,712</b>	<b>10,587,631</b>	<b>882,303</b>
<b><u>Expenses</u></b>																	
Health Claims Paid	597,281	252,921	277,335	258,071	304,953	538,213	322,956	467,555	230,864	364,673			3,614,822	414,579	3,826,529	5,188,655	432,388
Dental Claims Paid	47,952	37,885	42,028	52,612	38,170	43,411	47,309	40,230	51,508	35,308			436,413	42,855	447,763	525,612	43,801
Prescriptions Paid	161,856	93,451	158,339	153,394	111,262	144,243	148,592	175,789	169,927	131,072			1,447,925	143,657	1,488,921	1,764,880	147,073
Vision Claims Paid	6,778	2,036	14,828	1,220	8,412	9,115	6,472	6,625	11,450	6,536			73,472	6,896	59,329	68,611	5,718
Stop Loss Premiums	104,348	105,261	108,245	107,933	103,712	103,362	104,699	99,246	106,420	103,099			1,046,325	103,380	1,017,027	1,211,263	100,939
Stop Loss Claims	-	(22,123)	-	-	(67)	-	-	-	-	-			(22,190)	(35,993)	(31,218)	(440,948)	(36,746)
Life Insurance Premiums	8,250	8,188	8,240	9,187	9,203	9,170	8,969	9,043	9,028	8,999			88,277	9,419	125,000	149,754	12,480
Pinnacle	13,309	13,579	13,580	13,526	13,471	13,508	13,490	13,111	13,291	13,327			134,192	13,310	130,419	155,949	12,996
Blue Cross	13,835	13,895	13,994	13,975	13,875	13,955	13,954	13,558	13,696	13,716			138,453	13,759	136,678	163,337	13,611
Benefits Consultant	12,083	12,083	12,084	12,083	12,083	12,084	12,083	12,083	12,084	12,083			120,833	12,083	118,252	142,419	11,868
Employee Assist. Program	4,537	4,537	4,740	4,740	4,740	4,740	4,740	4,740	4,740	4,740			46,994	4,207	18,373	21,865	1,822
Preferred Chiropractors	871	875	881	880	874	879	878	854	863	864			8,719	871	8,908	10,645	887
TeleDoc	2,474	2,485	2,503	2,499	2,481	3,426	2,996	2,715	4,888	5,079			31,546	3,040	25,297	30,232	2,519
Other Expenses	2,206	1,026	977	68	1,031	1,018	982	950	955	971			10,184	1,014	20,604	22,588	1,882
ACA Fees	-	-	-	-	-	-	3,690	-	-	-			3,690	308	3,750	3,750	313
<b>Total Expenses</b>	<b>975,780</b>	<b>526,099</b>	<b>657,774</b>	<b>630,188</b>	<b>624,200</b>	<b>897,124</b>	<b>691,810</b>	<b>846,499</b>	<b>629,714</b>	<b>700,467</b>	<b>-</b>	<b>-</b>	<b>7,179,655</b>	<b>733,386</b>	<b>7,397,632</b>	<b>9,018,612</b>	<b>751,551</b>
<b>Current Fund Activity (net)</b>	<b>(29,144)</b>	<b>400,946</b>	<b>188,755</b>	<b>301,612</b>	<b>305,734</b>	<b>51,943</b>	<b>(119,835)</b>	<b>(11,697)</b>	<b>199,338</b>	<b>217,907</b>	<b>-</b>	<b>-</b>	<b>1,505,558</b>	<b>145,041</b>	<b>1,334,080</b>	<b>1,569,019</b>	<b>130,752</b>
<b>Ending Fund Balance</b>	<b>5,464,765</b>	<b>5,865,711</b>	<b>6,054,466</b>	<b>6,356,077</b>	<b>6,661,811</b>	<b>6,713,754</b>	<b>6,593,919</b>	<b>6,582,222</b>	<b>6,781,560</b>	<b>6,999,467</b>	<b>6,999,467</b>	<b>6,999,467</b>	<b>6,999,467</b>				
<b><u>Enrollment</u></b>																	
Employee only-Traditional	247	256	256	259	258	260	257	247	251	253				251		250	
High-Deduct	79	84	86	87	84	86	87	86	89	88				83		76	
Family coverage-Traditional	337	321	322	320	318	318	320	311	311	311				326		348	
High-Deduct	34	41	41	38	39	39	39	39	39	39				38		36	
Dental coverage only	42	54	49	47	49	47	46	45	48	49				46		40	
Temp/On Call Plan	-	-	-	-	-	-	-	-	-	-				0		0	
<b>Total employees enrolled</b>	<b>739</b>	<b>756</b>	<b>754</b>	<b>751</b>	<b>748</b>	<b>750</b>	<b>749</b>	<b>728</b>	<b>738</b>	<b>740</b>	<b>-</b>	<b>-</b>	<b>743</b>		<b>750</b>		
Average contributions per employee	1,281	1,226	1,123	1,241	1,243	1,265	764	1,147	1,123	1,241				1,182		1,176	
Average expenses per employee	1,320	696	872	839	834	1,196	924	1,163	853	947				987		1,002	

Estimated # months funded: 9.5



## FINANCE COMMITTEE MEETING

<b>Date:</b> December 13, 2023	<b>Program:</b> Finance
<b>Agenda Item #:</b> 8	<b>Director:</b> Chris Erwin
<b>Subject:</b> Non-competitive Procurements	<b>Officer:</b> Jay Zapata

### Background

The information presented below is intended to keep the Committee apprised of any procurements made through a non-competitive procurement process. In accordance with the Accounting Policies and Procedures Manual, Non-competitive Procurements are “special purchasing circumstances, in which competitive bids are not obtained. Non-competitive procurement (purchases and contracts) is only permissible in the following circumstances (2 CFR 200.320[f]):

- An emergency exists that does not permit delay.
- Only one source of supply is available.
- If the awarding Agency expressly authorizes non-competitive proposals in response to a written request from the Agency.
- Or after solicitation of several sources, competition is determined to be inadequate.

The key requirement for using non-competitive procurement is that the other procurement methods are not feasible and one of the above circumstances exists.” A report on the non-competitive procurement awards will be made to the Board of Commissioners.

The Agency also follows the following guidelines:

- Purchases from \$10,000 to \$150,000 require three written quotes and may be approved by the CEO.
- Purchases over \$150,000 require a formal bid and approval from the Board.
- Purchases over \$10,000 without quotes or bids must be disclosed to the Board.

Vendor	Purpose	Amount	Justification
N/A	October 2023 reporting period	N/A	N/A