

From: Jackie Hamstead <Jackie.Hamstead@buncombecounty.org>
Subject: FW: RFP Blue Horizons Project
To: Bridget Herring <bherring@ashevillenc.gov>; Kiera Bulan <kbulan@ashevillenc.gov>
Cc: Jeremiah P. LeRoy <Jeremiah.LeRoy@buncombecounty.org>
Sent: June 12, 2023 4:43 PM (UTC-04:00)
Attached: Asheville_Buncombe County BHP Budget.xlsx, Solar Crowdsourcing Response to FY24 Blue Horizons Project RFP.rtf

From: Ron Venturella <Ron.Venturella@buncombecounty.org>
Sent: Monday, June 12, 2023 4:35 PM
To: Jeremiah P. LeRoy <Jeremiah.LeRoy@buncombecounty.org>; Jackie Hamstead <Jackie.Hamstead@buncombecounty.org>
Subject: FW: RFP Blue Horizons Project

Attached is the proposal from Solar Crowdsourcing.



Ron Venturella, MSAC, CLGPO

he/his

Finance, Procurement Manager

p. (828) 250-4154

200 College St., 4th Floor
PO Box 7526 - Asheville, NC 28802

Respect. Honesty. Integrity. Collaboration. Equity.

From: Sophie Mullinax <sophie@solarcrowdsourcing.com>
Sent: Monday, June 12, 2023 1:52 PM
To: Ron Venturella <Ron.Venturella@buncombecounty.org>
Cc: Don Moreland <don@solarcrowdsourcing.com>; Ken Haldin <ken@solarcrowdsourcing.com>
Subject: RFP Blue Horizons Project



BC Email Security couldn't recognize this email as this is the first time you have received an email from this sender sophie@solarcrowdsourcing.com.

Dear Ron,

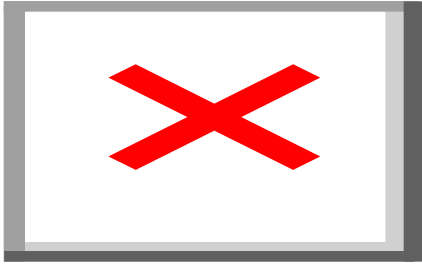
Please find attached our response to the Blue Horizons Project RFP. We thank you very much for this opportunity and for your consideration.

Sincerely,
Sophie Mullinax

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Sophie Mullinax

C: 828.713.7318



www.solarcrowdsource.com

Sign up to receive emergency texts directly from Buncombe County for breaking health and safety news. Text **BCALERT** on your smart phone to **99411** to receive alerts on important information such as floods, communicable disease, county office closings, and relevant traffic safety notifications OR visit buncombeready.org

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Deliverables	FY 24 Cost	Notes/Scope
Request for Information (RFI)	\$5,000.00	Development and implementation of a RFI process for local contractors specializing in residential and commercial electrical, HVAC, and other electrical products and services. This includes design, writing, tech support and platform, proposal intake, communications, and publicizing the RFI.
Contractor Outreach, Engagement & Education	###	Design and implementation of ongoing educational programming for local contractors to influence uptake and deployment of all-electric and energy efficient technologies
Develop or strengthen contractor network to activate in support of future initiatives	###	Help connect qualified contractor community and network to facilitate ongoing information sharing, education and opportunities for contractors to stay informed about latest energy efficiency and renewable energy technologies, incentives available, utility programs, industry news and update
Consumer and Community Engagement, Education, & Resources	###	Collaborate with local CBOs to identify a series of educational and outreach events and workshops to educate consumers about the benefits of 100% electrical future, incentives available, financing options, and how to participate in the Electrify program
Electrification Showcase	\$7,000.00	Develop, solicit sponsors, administer and stage in Asheville/Buncombe the nation's first Electrification Showcase. The Electrification Showcase is envisioned to be a home show-like public event bringing together manufacturers, suppliers, local contractors and affiliated local products/services/users (e.g., EV enthusiasts) to a showcase designed to excite and inform citizens about the vision and specific applications for electrifying everything in their homes and properties.
Increase access to and use of rebate opportunities through a rebate campaign or other contractor-led initiative	\$5,000.00	Identify processes and procedures to help consumers realize and obtain applicable incentives available through the IRA.
Pilot Group-Purchase Program	###	Based on the findings and learnings of the RFI and engagement of both contractors, consumers/the community, we will lead the design and implementation of a pilot group-purchase programs for heat pumps and possibly other clean tech. We will assemble a steering coalition, build out a timeline of the program, support it with a web platform, get contractors on board, and course correct along the way.
Contractor/Consumer Marketplace	###	Vet contractors in advance to ensure quality of technologies, pricing, and customer service. Ensure the many different technologies for which incentives are available through the IRA are available in the marketplace. Provide a qualifying process for contractors that meet criteria so consumers can easily identify the contractors that provide the services they need.

Total Cost of Proposed Scope	###	

A. Cover Letter



June 12, 2023

To Whom It May Concern:

Solar CrowdsSource is pleased and honored to respond to this opportunity to work collaboratively with Buncombe County and the City of Asheville — and in harmony with the Blue Horizons Project – as expressed in the requirements of the Request for Proposal (RFP) for several specific project management deliverables.

At its core, our small firm was developed and has operated since its founding in 2015 to efficiently and seamlessly support and assist communities in making measurable and meaningful progress toward achieving their publicly-stated clean-energy goals.

In pursuit of this, we have structured our team, services, platform and tools in a manner that flexibly takes into account how communities prefer to variably deploy their resources toward launching successful renewable energy campaigns or programs (including initiatives that involve federal tax credits and LMI-related deliverables).

Since its inception, Solar CrowdsSource has supported governments and sustainability organizations in adding more than 10 megawatts of renewable energy in a variety of communities where its platform has hosted successful local Solarize campaigns, bringing solar energy to more than 1,400 residential rooftops in the U.S., including Asheville and Buncombe County, NC.

For this reason, we believe we are particularly well-suited for this RFP's unique and by-and-large unprecedented challenge for a single community. Designing and helping to encourage the public's uptake of energy-efficient technologies in their homes and places of business through a flagship pilot mounted within a one geographic area very closely parallels how we've supported successful Solarize campaigns in Buncombe County and elsewhere.

The basis for this capability is our proven ability to convene and administer comparable initiatives: informing, vetting and selecting energy-service contractors within discrete markets

and, more broadly, facilitating awareness through educational and outreach tools and tactics to help inform the public at large about the opportunity to improve their home or business energy-use profiles.

As indicated in Section 3.1 of the RFP, the County reserves the right to finalize a contract with one or more firms to perform services under the Blue Horizons banner. We recognize that other organizations or enterprises may be optimal to focus on various other dimensions or services contained within this multifaceted RFP. Likewise, our firm is exceptionally positioned and uniquely poised to help deliver separately but collaboratively on a specific subsection of these services. Namely to influence the uptake and deployment of specific energy-using technologies, including surfacing and facilitating a participatory contractor network and developing a pilot approach under an “Electrify Everything”-type of banner.

Indeed, for the past 10 months, since the passage of the Inflation Reduction Act (IRA), our team members have undertaken outreach and research to equip ourselves to help conceive of and foster Electrify-related programming within targeted communities. This includes building relationships with national resource-rich organizations that are positioned to provide content that effectively engages the contractor and property-owner communities (but are not missioned to manage and implement local programs). We have also embarked on local listening sessions to gather input into how various Government Sustainability Directors and community leaders view the Electrify opportunity, programming preferences and related resource needs.

In addition, we are presently tracking the status of specific rebates and incentives now being federally promulgated for citizen access to near-future IRA benefits and rebates as they become available.

For these reasons and more, we greatly look forward to the opportunity to help conceptualize, design and deliver a robust and measurable pilot that helps to further move Buncombe County/Asheville toward a clean-energy transition.

Sincerely,

The Solar Crowdsource Team

Don Moreland

Ken Haldin

Sophie Mullinax

B. Title Page



Solar Crowdsourcing

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- C. Describe the background, experience, and capabilities of your firm as it relates to the Scope of Work outlined in the RFP.

Solar Crowdsourcing

a dba of Georgia-based Bright Spaces, LLC

Solar Crowdsourcing is a platform that facilitates community-based clean energy group purchasing programs, i.e. Solarize programs. Since its inception in 2015, Solar Crowdsourcing has facilitated over 20 Solarize programs bringing solar energy to more than 1,400 rooftops comprising over 11 megawatts of renewable energy. In addition, Solar Crowdsourcing has assisted the communities it has supported in avoiding 255,800+ tons of CO₂ over 25 years.

The firm works hand-in-hand to support local government and non-profit organization leaders to forge and customize their local Solarize initiatives. Offering one-of-a-kind knowledge and tools to create and administer local group-purchasing campaigns, Solar Crowdsourcing helps spur movement toward achieving communities' renewable energy goals more efficiently and effectively. Solarize campaigns are customized locally by like-minded coalitions of local organizations, community members, and government to help this form of renewable energy get adopted more quickly. While the Solarize concept has been executed in various communities in the United States over the past two decades, a turnkey platform and expertise to administer grassroots Solarize campaigns was not previously available.

Solar Crowdsourcing Platform and Services

- Custom Community Programming: design, structure, and stakeholder collaboration around community wants and needs
- Legal: drafting and facilitation of agreements among campaign stakeholders, i.e., MOU and Contractor Installation agreements
- Request for Proposals: draft, edit, and evaluate through collaboration with community stakeholders
- Technical: Webpage, graphic design, intake, CRM, automated workflows, reporting and analytics
- Education: facilitate workshops, open houses and community events
- Communications and Outreach: signage, brochures, phone, email, press releases, workflows, and social media

Energy Equity. Communities can leverage the group purchase savings that come with a traditional Solarize program to also address equity goals that are typically part of a community's overarching clean energy plan. Since 2020, several different models for funding and executing Low- and Moderate-Income (LMI) programs have been devised by community leaders in coordination with Solar Crowdsourcing staff.

Nonprofit Solar Donations. Another key aspect of Solar Crowdsourcing's Solarize programs is to donate a solar energy system to a worthy local nonprofit organization chosen from within the community. These systems help reduce ongoing electricity costs and unlock

funds for the recipient organization to help achieve its mission more economically. Solar Crowdsource's Solarize campaigns have so far resulted in 110kW of donated solar energy systems to nonprofits.

Through its unique business model, Solar Crowdsource accomplishes this support without adding burdensome out-of-pocket administrative costs to local organizations and governments sponsoring these initiatives.

Solarize Asheville-Buncombe. Among our more recent campaigns was the nation-leading Solarize Asheville-Buncombe. That 2021 initiative, from its conception by a coalition of local organizations in late 2020 to its community launch in April 2021 and completion at year-end, was designed to spark new interest in solar power by communicating its benefits and reducing its entry price. By purchasing together, over the lifespan of their systems, homeowners who added rooftop solar via Solarize in Asheville-Buncombe alone are projected to save more than \$8.35 million over 25 years in utility bill costs for their households. Much of this benefits the local economy as well as contributes to the community's climate strategy.

Solarize Asheville-Buncombe provided a pathway for more locally-produced clean energy, directly contributing 1.45 MW of new solar to the community's local clean-energy goals of 100% renewable energy by 2042.

Other successful campaigns were mounted in Kansas City and Oklahoma City. New campaigns for 2023 are preparing to or have already launched in Oklahoma, Georgia and Hawaii. These initiatives and others like it also develop core sub-program components aimed at serving LMI residents for whom solar energy affordability has remained largely out of reach.

Solar Crowdsource Team

Don Moreland

Founder & CEO

Don is founder of Solar Crowdsource, a platform that facilitates community-based clean energy group purchasing programs to help rapidly accelerate the growth and reduce soft costs of solar energy, battery storage and other clean energy technologies.

With 15 years of legal experience in residential and commercial real estate, Don began working in the solar industry in 2011 developing distributed generation and utility-scale solar PV projects. He has developed several MWs of solar for TVA and Georgia Power solar programs as well as commercial and residential applications providing turn-key development services including site selection; financial modeling; program and incentive compliance; permitting; and contract drafting and negotiation.

Don also serves as Executive Director of the Georgia Solar Energy Association (2022-present); Chair of the Georgia Solar Energy Association (2016-2018), and is a member of the State Bar of Georgia.

Sophie Mullinax

Lead Project Manager

Sophie is a long-time environmentalist and has worked in clean energy for the majority of her career. Prior to joining Solar Crowdsourcing, she managed the Blue Horizons Project, a local clean-energy project that promotes the adoption of solar energy and energy efficiency in Asheville and Buncombe County. Blue Horizons Project brings area stakeholders together to move forward on the region's 100% renewable energy goals. She oversaw Solarize Asheville-Buncombe, which generated 1.4 MW of new solar capacity and 182 projects. It also resulted in a donated solar energy system to a local nonprofit, Beloved Asheville, that works to support the housing-insecure population in Asheville. This experience motivated her to devote her work to the rapid adoption of clean energy in communities across the country through community-based campaigns. Prior to her work on Blue Horizons Project, she worked with the DC Sustainable Energy Utility, an office of the Vermont Energy Investment Corporation, on clean-energy programming and incentives for the city of Washington, DC.

Sophie serves on the board of Asheville on Bikes, Asheville GreenWorks, the City of Asheville's Sustainability Advisory Committee, the City of Asheville's Missing Middle Housing Advisory Committee, several board committees of Mountain City Public Montessori school, and is the proud mother of two amazing daughters.

Ken Haldin

Development Partner

Ken Haldin is a public affairs, community engagement and communications strategist. He works with firms involved in environmental remediation projects and serves the needs of civic partnerships and non-profit organizations.

During his 25-plus-year corporate public affairs career, Haldin was a lead spokesperson and corporate communications executive for companies based in Florida, Georgia and Texas for which he appeared on various national network news segments and cable news programs. His leadership work included environmental policy and practices communications as well as engagement with leading NGOs and community organizations.

Haldin also counseled a variety of public-sector organizations, including sustainability-related and public-private partnerships in Atlanta and the U.S. Virgin Islands. Haldin formerly was a print journalist, including roles with the *Los Angeles Times* and community newspapers in Southern California and Central Florida.

Billy Mitchell

Senior Creative

Billy brings creativity and leadership to the team. In addition to serving national clients for more than two decades as a B2B marketing specialist, Billy is also a recognized expert in B2B inbound marketing. Billy is an active member of the Atlanta BMA, AMA and DMA organizations and was selected as one of two finalists for the AMA's Atlanta Marketer of the Year Award.

Chris Davis

Production

Chris is an experienced production director with over two decades of experience in prepress, press and post-press operations. He has migrated those same disciplines into managing and developing interactive projects. As a leader in our HubSpot Partner programs, Chris is well versed in inbound marketing best practices and making the most of the HubSpot CMS.

Matt Albert

Graphic Design and Web Development

Matt is an experienced art director that is not only very passionate about his work but also has the talent to match that passion. He consistently delivers outstanding creative and it is safe to say that his work is well-received and praised by our clients on a regular basis. Matt has always been accountable and willing to go above and beyond the call of duty. He asks a lot of smart questions in order to shape every project that he touches to be the best that it can be, and he won't settle for less.

Scope of Work Overview

Our proposed Scope of Work involves a plan to:

- Survey the current local market landscape for electric/EE technologies
- Identify barriers to electric/EE tech uptake among community members in Asheville/Buncombe County
- Plan localized outreach, education, and strategies seeking to remove those barriers in what we hope will be a breakthrough and ultimately replicable program to rapidly accelerate EE/electric tech uptake, serving as a model for the U.S.

Electrifying everything in our homes and businesses has been identified by climate scientists as one of the most important and impactful strategies we have available to address the climate crisis and aid in the transition to clean energy. Electrification has the potential to:

- Dramatically reduce CO2 emissions
- Save community members money
- Reduce the combustion of fossil fuels, the emissions of which disproportionately impact marginalized communities
- March forward on communities' climate goals

Thanks to 2022's Inflation Reduction Act (IRA), the road to electrification has been made less expensive for community members.. The IRA has the potential to be a powerful market catalyst for electrification, and communities that are ready and poised to make full use of its offerings will be well-positioned when state and local guidance rolls out. The IRA:

- Includes incentives for many residential and commercial technology needed to achieve 100% electrification
 - Tax credits
 - Rebates for income-qualified households

Market barriers still exist. Increasing access to the best, cleanest energy technology for everything to everyone is at the core of what will drive this Scope of Work.

After having (a) identified that electrification is a viable solution to decarbonizing the energy sector, saving community members money, narrowing the equity gap, and realizing clean-energy goals, and (b) that the IRA enables a policy framework and incentive structure to get us there, challenges to implementing this future still exists.

Education & Awareness. Perhaps the steepest obstacle in implementing an all-electric future is the awareness and education needed for both contractors and community members. To achieve a 100% electric future will require more than the “if it’s not broken, don’t fix it” way of doing business.

Education for Contractors. Contractors can get complacent with the way they have always done things and with the same equipment and manufacturers they have traditionally used. Moreover, not all contractors desire to be a part of next-generation product offerings.

For example, air-source heat pumps, while not a new technology, have improved tremendously in recent years so they are more efficient and work in cold weather climates just as well as gas-fired furnaces. Moreover, some reports suggest that more than 75% of HVAC equipment decisions are made when existing systems break, forcing community members to accept the technology that is readily available/on the shelf rather than the most efficient and climate-friendly solution.

Contractor engagement – and education for those inclined toward uptake of new Electric/EE technologies – is key to ensuring a healthy and vibrant industry exists with contractors that are well-informed and proactive in offering the latest and best-available technology. Contractor education will also include available resources that clearly lay out the incentives, requirements and process for obtaining them available through the IRA.

Education for Community Members. Equally as important as contractor education is educational and awareness programming for local community members. Most home and business owners don’t yet realize the benefits of electrifying everything, available incentives, new technologies, savings that can be achieved, and how to get started.

We have learned from Solarize programs that “fear of the unknown” is one of the top market barriers to going solar. A structured community-based program with organized education and outreach opportunities empowers community members with the knowledge they need to take the next step. Effective educational programming should include higher-level understanding of “Electrifying Everything” and incentives available. But it should also include practical information and resources about the latest technologies available, e.g., what is a good price, what is a good warranty, and the energy and bill savings achievable.

Proposals and Savings Estimates. Another challenge of a 100% electric future is providing community members with trustworthy information they need to make informed economic and environmental decisions for their home or business. To properly establish a baseline upon which to calculate savings, the first step usually includes an energy audit. An energy audit consists of an on-site evaluation of a home or business’s systems and building envelope, often costing hundreds of dollars. Many community members see an energy audit as intrusive, complicated, and an out-of-pocket expense they would rather not incur.

In order to encourage community members to take the first step, a more streamlined and less costly energy audit process is required. Once achieved, community members then have the insight and understanding of their current status and what next steps are needed to achieve their goals.

Obtaining Incentives.

While the IRA provides the policy framework and incentive structure needed, it’s no surprise that such a far-ranging Act is very complicated. Navigating the IRA to determine what incentives apply to whom will be one of the greatest challenges ahead. Indeed, as of the timing of this response, rule-making and practical implementation of incentives by federal agencies such as the DOE, EPA, and Treasury Department are still underway.

The IRA contains a myriad of tax incentives and rebates that apply to different technologies and consumer qualifications will depend on income. State energy offices will be responsible for qualifying projects and determining income qualification in order for incentives to be obtained. This complexity involving federal agencies, state agencies, project approvals, and income determinations will need to be managed effectively and as smoothly as possible. Bridging the gap between the community member, contractor, and the state energy office will be critical to the success of an electrified future.

Keeping up the Momentum.

Another challenge we must meet on the electrification journey is keeping community members engaged over what could be multiple projects using different technologies over a period of time. An air-source heat pump, for example, will go a long way toward using less energy and saving money on utility bills. But a heat pump is only part of the solution. Solar energy, electric vehicles, and electric appliances are all part of a suite of technologies needed and incentivized through the IRA. In order to spread the incentives out over the 10-year period for which the IRA is available, annual caps to the amount of rebates and tax credits are included.

Continuous engagement with community members over a multi-year period of time will be vital to keep them engaged and moving forward. Some data tracking and record keeping will be needed to help community members stay on top of systems adopted and incentives used so they can plan ahead to determine what's next. Fresh and engaging marketplace news and updates will be needed to keep community members informed. Without continuous engagement over a period of time risks losing the momentum and excitement needed to achieve an electrified future.

Enter Electrify Programs.

Applying the Solarize model can address many of the implementation challenges identified above in achieving a 100% electric future. Just as Solarize programs help make solar energy more affordable and accessible for homeowners and business owners in the community for which they serve, an Electrify program using a comparable model can do the same for heat pumps, for example. An Electrify program can make heat pumps more accessible by conducting a **Request for Information** process in advance to vet the contractor, materials, and pricing for the program so community members don't have to do so themselves. Electrify programs can make heat pumps more affordable by aggregating community purchasing power to get volume discounts on materials and installations. Electrify programs can include a series of education and outreach events and workshops designed to educate community members about the benefits of heat pumps and how the Electrify program works. Finally, Electrify programs can provide community members with free and trusted evaluations that give them the information they need to make better-informed decisions.

Solar Crowdsourcing is uniquely positioned to leverage its years of experience facilitating a successful community-based clean energy group purchasing model and apply it to achieve a 100% electric future. However, strictly applying the Solarize model to heat pumps and other technologies would fail to fully take into consideration the differences in technologies, industries, marketplace conditions, contractors, and the complexity of incentives available in the IRA. Gaps and challenges are inherent. Therefore, Solar Crowdsourcing seeks this opportunity in order to develop an Electrify pilot program that will take advantage of the successful proven processes and procedures that come from a Solarize program while addressing some of the challenges the Solarize model does not.

Scope of Services

If selected for this opportunity, Solar Crowdsourcing will leverage its Solarize model and success to implement an Electrify pilot program with the following supporting scope of services:

- **Request for Information (RFI):** Development and implementation of a RFI process for local contractors specializing in residential and commercial electrical, HVAC, and other electrical products and services. The purpose of the RFI is to survey the local industry and contractor to determine the status and capacity needed to implement an Electrify program. Said RFI will include but not be limited to determining the scope and size of the local contractor industry, technology and

manufacturers used, pricing, and warranties. The RFI will help us determine how well informed the local contractor industry is on new technologies and incentives available through the IRA. Ultimately, the RFI will help us discover where gaps exist in the industry and what additional training resources need to be made available.

- **Contractor Outreach, Engagement, & Education:** based on the results and learnings of the RFI, we will facilitate targeted contractor training on new technologies available and provide educational resources to help inform contractors of the incentive opportunities available through the IRA.
- **Consumer and Community Engagement, Education and Resources:** in addition to educational opportunities available through the existing Electrify model such as Electrify info sessions and workshops, additional educational resources and outreach will be required. For example, the following community-wide event is contemplated as part of this scope:
 - Develop, solicit sponsors, administer and stage in Asheville/Buncombe the nation's first **electrification showcase** – a home show-like public event bringing together manufacturers, suppliers, local contractors and affiliated local products/services/users (e.g., EV enthusiasts) to a showcase designed to excite and inform citizens about the vision and specific applications for electrifying everything in their homes and properties.
- **Obtain Incentives:** Develop processes and procedures to help consumers realize and obtain applicable incentives available through the IRA. This includes but is not limited to
 - Being the connective tissue between community members, contractors, and government agencies that qualify and approve projects and incentives
 - Helping community members understand the incentives available to them and how they can be applied, i.e., either rebate or tax credit
 - Help facilitate income qualification documentation to the relevant agency for review and approval
- **Contractor/Consumer Marketplace:** rather than a winner-takes-all scenario as in a typical Solarize program, Electrify programs will very likely need to include a number of vetted contractors that offer different technologies and services to community members. An Electrify marketplace should be established that offers community members a variety of local contractors to choose from that specialize in different trades and skills required to meet their needs. This includes but is not limited to:
 - Vet contractors in advance to ensure quality of technologies, pricing, and customer service.
 - Ensure the many different technologies for which incentives are available through the IRA are available in the marketplace.

- Provide a badge or certification process for contractors that meet criteria so community members can easily identify the contractors that provide the services they need.
- As part of the roll-out of the Electrify program in Q1 2024, these additional services should be considered as part of the scope of services:
 - Providing free, no-obligation evaluations, where possible, and a road map on how community members can achieve a 100% electric future that works for them and the planet
 - Continue to help community members navigate the incentive landscape and develop processes and procedures that enable community members to obtain incentives and maximize value over multiple years
 - Inclusive financing options for LMI community members that can help bridge the gap between incentives and out-of-pocket costs, ensuring no one is left out and behind
 - Support to help community members continue their electrification journey by providing multi year support including
 - Fun and informative tracking of electrification
 - Education and support for new equipment and services
 - Tracking incentive schedule to maximize use of IRA

D. Solar Crowdsourcing intends to be self performing for the proposed scope of work herein.

E. References

1. Emily Barrett, PEM, QEP

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3. Ryan Shea

Manager, Urban Transformation
 RMI
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F. Provide specific costs for each service proposed:

Please see our proposed scope of services budget: [Asheville/Buncombe County BHP Budget](#)

G. Each Vendor shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm's proposal.

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H. Please see Solar Crowdsourcing's completed ABI form [here](#).

