<u>Timing of Waiver Requests</u>

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a. Do developers rely on long-term employees or contracted individuals for single projects?
Most developers of large DG and larger TCS projects do not have in-house installation crews, and often bid out for some portion or all of the work that goes into the Engineering, Procurement and Construction scopes of any given project. These subcontractors may vary from project to project, depending on site-specific needs.

b. When using contracted individuals, how far in advance do project developers or their subcontractors hire the project installers and other employees required for project development? Does that vary across project types, and if so, how?
On larger projects, project developers may hire various engineering subcontractors up to a year in advance of when a project is getting ready to start construction. As far as Procurement and Construction subcontractors, a project developer may contract with these entities 6 months or more prior to construction start, depending on the size and complexity of the project. Construction subcontractors may hire specific installation crew members depending on multiple interacting factors, such as how many core crew members they have on staff, the number of projects their firm is needing to work on simultaneously, the different sizes of those projects, and their general business model (percentage of in-house headcount they maintain, versus ability to hire temporary crew via either direct solicitation or indirect channels like hiring agencies).

c. If the Agency accepts waiver requests on a rolling basis, how much lead time would developers require for a response on the waiver request in the event that the request is denied and they must still comply with the MES?
The agency should definitely accept waiver requests on a rolling basis. It would be optimal if the Agency could review and respond to a request within 10 business days or less of the request submission, as it takes multiple weeks and sometimes even a few months for developers to successfully engage and properly onboard new contractors to work on a project.

d. To what extent do developers know how many projects they will be working on in a given program year?
An annual pipeline is a constantly moving target that project developers can better manage to a certain extent with disciplined project management processes.

e. At what point would a developer know that compliance with the MES is not possible on a particular project?
If an installation subcontractor amasses a construction crew that's sourced mostly from temporary worker pools, i.e. temp agencies/training centers, the developer who hires the installation subcontractor may not know the full demographic composition of the crew until two weeks before construction start.

General comment:

Question #3 needs to revise "prior to the start of project development" to "prior to the start of construction". It is not possible for any project developer to undertake the variety of MES actions *prior to* beginning the development of a project, which is a stage that involves a substantial amount of site due diligence, engagement with the electric utility for the interconnection study, permitting assessments and other internal cost-benefit evaluations that lead to the project developer determining whether or not a project is viable to build. After determining that viability is when project developers would proceed with engaging the contractors that would comprise the bulk of the workforce that could meet the MES.