



**EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS FOR
A COMMERCIAL PAY FOR PERFORMANCE PILOT**

RFP EM-013-2016

Date Issued: March 7, 2016

Closing Date: April 28, 2016, 3:00pm local time

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Separate attachments:

- Attachment A – Proposal Cover Sheet Form and Team Commitment
- Attachment B – Standard Agreement
- Attachment C – Pilot Proposal Cost Form

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Title and Purpose

RFP EM-013-2016 – A Commercial Pay for Performance Pilot.

The Efficiency Maine Trust (the Trust) seeks one or more qualified bidders or teams of bidders to pilot and demonstrate an innovative strategy for achieving deep and sustained energy savings in Maine long-term healthcare facilities through two important emerging best practices: (1) application of smart meter (interval) data to promote and verify energy savings from cost-effective efficiency measures and behavioral (operational) modifications; and, (2) use of pay-for-performance incentives to ensure sustained energy savings over time.

1.2 Designated Contact Person for this RFP

James Leyko, Strategic Initiatives Manager
Efficiency Maine Trust
168 Capitol Street, Suite 1
Augusta, ME 04330-6856
Phone: (207) 213-4147
Email: james.leyko@efficiencymaine.com

1.3 Schedule of Activities

Event	Date/Deadline
RFP Issued	March 7, 2016
Question Period Closes	March 25, 2016, 4:00pm local time
Responses to Questions Posted	April 5, 2016
Proposals Due at Efficiency Maine Trust Office	April 28, 2016, 3:00pm local time
Anticipated Award Date	May 20, 2016
Anticipated Contractor Start	June 3, 2016

Schedule changes: The Trust reserves the right to modify this schedule at its discretion. Any changes or additional information regarding the RFP schedule and pre-bid activities, including responses to questions, will be posted on the Efficiency Maine website at: <http://www.efficiencymaine.com/opportunities>

1.4 Questions

Questions regarding this RFP must be submitted by email to the Designated Contact Person listed in section 1.2 prior to the close of the Question Period specified above. The subject line of the email should be: **RFP EM-013-2016 Questions**. Responses to questions will be posted on the Trust's website.

1.5 Proposal Submittal Deadline

Proposals must be received at the Trust's office by the due date and time specified above in section 1.3. Any proposal received after the deadline will not be considered. Proposals must be complete when submitted; changes or additions will not be accepted after the deadline, except for any clarifications requested of bidders by the Trust. Each bidder is responsible for ensuring timely receipt of its proposal. Further details regarding proposal requirements are provided in section 5 of this RFP.

1.6 Cost of Proposal Preparation

Costs incurred in the preparation of any proposal in response to this RFP are the sole responsibility of the bidder.

1.7 Anticipated Contract Term

The Trust anticipates that this RFP will result in pilots that can be completed by **December 31, 2017**.

1.8 Anticipated Contract Budget

Approximately \$100,000 is available for this RFP. This amount does not include the pay-for-performance incentives, which will be provided by the Trust's C&I Prescriptive Program.

1.9 Contract Award

The Trust will notify all bidders of the contract award decision by email. The anticipated award date is specified in section 1.3. The Trust reserves the right to negotiate the final terms and conditions of a contract award with a winning bidder, and to reject any winning bidder with whom the Trust cannot agree to terms and conditions meeting the Trust's needs, in the Trust's sole judgment.

1.10 Contracting Process

The selection of service providers and grant recipients is governed by the Efficiency Maine Trust Rule Chapter 1: Contracting Process for Service Providers and Grant Recipients, which can be found on the Efficiency Maine Trust website:

<http://www.energymaine.com/docs/Chapter-1-Contracting-Process-for-Service-Providers-and-Grant-Recipients.pdf>

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine Trust

The Trust is the independent administrator for energy efficiency programs in Maine. The Trust's mission is to lower the cost and environmental impacts of energy in Maine by promoting cost-effective energy efficiency and alternative energy systems. The Trust does this primarily by delivering rebates on the purchase of high-efficiency lights and equipment to help customers save electricity, natural gas and heating fuels throughout the Maine economy. The Trust is governed by a stakeholder Board of Trustees with oversight from the Maine Public Utilities Commission.

2.2 Innovation Program Background and Context

The Trust's Innovation Program provides funding to conduct pilot projects. The Trust intends for these projects to demonstrate new types of energy efficiency, conservation, or alternative energy measures, or new strategies for promoting such measures. The program focuses on measures that show significant potential to be cost-effective and to provide energy savings or greenhouse gas savings but are not yet well understood or established in the marketplace. The measures piloted may or may not prove to be cost-effective or popular in the Maine marketplace. Part of the purpose of the Innovation Program is to use smaller pilot projects to generate findings of cost-effectiveness and market demand before making larger investments on incentives and program delivery.

2.3 Commercial Pay for Performance Pilot Goals, Objectives and Requirements

The Trust's C&I Prescriptive Program¹ offers fixed-price incentives covering the most common efficient equipment used in Maine businesses, including lighting and lighting controls; refrigeration; heating, ventilation, and air conditioning (HVAC) units; variable speed drives; premium-efficiency boilers; furnaces and heaters (and their associated controls); and efficient gas-fired commercial kitchen equipment. The financial incentives are used to reduce the barrier associated with the incremental cost of efficiency measures. The incentives encourage businesses to retrofit or install more energy-efficient equipment than they would have otherwise. Businesses that participate in the program not only experience lower energy costs but often realize savings in other areas, such as lower maintenance costs or improvements in business processes. One sector the program is interested in serving through innovative methods is Maine's long-term healthcare facilities.²

Maine is one of the few states where interval data is collected by electric utilities as part of a large-scale deployment of advanced (smart) meters. Nevertheless, few long-term healthcare facilities have taken advantage of this information for a variety of reasons, including:

- Lack of familiarity on how to obtain and use interval data to assess building performance and identify operation improvements;
- Limited time or resources to analyze and quantify the data or hire a consultant for traditional retro-commissioning (RCx) feasibility studies;
- Shortage of disposable funds with which to make the up-front investment in energy efficiency upgrades; and
- Lack of incentives to persist with operational improvements and updates.

The goal of the pilot is to address these barriers and engage the long-term healthcare sector. The pilot will work alongside the C&I Prescriptive Program to serve this sector. The pilot should demonstrate the use of interval data analysis to help long-term healthcare facilities reduce their energy consumption by 20% or more through a combination of improved building performance and incentives on energy-efficient equipment.³

¹ The Business Incentive Program will become the Commercial and Industrial (C&I) Prescriptive Program on July 1, 2016.

² The pilot will focus on facilities that provide extended care services to senior citizens as a primary function (e.g., assisted living facilities and nursing homes).

³ The bidder(s) should address the 20% goal in the proposal.

Building system performance declines over time even when routine maintenance is performed on the individual pieces of equipment. Retro-commissioning (RCx) improves how a building's equipment and systems function together. RCx updates a building's operations and maintenance (O&M) procedures to improve overall performance. The first step in a traditional RCx process is a feasibility study. The Trust has found the high cost of the study and the uncertainty around energy savings to be a barrier to promoting RCx activities to building owners. One goal of the pilot is to promote RCx-style savings through pay-for-performance incentives that are complemented by the C&I Prescriptive Program's traditional incentives for prescriptive measures.

The pilot will educate facility owners on the value of interval data for assessing a building's performance and identifying opportunities for modified RCx-style implementation strategies or "building tune-ups." The pilot's approach will avoid the more expensive RCx feasibility assessments.

The pilot will also establish measurement and verification processes to evaluate operation and maintenance activities and will be linked to a pay-for-performance approach that provides financial incentives over time for demonstrated, and sustained, energy savings.

2.4 Partnerships

The Trust and the bidder(s) will partner with the Maine Health Care Association (MHCA). MHCA is a non-profit trade association representing Maine nursing homes and assisted living/residential care facilities. MHCA already has an existing relationship with the long-term care facilities in the State. MHCA will advocate for the pilot and the Trust will become a member of the MHCA and will assist in developing a repository of building energy ratings post tune-up and subsequent years during the pay for performance element of the pilot implementation.

The bidder(s) will also be expected to work with one or both of Maine's transmission and distribution utilities; Central Maine Power and Emera Maine.

2.5 Additional Sources of Information

Following are links to additional information that may assist bidders in preparing a response to this RFP:

TITLE	LOCATION (link)
Efficiency Maine Trust website	http://www.energymaine.com/ http://www.energymaine.com/at-work/business-programs/
Most Recent Efficiency Maine Trust Annual Report	http://www.energymaine.com/docs/2015-Efficiency-Maine-Annual-Report.pdf
Proposed Efficiency Maine Trust – Triennial Plan for Fiscal Years 2014-2016	http://emtplan.com/wp-content/uploads/2015/05/Triennial-Plan-III-as-filed-at-PUC.pdf
2012 Retro-Commissioning Pilot Program Evaluation	http://www.energymaine.com/docs/Efficiency-Maine-RCx-Evaluation-Report_PDFFinal.pdf
Efficiency Maine Trust Commercial Technical Reference Manual	http://www.energymaine.com/docs/EMT-TRM_Commercial_v2016_1.pdf

SECTION 3 – SCOPE OF WORK

3.1 Overview and Objectives

The Trust seeks a bidder(s) to pilot and demonstrate an innovative strategy for achieving deep and sustained energy savings through two important emerging best practices: (1) application of smart meter (interval) data to promote and verify energy savings from cost-effective efficiency measures and behavioral (operational) modifications; and, (2) use of pay-for-performance incentives to ensure sustained energy savings over time.

To capture operational energy savings, facilities participating in the pilot will undergo modified RCx-style activities. The activities should be referred to as a building tune-up.

For the building tune-up, the pilot will propose and implement a systematic process for optimizing the energy performance of an existing building's systems. The process will focus on the operation of the building's systems, mechanical equipment, lighting, and related controls. The process will enhance the ability for these systems to perform interactively and achieve energy savings. As a result, the building will operate at its highest efficiency while maintaining occupant comfort and indoor air quality as well as potentially extending the life of the building equipment.

The pilot will use a pay-for-performance approach to provide financial incentives over time following the building tune-up for demonstrated, sustained energy savings, rather than one up-front payment at project completion.

The pilot will propose and implement a measurement and verification process, relying in part on utility interval data, to substantiate the degree to which the pilot:

- Encouraged participation by building owners and operators who would otherwise not participate;
- Assisted customers and energy efficiency professionals to successfully implement deeper energy efficiency projects by capturing multiple cost-effective energy savings opportunities at one time;
- Delivered more verifiable and persistent savings than traditional program approaches thereby assisting the Trust in delivering savings cost-efficiently; and,
- Enhanced the on-going operational and maintenance activities performed in these facilities.

3.2 Primary Pilot Tasks

The selected bidders(s) will be responsible for all tasks in the pilot. Tasks include, but are not limited to, the following primary activities:

- Recruiting participants for the pilot from the 300 long-term healthcare facilities in the state;
- Determining which participants have the highest, cost-effective, savings potential;
- Assisting the facility and their contractor with the building tune-up process;
- Analyzing interval data on a periodic basis to determine if the operational energy savings are maintained over time; and
- Assisting the C&I Prescriptive Program's delivery team with pay-for-performance incentives.

3.3 Proposal Task Description

The bidder(s) are expected to propose how they will perform the following tasks in response to this RFP:

Task 1: Pilot Kickoff Meeting

The bidders(s), in consultation with the Trust and the C&I Prescriptive Program, will organize and facilitate a Kickoff Meeting to be held at the Trust's offices to establish a foundation for the pilot, review the proposed statement of work and schedule, and consider any revisions or adjustments that may be necessary and establish communication protocols.

Task 1 Deliverables: Kickoff Meeting materials

Task 2: Pilot Implementation Plan

The bidders(s) will develop an in-depth Pilot Implementation Plan that will outline the specific approach used by bidders(s), schedule, implementation and quality assurance plan, for each task and deliverable required in their pilot proposal or discussed in this RFP.

Task 2 Deliverables: Pilot Implementation Plan

Task 2a: Recruiting participants for the pilot.

The bidder(s) should propose a methodology for recruiting long-term healthcare facilities that are members of the MHCA for the pilot. The methodology should include an initial survey that will be sent to all potential participants to explain the pilot and find participants. No more than 10 facilities should be chosen for the pilot. The bidder(s) should comment on what factors will be used to determine eligibility, such as square footage or the presence of an Energy Management System (EMS) or a Building Automated System (BAS).

Task 2b: Determine which participants have the highest, cost-effective, savings potential.

The bidder(s) should propose a methodology for determining whether or not a facility is a good candidate for the pilot. The Trust is interested in using interval data for this task to perform virtual audits on potential participants if the budget allows.⁴

Task 2c: Work with the facility to perform a building tune-ups.

The bidder(s) should propose a systematic process for optimizing the energy performance of a building's systems. The process should focus on the operation of the building's systems, mechanical equipment, lighting, and related controls. The process will enhance the ability for these systems to perform interactively and achieve energy savings. The bidder(s) should also propose a plan to assist the facilities with the building tune-up process. A majority of the work will be performed by the facility's existing contractor, or contractor which they have an existing relationship with. The Trust's C&I Prescriptive Program will also be involved in the building tune-up process and will be available to incentivize higher efficiency equipment.

⁴ The bidder(s) should not propose to analyze the interval data of all long-term healthcare facilities in the state. Task 2a should be used to develop a short list of potential candidates.

Task 2d: Analysis of interval data.

The bidder(s) should propose a plan to analyze a participating facility's interval data to determine whether or not the operational savings achieved through the building tune-up were maintained.

Task 2e: Pay for Performance Incentives.

The bidder(s) should propose a methodology for determining and dispersing the pay for performance incentives. The bidder(s) describe how the analysis in task 2d will be used in this task.

Task 3: Management and Reporting

The bidders(s) will manage all aspects of the pilot, including management of all tasks, oversight of any subcontractors, and submission of all deliverables. Management of the pilot should be designed to deliver high-quality, on-time, on-budget services to the Trust. As part of this ongoing task, the bidders(s) will, at a minimum:

- Implement formal and informal communication strategies (e.g., status reports) throughout the contract period to maintain effective and timely communication with the Trust;
- Address the goals listed at the end of section 3.1;
- Prepare interim memos documenting key findings as they are reached;
- Prepare comprehensive draft and final reports on the pilot.

Task 3 Deliverables: *Project Status Reports; Draft and Final Pilot Reports; Draft and Final PowerPoint Presentation.*

3.4 Project Deliverables

The bidders(s) will be responsible for timely completion of all requirements specified in the Scope of Work. Specific deliverables to be completed by the bidders(s) will include, but are not limited to, the following:

1. Interim reports to the Trust in the form of conference calls, emails, and/or memos.
2. Draft and final Pilot Implementation Plan that outlines the approach used by bidders(s) to implement their proposal.
3. All customer-facing instruments, documents, or protocols to ensure they meet the Trust's standards.
4. Original data files and analysis files resulting from the pilot.
5. Draft and final report summarizing the results of the pilot.

The bidders(s) must commit to completing all tasks within the time frame established in the approved Pilot Implementation Plan. The bidders(s) is responsible for providing the Trust with electronic copies of all deliverables in Microsoft Office software format or other appropriate format approved by the Trust.

SECTION 4 – GENERAL RESPONSIBILITIES AND REQUIREMENTS

4.1 Contractor Responsibilities

The winning bidder will be responsible for adhering to the following requirements:

- **Confidentiality.** All Trust customer information is confidential, and the winning bidder, its staff, and its subcontractors will be required to sign a nondisclosure agreement before any customer data is released to the contractor. See <http://legislature.maine.gov/statutes/35-A/title35-Asec10106.html> for additional information on related confidentiality restrictions.
- **Project Personnel.** In accordance with Standard Agreement, Rider B, section 3, Provider Personnel (see Attachment B), no re-deployment or replacement of any Key Personnel may be made without the prior written consent of the Trust.
- **C&I Prescriptive Program.** The winning bidder will be required to work cooperatively with the Trust's C&I Prescriptive Program.
- **Call Center Coordination.** The winning bidder may be required to work cooperatively with the Trust's call center contractor and assist with call center training, monitoring, and support to ensure maximum customer satisfaction and cost-effective pilot delivery.
- **Communication and Marketing Coordination.** The winning bidder may be required to work cooperatively with The Trust's Communications Team and any marketing contractors to ensure pilot marketing materials and messages are in compliance with style guidelines and to ensure message coordination in various media outlets.
- **Database Management and Coordination.** The winning bidder will be required to collect and provide accurate data and customer information to the Trust.
- **Safety.** The selected bidders(s) will be responsible for adhering to safety protocols and providing all necessary safety gear for site visits conducted as part of the pilot.

4.2 Efficiency Maine Trust Responsibilities

The Trust, through its designated Project Manager for this contract, will oversee and manage all work undertaken by the winning bidder, including but not limited to:

- Providing pilot oversight and management;
- Reviewing, commenting on, and approving all deliverables;
- Reviewing and approving, or rejecting, invoices;
- Providing guidance and direction regarding pilot implementation, initiatives, and strategies; and
- Making available relevant work products and data that are the property of the Trust.

SECTION 5 – PROPOSAL REQUIREMENTS

5.1 Project Organization and Staffing Requirements

Proposals that include teaming arrangements must designate one party as the lead bidder. Personnel who are proposed shall be the actual contract performers. Bidders may not substitute personnel without prior written approval of the Trust.

5.2 Submittal Requirements

Proposals must be delivered to the Trust by the due date and time specified in section 1.3 of this RFP to the attention of the designated Contact Person specified in section 1.2. Proposals must be delivered in an envelope or package visibly labeled, **“Response to RFP EM-013-2016 – A Commercial Pay for Performance Pilot.”**

The proposal submission must include:

- One (1) signed original document that is unbound and includes all sections, forms and appendices;
- Four (4) *bound* hard copies of the entire original, and
- One (1) electronic copy on CD-ROM of the complete proposal; files on the CD-ROM must be provided in Microsoft Office and/or PDF format and a copy of Attachment C must be provided in Microsoft Excel format.

The Trust reserves the right to reject any proposal that does not meet these requirements. All proposal materials are considered public documents once a contract is awarded. A bidder must mark all confidential information submitted in connection with the proposal as “Confidential Information.”

5.3 Format Requirements

Proposals will be evaluated for adherence to the following format requirements:

- Proposals must be typewritten, using a standard font (11- or 12-point).
- Each page must state the page number, the name of the bidder, and the RFP number.
- Each page must have one inch margins.
- Unnecessary attachments (i.e., any attachments beyond those sufficient to present a complete, comprehensive, and effective proposal) will not influence the evaluation of the proposal.
- Proposals must adhere to prescribed page limits specified in section 5.4. Please note that each printed side counts as one (1) page.

The Trust reserves the right to reject any proposal that does not meet these requirements.

5.4 Content and Organization Requirements

The proposal must include the following contents, presented in the order below:

1. Proposal Cover Sheet Form

- Include a completed, signed Proposal Cover Sheet Form, which is provided in Attachment A.
- If the proposal involves any subcontractors, provide a completed Team Commitment page.

2. Letter of Transmittal / Letters of Commitment

- Include a brief Letter of Transmittal, on company letterhead, signed by an appropriate officer of the lead bidder who can bind the company to a contract.
- If the proposal involves any subcontractors, include a letter of commitment from each subcontractor, signed by an appropriate officer of the subcontractor who can bind the company to a contract.

3. Table of Contents

4. Introduction (2 pages maximum)

- Summarize understanding of the services requested in the RFP and proposed approach to fulfilling the requirements of this RFP.
- Briefly describe the proposed project team and qualifications.

5. Statement of Work (8 pages maximum)

- **Overview:** Provide an overview of the proposed approach. Describe how the project is to be implemented to fulfill the objectives of the pilot, as specified by the Trust, and the requirements of the Scope of Work (section 3).
- **Task-by-Task Pilot Implementation Plan:** Specify the proposed Pilot Implementation Plan for accomplishing each individual task specified in the Scope of Work. Each task-specific plan should outline the approach to the task and specify the relevant methods and deliverables.
- **Schedule and Deliverables:** Provide a chart or outline detailing the proposed schedule for the pilot, including proposed timelines for each task and associated deliverables or reports.

6. Staffing, Management and Qualifications (5 pages maximum)

- **Overview:** Briefly describe the overall staffing plan and management approach to the pilot, including coordination with subcontractors when applicable.
- **Organizational chart:** Provide an organizational chart of the proposed team for the pilot. The chart should identify key team members, their project roles, and illustrate relationships between the individual staff and the organizations (the Trust, the contractor and any subcontractors) and clearly indicate the primary point of contact for the Trust.
- **Individual qualifications:** For each staff member that is bid on the project, please provide a brief narrative that includes a description of the individual's role on this project and a summary of his or her relevant skills, qualifications, experience and expertise, including previous projects completed. (Resumes must be included in a separate appendix.)
- **Corporate qualifications:** Describe the corporate qualifications of the lead bidder, including brief descriptions of past experience on contracts of similar scope and size; provide a client

name and contract value for each and describe how the work is relevant to the current RFP. Provide the same information for each subcontractor.

- **Financial capability:** Disclose and provide details regarding any bankruptcy petition (whether voluntary or involuntary), receivership, insolvency event, or similar adverse financial circumstance suffered or incurred by bidder (or any predecessor entity) within the three years preceding the date of submission of this proposal. Disclose and provide details regarding any litigation, arbitration, or administrative proceedings involving bidder within the three years preceding the date of submission of this proposal in which the amount claimed or adjudged against bidder exceeded \$50,000. Upon request, in order to provide the Trust with the ability to judge the bidder's financial capacity and capabilities to undertake and successfully complete the contract, the bidder may be required to submit two years of certified financial statements that include a balance sheet, income statement and statement of cash flow, and all applicable notes for the most recent calendar year or the bidder's most recent fiscal year. If certified financial statements are not available, the bidder should provide either a reviewed or compiled statement from an independent accountant setting forth the same information required for the certified financial statements, together with a certification from the Chief Executive Officer or the Chief Financial Officer, that the financial statements and other information included in the statements fairly present in all material respects the financial condition, results of operations and cash flows of the bidder as of, and for, the periods presented in the statements. In addition, the bidder may be required to submit a bank reference. The bidder may clearly mark financial documents submitted in connection with the proposal as "Confidential Financial Information."

7. Budget/Cost Proposal (2 pages maximum)

- **Budget:** Provide a Time-and-Materials with a Not-to-Exceed bid for delivering the pilot. The bid should reflect an understanding that under the resulting contract agreement the winning bidder will be bound by the labor rates and not-to-exceed level specified in the contract.
- **Narrative:** Provide a brief narrative explanation of the pilot budget/cost proposal, including the total price, price for each task, and any relevant assumptions.
- **Cost Form:** Provide a completed Project Proposal Cost Form (Attachment C) detailing the breakout of costs, including labor hours, hourly rates and costs for all personnel, including any subcontractors; other direct costs; and total costs. All related expenses must be included and itemized on this form; any costs not included on this form will be disallowed.

Appendices

- **Appendix A – References:** Provide a list of references for the lead bidder and any subcontractors included in the bid. At least three (3) references must be provided for each organization included in the bid. For each reference, please provide current contact information (name, company, telephone number and email address) and a brief description of the work conducted for the reference and its relevance to the current RFP.
- **Appendix B – Resumes:** Provide resumes of key project team members in an Appendix. Key project team members identified in the proposal must be dedicated to the proposed project

at the level proposed. Any substitutions of key project team members must be approved by the Trust.

- **Appendix C –Reports:** Provide relevant reports, published within the past 5 years, of programs (or services) delivered by the lead bidder that demonstrate projects that are similar in nature to those requested in this RFP. Please provide URLs where the relevant reports may be accessed on-line; where on-line access is not possible, please provide electronic copies of the reports on the CD-ROM that is required as part of the proposal submission (Section 5.2). In Appendix C, provide a list of the submitted reports that includes the report title, author, publication date, and URL (or filename if provided on CD) for accessing the report.

SECTION 6 – PROPOSAL EVALUATION AND AWARD

Proposals that are received by the submission deadline and that meet the requirements established in the RFP will be reviewed and evaluated by a proposal review team. The Trust reserves the right to decide whether a proposal is or is not acceptable in terms of meeting the requirements of this RFP and to accept or reject any or all proposals received.

In evaluating proposals, the Trust reserves the right to take any of the following steps, with respect to either all of the proposals received or to a subset of proposals selected as superior to the others: (1) consult with prior clients on the performance of the bidder or of particular persons proposed for this bid; (2) schedule presentations or interviews with representatives of the bidder or persons proposed for the project; (3) conduct a review of past performance, including a review of reports, analyses, or other materials that would reflect the bidder's performance; and (4) request additional data or supporting material.

6.1 Evaluation Criteria

In evaluating proposals submitted in response to this RFP, the proposal review team will use the following criteria, which are described in subsequent paragraphs:

Scoring Category	Maximum Points Available
1. Statement of Work	35
2. Staffing, Management and Qualifications	25
3. Project Cost/Budget	25
4. Overall Quality and Responsiveness	15
Total	100

1. Statement of Work

- Does the Statement of Work present a comprehensive, sound approach for accomplishing the requirements of this RFP and the Innovation program?
- Is the Statement of Work thorough, specific and responsive to the requirements and details specified in the RFP and Scope of Work?
- Does the proposal demonstrate a clear understanding of the pay for performance pilot and the Trust's expectations for the Innovation program?

2. Staffing, Management and Qualifications

- Is the proposed pilot's staffing plan clear, well-defined and appropriate to the substance and scope of the services requested by this RFP?
- How qualified are the proposed personnel in terms of skills, expertise and experience relevant to this particular pilot?
- How qualified are the proposed organizations (lead bidder and subcontractors) in terms of demonstrated experience and capacity to execute this type of pilot?

3. Project Budget/Cost

- Are appropriate resources being devoted to the individual tasks and sub-tasks?
- How does the total bid compare to other comparable proposals?
- Is the proposed budget consistent with the proposed Statement of Work?

4. Overall Quality and Responsiveness

- What is the overall quality of the proposal submission, including but not limited to: completeness, clarity, attention to detail, adherence to instructions and requirements and lack of errors?
- Does the proposal reflect and respond to the specific attributes of the pilot and the Trust's priorities for the Innovation program?

6.2 Contract Award

The Trust will notify all bidders of the contract award decision by email. The anticipated award date is specified in section 1.

The Trust reserves the right to negotiate the final terms and conditions of the contract award with a winning bidder whose proposal is selected by the Trust, and to reject any winning bidder with whom the Trust cannot agree to terms and conditions meeting the Trust's needs, in the Trust's sole judgment.

SECTION 7 – GENERAL CONDITIONS

7.1 RFP Process – Reservation of Rights

The Trust reserves the right to cancel or extend the RFP process at any time. The Trust also reserves the right to reject any and all submissions in response to this RFP and to waive formalities if doing so is in the best interests of the Trust.

7.2 Contract Agreement

A copy of the Trust's Standard Agreement appropriate to this RFP is provided as **Attachment B – Standard Agreement**. This standard document will complete the agreement for services between the winning bidder and the Trust.

7.3 Billing

Invoices submitted for work performed under the resulting contract shall be sufficiently specific to allow the Trust to evaluate charges billed in light of the tasks required. Each invoice must include a clear breakdown, by task where appropriate, indicating the individual personnel who performed work; the date, nature, and duration of work; and the rate charged.

7.4 Termination of Contract

Termination of the agreement by the Trust is governed by section 7 of the Standard Agreement (see Attachment B).

7.5 Request for Reconsideration

An aggrieved person may request a hearing for reconsideration of a contract award decision by filing a written petition with the Executive Director of the Trust within 14 calendar days of the notification of the contract award. Each petition to reconsider must meet the requirements specified in Efficiency Maine Trust Rule Chapter 1, Contracting Process for Service Providers and Grant Recipients, Section 5(B), which can be found on the Trust's website under Documents and Services:

<http://www.efficiencymaine.com/docs/Chapter-1-Contracting-Process-for-Service-Providers-and-Grant-Recipients.pdf>