



**EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS FOR:**

**Small Business Direct Install
Program Delivery**

RFP NUMBER EM-015-2014

Date Issued: April 16, 2014

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Separate attachments:

- Attachment A – Proposal Cover Sheet
- Attachment B – Standard Agreement
- Attachment C – Program Delivery Cost Form
- Attachment D – Measure Cost Form

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Title/Purpose

RFP EM 014-2014, Request for Proposals to Implement a Small Business Direct Install Program.

The Efficiency Maine Trust (EMT or Trust) seeks one or more contractors to implement a Small Business Direct Install program (“DI Program”) in several targeted geographic areas. The purposes of the program are to:

1. Increase participation in an otherwise hard-to-reach customer segment,
2. Acquire cost effective energy and demand resources,
3. Assess whether direct installation of efficiency measures is an effective non-transmission solution; and,
4. Maintain geographic and consumer segment equity.

1.2 Designated Contact Person for this RFP

Rick Meinking, Business Program Manager
 Efficiency Maine Trust
 151 Capitol Street, Suite 1
 Augusta, ME 04330-6262
 Email: rick.meinking@efficiencymaine.com, Phone: (207) 213-4159

1.3 Schedule of Activities

Event	Date/Deadline
RFP Issued	April 16, 2014
Bidders Conference	April 24, 2014 @ 3:00pm local time
Questions Due	April 28, 2014 [by 3:00pm local time]
Responses to Questions Posted	April 30, 2014
Proposals Due at Efficiency Maine Trust office	June 5, 2014 by 3:00pm local time
Anticipated Award Date	June 12, 2014
Anticipated Contractor Start	July 1, 2014

Schedule changes: Efficiency Maine 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 Trust website at: <http://www.efficiencymaine.com/opportunities>

1.4 Bidders Conference

Bidders wishing to participate in the bidders conference webinar must register with the designated contact person listed in Section 1.3. To register, send an email with subject line “Bidders Conference”, the name of the participant, company representing and an email address no later than 4:00 PM (EST) on

April 23, 2014. Conference Webinar information will be sent via email by 5:00pm, April 24, 2014 to registered participants.

1.5 Questions

Questions regarding this RFP must be submitted by **email** to the Designated Contact Person specified in Section 1.2, with the subject line: **RFP-EM-015-2014 Questions**, prior to the deadline for “Questions Due” specified in Section 1.3.

1.6 Submittal Deadline

Proposals must be received at the Efficiency Maine Trust office by the deadline for “Proposals Due” in Section 1.3. Any proposal received by the Trust after the exact date and time specified will not be considered. Proposals must be complete when submitted; changes or additions will not be accepted after the specified due date and time, except for any clarifications requested of bidders by Efficiency Maine Trust. It is the responsibility of each bidder to ensure timely receipt of its proposal. Further details regarding proposal requirements are provided in Section 5.

Schedule changes: Efficiency Maine 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 Trust website at: <http://www.energymaine.com/opportunities/>*

1.7 Cost of Proposal Preparation

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

1.8 Contract Term & Budget

The anticipated term of the contract is July 1, 2014 through June 30, 2016 with an optional one -year extension by mutual agreement.

The anticipated contract(s) budget for the July 1, 2014 through June 30, 2015 period is \$1,000,000 total and July 1, 2015 through June 30, 2016 the budget is anticipated to be \$1,000,000 total. The contract(s) will be Time and Materials with a Not-to-Exceed maximum for program administration and marketing/outreach and a fixed cost by measure for program delivery.

1.9 Contract Award

Efficiency Maine 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 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.

1.10 Contracting Process

The selection of service providers for energy efficiency and alternative energy programs administered by the Efficiency Maine Trust and the selection of grant recipients to receive funds administered by the Trust for energy efficiency and alternative energy projects 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 under Documents and Services:

http://www.efficiencymaine.com/docs/AgencyRules/Chapter-1_Contracting_Final.pdf

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine

Efficiency Maine is an independent trust that serves as the statewide energy efficiency utility. It is the program administrator for all energy efficiency programs in Maine. Efficiency Maine's mission is to lower the cost and environmental impacts of energy in Maine by promoting energy efficiency and alternative energy systems.

Efficiency Maine's programs deliver Maine's lowest-cost energy resource through a combination of technical assistance, cost-sharing, training, and awareness programs.

2.2 Pilot Direct Install Program Background and Context

In 2013, Efficiency Maine conducted a Small Business Direct Install pilot program targeting the communities of:

- Machias;
- East Machais;
- Jonesboro/Jonesport; and,
- Presque Isle.

The primary purpose of the pilot program was to test customer acceptance of the DI service delivery model in Maine and evaluate its cost effectiveness. Similar to DI programs operating in other jurisdictions, core program delivery features included:

- Direct Contact Marketing;
- Customer Site Visits;
- Turnkey Installation of measures (mostly lighting);
- Generous Incentives (as much as 70%); and,
- On-Bill Financing, as requested.

The pilot program was designed, in part, to evaluate customer responsiveness to faster project paybacks. The average incentive across all 125 pilot projects amounted to 55 percent of total cost, but incentives ranged from 25 percent to 70 percent of total project costs. Out of the total population, 46 customers received incentives equal to 70 percent of the total project costs. These projects resulted in first year savings of approximately 530,000 kWh.

Other salient program metrics include the following:

Total projects	125
Total first year savings (MWh)	1,249
Lifetime savings (MWh)	16,236
Benefit-to-Cost Ratio	2.38
Total project costs (\$)	503,436
Average Project Cost (\$)	4,027
Average Project Incentive (\$)	2,212
Average annual savings (kWh)	9,992
Average customer payback (months)	17

Preliminary program results indicate that a DI program can address the needs of Maine's small businesses cost effectively. Lessons learned from the pilot program suggest that incentives are important to customers but they are not the only motivating factor. Other success factors include excellent customer sales and service, ease of participation, extremely fast project execution and completion, and minimal operational disruptions and financing.

2.3 New Direct Install Program Description

Based on the lessons learned from the DI pilot program, Efficiency Maine is designing a new and aggressive DI program that will be highly focused on:

- *Community-based marketing and outreach* – as further described in Section 3.1.1, below, Efficiency Maine will work closely with the contractor(s) to plan, develop and execute a marketing “blitz” campaign involving local business groups and leaders prior to launching the program in the identified geo-targeted regions. Although Efficiency Maine will actively participate in the marketing blitz campaign as well as provide oversight, the contractor shall be responsible for its execution. Complete Attachment C outlining anticipated time and material

cost to support this effort. Additionally, Efficiency Maine anticipates that it may sponsor local events with civic organizations like Chambers of Commerce and Rotary clubs to build awareness about the program. As a part of the campaign, the contractor will be expected to provide illustrative examples or case studies demonstrating the benefits of increased efficiency in the work place. Examples should include actual businesses and/or types of businesses that are prevalent in the geo-targeted areas, e.g. restaurants, retail shops, small offices, hardware stores, municipal offices, and convenience/gas stations. Prior to executing the marketing blitz campaign, the contractor will be responsible for obtaining Efficiency Maine's approval for any and all related outreach activities and deliverables.

- *Targeted customer sales approach* – in the geo-targeted regions, the contractor(s) will be responsible for implementing a customer-centric sales approach to identify cost effective energy efficiency opportunities. It is expected that the successful contractor(s) will be able to identify, in a single onsite visit, near and longer term energy efficiency opportunities as well as provide customers with project details. Such details shall include at a minimum:
 - Project costs;
 - Project savings;
 - Project paybacks; and,
 - Project schedule.
- *Customer Incentives* – As a general rule, Efficiency Maine prefers simple and straightforward incentive design strategies for a DI program whereby the Trust pays up to 80 percent of the project costs. For this program, however, Efficiency Maine anticipates establishing incentives based on a 12 month payback (or less) for all cost effective projects. With the customer's consent, the contractor shall also install free LED screw in light bulbs whether or not the customer decides to move forward on a project. While acknowledging Efficiency Maine's preferences, contractors are encouraged to propose alternative program incentive design strategies. Irrespective of the final agreed upon incentive, the contractor, as noted above, shall be responsible for demonstrating to customers the project's cash flows and paybacks (except for free LED installs).
- *Speed* – The contractor shall implement energy efficiency projects in geo-targeted towns within pre-defined time constraints; most likely, the program will cease accepting new customer applications within six months from the date on which Efficiency Maine sponsors the local civic kick-off event. Limiting the duration of the program in a geo-targeted area is intended to create a sense of urgency among customers to implement cost effective projects while the contractor's implementation team is in the area. Accomplishing aggressive goals within the specified time will require contractors to demonstrate expertise in supply-chain and project management.
- *Quality* – The contractor shall provide post-installation quality control and verification on all projects to ensure a high degree of customer satisfaction. The contractor shall also be required to remove equipment and recycle as required to comply with all applicable federal and state regulations. Efficiency Maine will also perform random post installation project inspections as well as conduct an independent, third-party program evaluation.

EMT views the above list to be essential program design elements. However, bidders are encouraged to recommend additional program elements, as appropriate, to effectively address this hard-to-reach market.

2.4 Additional Background Information

Additional background and reference information which may assist bidders in preparing a response to this RFP is available on-line as follows:

TITLE	LOCATION
Efficiency Maine Trust website	www.energymaine.com
Efficiency Maine Trust Triennial Plan	http://www.energymaine.com/docs/reports/TriPlan2-11-26-2012.pdf
Efficiency Maine 2013 Annual Report	http://www.energymaine.com/docs/2013-Efficiency-Maine-Annual-Report.pdf
Efficiency Maine Commercial Technical Reference Manual	http://www.energymaine.com/docs/EMT-Commercial-TRM.pdf

SECTION 3 – SCOPE OF WORK

The Trust seeks a qualified bidder or team of bidders to provide direct installation services to small businesses located in the following regions:

Northwestern Maine:

Norway and South Paris

South Coastal Maine:

Kittery, York, Ogunquit and Wells

Northern Maine:

Caribou, Van Buren, Fort Kent

If program participation does not meet expectations in the selected regions, the Trust, at its discretion, reserves the right to reassign the contractor to another region of the State if mutually agreeable, or to terminate the contract.

The program shall not target, nor enroll, residences, including businesses operated from residences, K-12 public/private schools, colleges and universities, and local/county/state/federal buildings. Eligible customers must have peak demand of 100 kW and below, or the kWh equivalent thereof.

As the potential for increased energy efficiency in small businesses is still concentrated in lighting end uses, the program is focused primarily on lighting projects. However, contractors are encouraged to propose additional cost effective measures to install so long as the contractor's implementation team has the requisite expertise and licenses to install such additional measures. Irrespective of the types of measures offered, the contractor will be paid on a cost per-measure basis and these per-measure costs must be identified in the contractor proposal. See Attachment D for a copy of the measure list template to be submitted.

3.1 Primary Tasks:

Efficiency Maine will require the selected contractor(s) to manage the entire lifecycle of direct installation projects including but not limited to the following primary tasks:

- 1. Community Outreach:** As noted above, community outreach will be performed early in the program cycle and shall include working closely with Efficiency Maine to promote program benefits. Efficiency Maine expects the contractor to plan, develop and execute a marketing blitz campaign targeting small business groups and leaders in each of the geo-targeted regions. The marketing blitz campaign shall also include at least one Efficiency Maine sponsored event in each targeted region prior to the program launch date. Outreach events could include, for example, a “meet-and-greet” at a local chamber of commerce meeting or a speaking engagement at a Rotary club event. Efficiency Maine’s Business Program manager will oversee the contractor’s outreach activities as well as provide reasonable support services to introduce the program to the targeted communities and its constituencies.
- 2. Customer marketing:** Contractor shall be responsible for customer marketing and community outreach in the defined areas.

Customer marketing includes all aspects of the initial customer engagement process including but not limited to: direct marketing, customer lead generation and management, preliminary onsite energy assessments (free of charge to the customer) and proposal preparation. Proposals shall include, at a minimum, detailed presentations of project costs, projected energy savings, project paybacks and cash flows.

Contacting customers via direct, door-to-door marketing, telephone calls or other reasonable means to promote program participation and schedule energy assessments is expected but bidders are encouraged to propose other innovative sales strategies such as area contests, free promotions, joint marketing and/or affinity marketing. Contractors will be provided with lists of customers in each Region/town from a variety of sources, including utility records and local lists of businesses town governments, economic development agencies, and chambers of commerce.

- 3. Provide overall project management and measure installation:** This task shall include managing all phases of a customer’s project and coordinating service delivery. Starting with the initial customer engagement, contractors shall be responsible for specifying measures, confirming project costs and benefits, scheduling installations and installing measures in accordance with state and local building codes. Immediately following project completion, the contractor will also be responsible for disposing of equipment, performing quality control duties; verifying overall project savings and resolving customer complaints, if any.

Timely completion of projects that meet or exceed customer expectations while minimizing operating disruptions will be a critical performance metric. Accordingly, the program must adhere to best practices with respect to supply chain and project management. Efficiency Maine expects to work with the contractor(s) and implementation teams to develop best practice strategies to ensure supplies of efficient measures are held in local inventories and that the delivery of such measures to the project site is timely.

4. **Explain Payment Options and Secure Customer Agreement:** As noted above, contractors shall describe the program incentive structure to customers and complete the necessary applications for the customer. The contractor will then be responsible for submitting each application utilizing effRT database to the Trust for approval. Additionally, should it be available the contractor shall provide information relative to any financing of the project.
 - a. Efficiency Maine in conjunction with the state's utilities may provide "On-bill Financing" and should that be available the Trust will work with the contractor to incorporate the loan agreement and any terms and conditions into the program.
 - b. Should the contractor offer project financing, provide the loan agreement, terms and conditions for review by the Trust.

5. **Perform program administrative duties and maintain Efficiency Maine's Database:** The Contractor shall be responsible for performing all appropriate administrative functions necessary to ensure effective and efficient program operations. Such tasks may include but are not limited to regularly scheduled program reporting tasks and timely ad-hoc communications with the Trust. It is expected that the contractor will fully describe the back office systems needed to administer and manage the delivery of program services.

Contractor shall also be responsible for documenting program activity using Efficiency Maine's Reporting and Tracking database (referred to as "effRT"). This includes documenting all pertinent program activities at both the measure and project level; including but shall not be limited to: customer contact and location information, the number and type of measures installed, project costs (i.e. incentives, customer costs and other delivery costs); and estimated energy and demand savings. Pertinent customer information shall also include future cost effective efficiency opportunities.

One or more delivery contractors may be selected through this RFP process. Respondents may bid to provide services in all or individual regions identified above.

3.2 Proposal Task Descriptions

Bidders are expected to propose how they would perform the following specific tasks:

Task 1: Project Kickoff Meeting. The contractor, in consultation with the Trust, will organize a Project Kickoff Meeting. The purpose of the meeting is for the Trust and the contractor to establish a common understanding of the tasks and deliverables, the overall project schedule, and expectations regarding the management of the program and delivery of customer services. Prior to the kickoff meeting, the contractor shall submit a detailed meeting agenda to the Trust for review and approval.

Task 2: Direct Install Plan: The contractor shall develop, and submit to the Trust for review and approval, a detailed Direct Install Implementation work plan that specifies the overall approach and methods for managing the program and implementing customer projects. The plan shall highlight, at a minimum, how the contract proposes to implement primary tasks 1 – 5, above, within the assigned time periods. The contractor shall also include in its work plan a "strawman" proposal for effectively managing projects and supply inventories. As noted above, project duration, starting with a signed contract to project completion, will be a critical performance metric. Thus, bidders are encouraged to fully describe how they intend to manage inventory supply and ensure the timely installation of efficient

measures. The plan shall reflect all mutual agreements established in the project kickoff meeting as well as milestone dates.

As noted above, the Contractor will be paid on per measure installed basis. Thus, Bidders must file pricing sheets with their work plan indicating the installed cost of each measure to be included in the program. A cost template is attached.

Task 3: Project Management and Reporting: The contractor will manage all aspects of the direct install program in their contracted region(s), including management of all project tasks, subcontractors, and submission of all deliverables. Management of the project shall include processes and procedures to keep the Trust fully and regularly informed of program progress, and to recommend mid-course modifications, if appropriate. The contractor will, at a minimum:

- Develop protocols to maintain effective and timely communication throughout the contract period.
- Provide monthly status reports summarizing the accomplishments during the prior month, the current month's activities, schedule, and any issues or concerns that need to be addressed.
- At the conclusion of the program, the contractor shall also prepare draft and final reports on program accomplishments, issues and barriers to participation. The contractor's report shall include fact-based recommendations for incorporation into future programs.

The contractor must commit to completing all tasks within the time frame established in the approved Implementation work plan. The contractor 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.** The winning bidder will be required to adhere to the confidentiality requirements specified in the Standard Agreement, Rider B, Section 23, Confidentiality (see Attachment B). The winning bidder and each of its subcontractors, if any, will be required to sign a non-disclosure agreement before any customer data is provided by the Trust.
- **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.
- **Call Center Coordination.** The winning bidder will 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 program delivery.
- **Marketing Coordination.** The winning bidder will be required to work cooperatively with the Trust's marketing contractor to ensure program marketing materials and messages are in compliance with style guidelines and to ensure message coordination in various media outlets.
- **Database Management.** The winning bidder will be required to collect, enter, and upload accurate program data and customer information into the Trust's database management system and work cooperatively with the Trust's database management contractor.

- **Research and Evaluation.** The winning bidder will be required to provide program data and information to support the Trust’s research and evaluation activities, including but not limited to periodic program evaluations conducted by independent evaluation contractors. The winning bidder will be required to work cooperatively with the Trust’s evaluation contractors.
- **Program Transition.** The Trust expects the winning bidder to work with all preceding and succeeding contractors to accomplish a smooth transition. The transition must be performed in an organized and efficient manner with a minimum of disruption to customers, vendors, trade allies, contractors, and other energy-efficiency service partners.

4.2 Efficiency Maine Trust Responsibilities

Efficiency Maine Trust, through its designated project manager for this contract, will be responsible for overseeing and managing all work undertaken by the winning bidder, including but not limited to:

- Providing contract oversight and management
- Reviewing, commenting on, and approving all contract deliverables
- Reviewing and approving, or rejecting, invoices
- Providing high-level guidance and direction regarding program implementation, initiatives and strategies
- Reviewing contractor-maintained program data and tracking systems
- 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 as project staff shall be the actual contract performers.

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 EM-015-2014, Request for Proposals”**. The proposal submission must include:

- One (1) signed unbound original, including all sections, forms and appendices;
- Four (4) *bound* hard copies of the entire original; and
- One (1) electronic copy on CD of the complete proposal
 - All files on the CD must be provided in Microsoft Office and/or PDF format
 - A copy of Project Cost Form (Attachment C) must be provided separately in Microsoft Excel format

Efficiency Maine reserves the right to reject any proposal that does not meet these requirements.

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 should state the page number, the name of the bidder, and the RFP number.
- Each page should have one inch margins.
- Proposals must adhere to prescribed page limits specified in section 5.4. Please note that each printed side counts as one page.
- Unnecessary attachments (i.e. any attachments beyond those sufficient to present a complete and effective proposal) should be avoided.

Efficiency Maine 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 following order:

1. Proposal Cover Sheet Form

The proposal must include a completed, signed Proposal Cover Sheet form, which is provided in Attachment A to this RFP.

2. Letters of Commitment

The proposal must include a brief Letter of Commitment, 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, a Letter of Commitment from each subcontractor, signed by an appropriate officer of the subcontractor who can bind the company to a contract must also be included.

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 the RFP.
- Briefly describe the proposed project team and its qualifications.
- Indicate whether the bidder intends to implement installation services in one or both regions identified above.

5. Statement of Work (15 pages maximum)

- **Overview:** Provide an overview of the proposed approach to fulfilling the requirements of Section 3 - Scope of Work. Identify strengths and unique features of proposed approach. Describe anticipated challenges to delivering direct installation services to rural Maine towns and summer tourist towns.
- **Proposed Work Plan:** Summarize the project work plan, including the proposed approach, methods, activities, and associated deliverables. Describe how the bidder's approach will effectively address the challenges identified in its Overview. Discuss the plan for completing

each specific component detailed in Section 3 – Scope of Work, including specific activities to be completed and coordination with the Trust.

- **Schedule and Deliverables:** Provide a detailed project schedule that specifies timelines for each task and sub-task and associated deliverables. The schedule must incorporate time for the Trust's review of all draft deliverables.
- **Project Outcomes:** Provide an estimate of the project outcomes associated with a prototypical small business direct install customer from three customer segments: retail, restaurant and small grocery store.

6. Staffing, Management and Qualifications (4 pages maximum)

- **Overview:** Briefly describe the overall staffing plan and management approach to the project, including coordination with subcontractors when applicable.
- **Organizational chart:** Provide an organizational chart of the proposed team for the project. The chart should identify key team members and their project roles; illustrate relationships between the individual staff and the organizations (Trust, the lead bidder and any subcontractors); and clearly indicate the primary point of contact for the Trust.
- **Individual qualifications:** For each staff member on the project team, please provide a brief narrative that includes a description of the individual's role on this particular project and a summary of his or her relevant skills, qualifications, experience, and expertise. (Resumes must be included in a separate appendix).
- **Corporate qualifications:** Describe the corporate qualifications of the project team, including the lead bidder and each subcontractor, in reference to the proposed project. Along with the description, provide a list of *relevant* projects completed by the lead bidder and each subcontractor within the past 5 years.
- **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 Efficiency Maine 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)

- Provide the completed Project Proposal Cost Form (Appendix A) detailing the breakout of per measure costs.

Appendices

- **Appendix A - References:** Provide at least three (3) references each for the lead bidder and each subcontractor included in the bid. For each reference, please provide current contact information (name, company, telephone number and email address) and identify relevant projects performed by the bidding organization for the named reference within the past 5 years.
- **Appendix B - Resumes (2 pages per person maximum):** Provide resumes of all project team members identified in the proposal. Note: any additional pages over the 2-page per person limit will not be considered.
- **Appendix C – Evaluations:** Provide independent program evaluation reports, completed within the past 5 years, of programs (or services) delivered by the lead bidder that are similar in nature to the program (or services) requested in this RFP. Please provide URLs where the relevant evaluation reports may be accessed on-line; where on-line access is not possible, please provide electronic copies of the reports on the CD that is required as part of the proposal submission (see Section 5.2). In Appendix C, provide a list of the submitted reports that includes: the report title, author/independent evaluator, publication date, and URL (or filename if provided on CD) for accessing the report.

SECTION 6 – PROPOSAL EVALUATION AND AWARD

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
1. Statement of Work	20
2. Staffing, Management and Qualifications	30
3. Project Cost/Budget – per measure costs	40
4. Overall Quality and Responsiveness	10
TOTAL	100

1. Statement of Work

- Does the Statement of Work present a comprehensive, sound approach for accomplishing the requirements of this RFP?
- Is the Statement of Work thorough, specific and responsive to the requirements and details specified in the RFP?

- Does the proposal demonstrate a clear understanding of the services requested in this RFP the Trust's expectations for this work?
- Does the proposal present a clear and concise project and supply management plan?
- Does the Statement of Work reflect industry best practices?

2. Staffing, Management and Qualifications

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

3. Budget/Cost

- How does the bid compare to the Trust's available budget and to the other bids?
- Is the proposed budget consistent with the proposed Statement of Work? Are appropriate resources being allocated to the individual tasks and sub-tasks?
- How do the billing rates (average, maximum) compare to other bids?
- What is the contract cost per unit of energy saved?

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 RFP and the Trust's priorities for the project?

SECTION 7 – GENERAL TERMS AND CONDITIONS

7.1 RFP Process – Reservation of Rights

Efficiency Maine Trust reserves the right to modify the RFP process at any time. The Trust also reserves the right to reject any and all proposals and to waive formalities, if doing so is in the best interests of Efficiency Maine Trust.

7.2 Contract Agreement and Terms

The standard contract document that will complete the agreement between the winning bidder and the Trust is provided as Attachment B – Standard Agreement. Bidders should carefully review the Standard Agreement, including Riders. Payment terms and invoice requirements under the resulting contract are governed by the Standard Agreement, Section 3, and Rider A. Termination of the agreement by the Trust is governed by the Standard Agreement, Section 7.

7.3 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 Efficiency Maine 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 Efficiency Maine Trust website under Documents and Services: http://www.efficiencymaine.com/docs/AgencyRules/Chapter-1_Contracting_Final.pdf