



**EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS FOR
EVALUATION OF THE C&I CUSTOM PROGRAM**

RFP EM-005-2023

Date Issued: March 8, 2023

Proposals Due: May 10, 2023, 11:59 p.m. Eastern Time (US)

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Separate attachments:

Attachment A – Project Cost Proposal Form

Attachment B – Standard Agreement

Attachment C – Team Commitment Form

Attachment D – Confidentiality, Non-Disclosure and Protective Agreement

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Purpose

Efficiency Maine Trust seeks a qualified bidder or team of bidders to plan and perform an independent evaluation of the Commercial and Industrial (C&I) Custom Program. The primary purpose of the evaluation is to quantify the energy savings and related impacts of the program.

1.2 Designated Contact Person for this RFP

Dan Mistro
Strategic Initiatives Manager
Efficiency Maine Trust
168 Capitol Street, Suite 1
Augusta, ME 04330-6856
Phone: (207) 213-4152
Email: dan.mistro@efficiencymaine.com

1.3 Schedule

	Milestone	Date/Deadline
1	RFP Issued	03/08/2023
2	Questions Due	03/24/2023
3	Responses to Questions Posted	03/31/2023
4	Proposals Due	05/10/2023, 11:59 p.m. Eastern Time (US)
5	Anticipated Award Date	05/17/2023
6	Anticipated Contractor Start	06/01/2023

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 RFP EM-005-2023 webpage at <https://www.energymaine.com/opportunities/rfp-em-005-2023/>.

1.4 Anticipated Contract Term

The Trust anticipates a period of performance from June 2023 through September 2024.

1.5 Anticipated Contract Budget

The Trust will develop a budget for this evaluation after reviewing submitted bids. Bidders are encouraged to propose the most cost-effective evaluation methods that meet the requirements laid out below. Proposals that include a base scope and optional tasks priced separately will be considered. The contract will be structured on a Time and Materials basis with a Not-To-Exceed maximum budget.

1.6 Proposal Submittal Deadline

All proposals must be submitted electronically via the online Submission Form on the RFP EM-005-2023 webpage (<https://www.energymaine.com/opportunities/rfp-em-005-2023/>). Proposals must be received by the due date and time specified in section 1.3. Bidders will receive a time-stamped confirmation email when their proposals are submitted. (Note: There may be a delay of a few minutes between submission and this confirmation email). 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 specified due date and time, except for any clarifications requested of bidders by the Trust. The Trust

encourages bidders to submit their proposals with sufficient time to account for any technological challenges (e.g., Internet disruptions).

1.7 Submitting Questions

It is the responsibility of all bidders and other interested parties to examine the entire RFP and to seek clarification, in writing, if they do not understand any information or instructions. Questions regarding this RFP must be submitted by email to the Designated Contact Person listed in section 1.2 prior to the due date for questions noted above in section 1.3. The subject line of the email should be: "RFP EM-005-2023 Questions". Responses to questions will be posted on <https://www.efficiencymaine.com/opportunities/rfp-em-005-2023/>, as will all clarifications and amendments released in regard to the RFP. It is the responsibility of all interested parties to check this website periodically to obtain clarifications and amendments. Only those clarifications and amendments posted on this website are considered binding.

1.8 Proposal Confidentiality

Bidders should be aware that information provided to the Trust is subject to the Maine Freedom of Access Act (FOAA), 1 M.R.S. §§ 401 et seq., unless there is a specific confidentiality exemption in the Efficiency Maine Trust Act, 35-A M.R.S. §10106. Bidders should assume that all information submitted in response to this RFP will be considered public records available for public inspection pursuant to the Maine FOAA following announcement of an award decision.

1.9 Contract Award

The Trust will notify all bidders of the contract award decision by email. 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. The Trust reserves the right to reject any proposal that does not meet these requirements.

1.10 Contracting Process

The selection process is governed by the Efficiency Maine Trust Rule Chapter 1: Contracting Process for Service Providers and Grant Recipients, which can be found on the Trust's website: <http://www.efficiencymaine.com/docs/Chapter-1-Contracting-Process-for-Service-Providers-and-Grant-Recipients.pdf>.

1.11 RFP Process – Reservation of Rights

The Trust reserves the right to cancel or extend the RFP process at any time, and to issue clarifications and amendments to the RFP. The Trust also reserves the right to reject noncompliant submissions in response to this RFP. The Trust, in its sole discretion, reserves the right to recognize and waive minor informalities and irregularities found in proposals received in response to this RFP. Issuance of this RFP does not commit the Trust to make an award. The Trust will not pay any costs or expenses incurred by a bidder in connection with preparation of a proposal or response to this RFP.

1.12 Contract Agreement

A copy of the Efficiency Maine Trust Standard Agreement appropriate to this RFP is provided as **Attachment B – Standard Agreement**. This is the standard document that will complete the agreement for services between the winning bidder and the Trust. The winning bidder and its agents and subcontractors will be required to execute a nondisclosure agreement. Information regarding a customer that has participated or that may participate in a Trust program is deemed confidential by the Efficiency Maine

Trust Act. See <http://legislature.maine.gov/statutes/35-A/title35-Asec10106.html> for additional information on related confidentiality restrictions.

1.13 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>

1.14 Cost of Proposal Preparation

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

1.15 Conflict of Interest

In order to avoid conflicts of interest and ensure independence in the conduct of the program evaluation, entities may not bid for this evaluation if they are involved in (1) any aspect of the design, implementation or delivery of the program being evaluated; (2) in the installation, technical assistance analysis, application or commissioning of a measure being evaluated; or (3) currently under contract with the Maine Public Utilities Commission for services related to Efficiency Maine Trust.

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine Trust

The Trust is the independent administrator for programs to improve the efficiency of energy use and reduce greenhouse gases (GHG) in Maine. The Trust serves all sectors and all regions of the state. Its suite of nationally recognized programs provides consumer information, discounts, rebates, loans and investments for high-efficiency, clean energy equipment and strategies to manage energy demand. The Trust is a quasi-state agency governed by a Board of Trustees with oversight from the Maine Public Utilities Commission.

2.2 C&I Custom Program Background

The C&I Custom Program incentivizes tailored energy efficiency and distributed generation projects that require site-specific engineering analyses and projects with energy conservation measures that are not otherwise covered by prescriptive incentives. The C&I Custom Program is open to C&I customers in Maine. This group consists of all non-residential customers, including manufacturers, businesses, institutions, government entities, and multifamily (or apartment) property owners. It may include customers installing generation designed principally for use behind the meter (BTM) but does not include central station generators. Despite its broad customer eligibility criteria, the program typically targets larger energy users with relatively complex facilities.

2.3 C&I Custom Program Objectives

The design and administration of the C&I Custom Program is meant to:

- Help C&I customers overcome the barriers to implementing complex, custom energy efficiency projects;
- Reduce energy costs at C&I customer facilities and lower their carbon footprint;
- Reduce the price of electricity over time for all consumers by reducing or shifting demand for electricity or balancing load;
- Enhance grid reliability and help accommodate increasing amounts of variable renewable generation and beneficial electrification by promoting demand management;
- Reduce total energy costs for electricity consumers in the State by reducing inefficient electricity use or increasing the efficiency with which electricity is used;
- Create more favorable market conditions for the increased use of energy-efficient products and services; and
- Develop and support climate change mitigation strategies designed to reduce GHG emissions at industrial facilities in the State.

2.4 Program Goals and Requirements

The design and administration of Efficiency Maine programs must fulfill a number of goals and requirements specified in law. These include:

- **Guiding principles** – As a program of the Trust, programs should be designed and delivered such that they are consumer-oriented; program effectiveness is maximized; program effectiveness and efficiency is maximized; and sufficient checks and balances are provided to ensure consistency, accountability and sustainability (35-A MRSA section 10104, sub-section 2). Additional principles and objectives are outlined in law for each source of funding for the Program (35-A MRSA sections 10109, 10110); and

- **Cost-effectiveness** – Programs funded by the Conservation Funds, the Regional Greenhouse Gas Initiative (RGGI) Trust Fund, and Heating Fuels Efficiency and Weatherization Fund are expected to be cost effective. The test used by the Trust to determine cost-effectiveness is defined in rule¹ and has been implemented in an Excel-based tool as well as the Cost Benefit Analysis Tool embedded in the Trust’s Efficiency Maine Reporting & Tracking System (effRT).

2.5 Efficiency Maine Reporting and Tracking (effRT)

The Trust’s programs are data-driven and their success hinges on the capacity to measure and verify the energy and cost savings derived from program participation. The primary tool that Efficiency Maine has developed for data management is known as the Efficiency Maine Reporting & Tracking System (effRT) database. The database platform manages the data for all of the Trust's active programs and ensures consistent and accurate estimates of energy savings. The system also enables trade allies (such as Qualified Partners) to expedite the processing of incentives, significantly reducing paperwork. The effRT database is SQL-based with an online interface created and currently maintained with ASP.net tools. The winning bidder will be required to use the data already in effRT in evaluating the C&I Custom Program.

The measures included in effRT under the C&I Custom Program are all site specific. We characterize these projects into sub-program categories by project size, fuel type, and funding source. Measures associated with those sub-program categories are determined by the projects useful life. These measures should be grouped generally into their appropriate measure and sub-program categories for the evaluation. The following table includes the measures included in each of our C&I custom sub-program categories that will be included in the evaluation period.

Sub-Program Category	Measure Name	Measure Qty
Large Custom Program - Electric	Custom Generic-Useful Life 13 years	4
Large Custom Program - Electric	Custom Generic-Useful Life 15 years	2
Small Custom Program - Electric	Custom Continuous Process-Useful Life 10 years	2
Small Custom Program - Electric	Custom Continuous Process-Useful Life 13 years	11
Small Custom Program - Electric	Custom Continuous Process-Useful Life 15 years	1
Small Custom Program - Electric	Custom Continuous Process-Useful Life 20 years	2
Small Custom Program - Electric	Custom Continuous Process-Useful Life 25 years	1
Small Custom Program - Electric	Custom Generic-Useful Life 7 years	2
Small Custom Program - Electric	Custom Generic-Useful Life 9 years	1
Small Custom Program - Electric	Custom Generic-Useful Life 10 years	38
Small Custom Program - Electric	Custom Generic-Useful Life 12 years	1
Small Custom Program - Electric	Custom Generic-Useful Life 13 years	7
Small Custom Program - Electric	Custom Generic-Useful Life 15 years	16
Small Custom Program - Electric	Custom Generic-Useful Life 20 years	6

¹ https://www.energymaine.com/docs/Ch3_Electric-Efficiency-and-Conservation-Programs.pdf

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Small Custom Program - Electric	Custom Single Shift-Useful Life 10 years	1
Large Custom Program - Natural Gas	Custom Continuous Process-Useful Life 15 years	1
Large Custom Program - Natural Gas	Custom Generic-Useful Life 15 years	1
Large Custom Program - Natural Gas	Custom Generic-Useful Life 20 years	1
Small Custom Program - Natural Gas	Custom Generic-Useful Life 10 years	4
Small Custom Program - Natural Gas	Custom Generic-Useful Life 12 years	1
Small Custom Program - Natural Gas	Custom Generic-Useful Life 15 years	6
Small Custom Program - Natural Gas	Custom Generic-Useful Life 20 years	2
Large Custom Program - Unregulated Fuels	Custom Generic-Useful Life 20 years	1
Small Custom Program - Thermal	Custom Continuous Process-Useful Life 20 years	1
Small Custom Program - Thermal	Custom Generic-Useful Life 15 years	1
Small Custom Program - Thermal	Custom Generic-Useful Life 20 years	1
Small Custom Program - Unregulated Fuels	Custom Generic-Useful Life 10 years	3
Small Custom Program - Unregulated Fuels	Custom Generic-Useful Life 15 years	4
Small Custom Program - Unregulated Fuels	Custom Generic-Useful Life 20 years	2
		124

2.6 Utility Data

The Trust has the statutory authority to obtain customer specific billing data from the electric and natural gas utilities. The process to obtain billing data from the utilities requires a customer account number. The quality and extent of billing data and advanced metering infrastructure (AMI)/electric interval data available and the time necessary to obtain it varies by utility. Proposals recommending the use of AMI data should note any software licensing fees associated with its analysis.

2.7 Additional Sources of Information

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

TITLE	LOCATION (link)
Efficiency Maine Trust website	www.energymaine.com
Efficiency Maine Trust Annual Reports	https://www.energymaine.com/about/library/reports/
Efficiency Maine Trust – Triennial Plan	https://www.energymaine.com/about/library/policies/
Program Webpage	https://www.energymaine.com/at-work/commercial-

TITLE	LOCATION (link)
	industrial-custom-program/
Previous Program Evaluation	https://www.energymaine.com/docs/EMT-Large-Customer-Program-Evaluation-Report-2017.pdf
ISO New England Manual for Measurement and Verification of Demand Reduction Value from Demand Resources (ISO-NE M-MVDR)	https://www.iso-ne.com/static-assets/documents/2018/10/manual_mvdr_measurement_and_verification_of_onpeak_and_seasonal_peak_demand_resources_rev07_20181004.pdf

SECTION 3 – SCOPE OF WORK

3.1 Overview and Objectives

The Trust seeks an independent evaluation of the Trust's C&I Custom Program. The evaluation is intended to fulfill the statutory requirements that the Trust:

- (1) Arrange for an independent evaluation, at least once every 5 years, of each program that has an annual budget of more than \$500,000, including an evaluation of the program's effectiveness in achieving goals specified in the law governing the Trust (35-A MRSA section 10104, subsection 10), and
- (2) Monitor and evaluate the delivery of electric conservation programs and assess the cost-effectiveness of programs (35-A MRSA section 10110, subsection 2, paragraph F).

Two prior independent evaluations of the C&I Custom Program were published in 2012 and 2017. The present evaluation will cover the period from July 1, 2019, to June 30, 2022.

The primary objectives of the present evaluation are to quantify and verify energy and demand savings, analyze program cost-effectiveness and examine program design and delivery in terms of effectiveness in achieving program goals. Consistent with these objectives, the overall evaluation project will include an impact evaluation and cost-benefit analysis which are further described in section 3.2. The contractor must provide a rigorous evaluation of the Program, consistent with available resources, and deliver timely information and results to the Trust.

3.2 Task by Task Description

The contractor is expected to perform the following tasks:

Task 1: Project Kickoff Meeting. The contractor, in consultation with the Trust, will organize and facilitate a Project Kickoff Meeting, either virtual or in-person, with relevant Trust staff. The purpose of the meeting is for the Trust and the contractor to establish a common understanding of the deliverables, the overall project schedule, and expectations regarding the conduct of the evaluation, and to provide the foundation for development of the Evaluation Plan. At a minimum, this meeting should include discussion of the proposed statement of work and schedule, initial data requests, and communication protocols and expectations.

Task 1 Deliverables: *Kickoff Meeting materials*

Task 2: Work Plan. The contractor will develop a detailed Work Plan that specifies the specific approach, schedule, implementation and quality assurance plan, for each task, sub-task and deliverable required under the project. The Evaluation Plan should follow the basic structure and format of the proposed Statement of Work, with revisions, modifications and additional detail incorporated as appropriate. For each primary data collection activity, the Evaluation Plan should specify the sample design and methodology, data collection methods and processes, confidence level goals, and quality assurance procedures.

Task 2 Deliverables: *Draft and Final Project Evaluation Plan.*

Task 3: Sampling and Data Collection. The contractor will draw samples and collect the necessary data to perform the: (1) impact evaluation, including measurement and verification of energy and demand savings for all unregulated fuel, natural gas, and electric measures and characterization of free ridership (cost-effective methods for determining spillover will also be considered); and (2) cost-benefit analysis. As discussed further in Section 4 of this RFP, measurement and verification of electric energy and demand savings conducted under this evaluation must comply with ISO New England's (ISO-NE) requirements for demand resources participating in the Forward Capacity Market (FCM). Consistent with the ISO-NE requirements, sampling should be designed to yield aggregate precision of at least +/- 10% at an 80% confidence level.

At a minimum, data collection efforts are expected to include:

- Review of program documentation and data tracking system;
- Conducting site visits and interviews;
- Conducting field data collection, including collecting data from existing metering and monitoring equipment at project sites and utilizing additional measurement equipment or instrumentation as necessary;
- Conducting reviews of project files and data collected with existing instrumentation to assess reasonableness of engineering calculations and protocols and verify accuracy of data;
- Analyzing energy consumption data to assess verified impacts of energy efficiency measure installations in terms of: (1) energy and demand savings for all unregulated fuel, natural gas, and electric measures for each year over the effective useful life of the measures; and
- Interviews with program management and implementation staff.

Task 3 Deliverables: *Draft and Final Data Collection Instruments and Protocols; Data Files.*

Task 4: Analysis. The contractor will analyze data as necessary to complete the impact evaluation and cost-benefit analysis.

Task 4a: Impact Evaluation.

The impact evaluation will examine the energy and demand savings of the program. The contractor will:

- Analyze program reported gross energy and demand savings; review the Efficiency Maine commercial Technical Reference Manual (TRM), including the assumptions and algorithms on which reported savings are based;
- Review data tracking system files for accuracy and consistency and compile savings results by incentive type and measure type. Savings results for each measure should be designed to yield aggregate precision of at least +/- 10% at an 80% confidence level, which is consistent with the ISO-NE requirements. All data taken to meet the ISO-NE requirements must be taken within the ISO-NE territory;
- Perform on-site metering to verify gross savings;
- Determine verified gross energy and demand savings; explain differences between tracked and verified savings by incentive type and measure type; and calculate in-service rates and gross realization rates for energy and demand savings and underlying components of the realization rates;

- Review the Program’s systems and methods for tracking, estimating and reporting energy and demand savings; make recommendations regarding ways to improve the accuracy of reported savings;
- Analyze motivation of business to pursue energy efficient opportunities and their decision-making process; determine the influence of the Custom Program on their decisions;
- Determine net energy and demand savings attributable to the program and compute net-to-gross ratios; provide estimates and analysis of free ridership and spillover; and

Task 4b: Cost-Benefit Analysis.

The cost-benefit analysis will examine the cost-effectiveness of the program. The analysis will be performed using the methodology and assumptions applicable to the period under evaluation. The Trust will provide an Excel-based implementation of the approved methodology and assumptions as well as provide access to Cost Benefit Analysis Tool (CBAT) hosted in effRT². A sensitivity analysis must be included that considers evaluation uncertainty and alternative methodologies for the calculation of benefit/cost ratios. The cost-benefit analysis will meet the following objectives for measures installed under the program during the evaluated period:

- A. Verify benefit/cost calculations.
- B. Determine for each measure type incentivized under the program the following:
 - a. Verified measure costs based on the costs of installed efficiency measures and appropriate baseline costs;
 - b. Lifetime benefits of verified savings (gross and net);
 - c. Lifetime costs of fuel use increases (gross and net); and
 - d. Measure level benefit/cost ratios (excluding program delivery and marketing costs) using prescribed and alternate methods.
- C. Compile program delivery and marketing costs.
- D. Determine program level benefit/cost ratio using prescribed methods and sensitivity analysis.
- E. Identify key drivers of differences between the program estimated benefit/cost ratio and those calculated from verified savings and costs and sensitivity analysis.

Task 4 Deliverables: *Interim Memos.*

Task 5: Project Management and Reporting. The contractor will manage all aspects of the evaluation project, including management of all tasks and sub-tasks, any subcontractors and submission of all deliverables. Management of the project should be designed to deliver high quality, on-time, on-budget services to the Trust. As part of this ongoing task, the contractor will, at a minimum:

- Implement formal and informal communication strategies throughout the contract period to maintain effective and timely communication with the Trust;

² CBAT is configured with prescribed avoided costs, discount rate, and generation mark-up. Cost-effectiveness will be assessed using the Trust’s values for avoided costs, discount rate, and generation mark-up that were in place at the time of measure installation.

- Provide monthly status reports to the Trust that summarize the accomplishments during the prior month, the current month's activities, schedule and any issues or concerns that need to be addressed;
- Prepare interim memos documenting key findings as they are reached; and
- Prepare a comprehensive draft and final report on the evaluation.

Task 5 Deliverables: *Monthly Project Status Reports; Draft and Final Evaluation Reports; Draft and Final PowerPoint Presentation.*

3.3 Project Deliverables

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

1. Kickoff Meeting Materials
2. Draft and Final Evaluation Plan
3. Draft and Final Data Collection Instruments and Protocols
4. Original data files and final, cleaned evaluation data and analysis files resulting from the evaluation
5. Interim Memos on Key Findings
6. Monthly Project Status Reports
7. Draft and Final PowerPoint Presentation of Project
8. Draft and Final Evaluation Report

The contractor must commit to completing all deliverables. Specific deadlines for each deliverable will be determined as part of the Evaluation Plan. The contractor is responsible for providing the Trust with electronic copies of all deliverables in Microsoft Office software format or other appropriate editable format approved by the Trust.

SECTION 4 – PROPOSAL REQUIREMENTS

4.1 Proposal Submission

Proposals must be submitted electronically via the online Submission Form on the RFP EM-005-2023 webpage (<https://www.efficiencymaine.com/opportunities/rfp-em-005-2023/>). All proposals must adhere to the instructions and format requirements outlined in this RFP, in the online Submission Form instructions, and in the written supplements and amendments issued by the Trust.

The online Submission Form will request the following documents:

- RFP response, including Appendices A-C (References, Resumes, Samples)
 - *PDF format file named "Proposal_Bidder_Name_RFP_010_2022"*
- Attachment A - Project Cost Proposal Form
 - *Excel format file named "Project_Cost_Bidder_Name_RFP_010_2022"*
- Suggested redlines to Attachment B - Standard Agreement [if applicable]
 - *Word format file named "Standard_Agreement_Bidder_Name_RFP_010_2022"*
- Attachment C – Team Commitment Form [if proposal involves any subcontractors]
 - *PDF format file named "Team_Commitment_Bidder_Name_RFP_010_2022"*
- Any additional relevant documents (Word, PDF, or Excel format, as appropriate) [if applicable]

4.2 Format Requirements

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

- Proposals must be typewritten.
- Pages must be numbered.
- Unnecessary attachments (e.g., any attachments beyond those sufficient to present a complete, comprehensive, and effective proposal) will not be considered in the evaluation of the proposal.
- Proposals must adhere to prescribed page limits specified in this RFP. The Trust values concise proposals.

4.3 Content and Organization Requirements

The proposal must include the following contents, which should be presented in the following order:

1. Table of Contents

2. 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.

3. Statement of Work (13 pages maximum)

a. Overview

Provide an overview of the proposed approach. Describe how the project is to be implemented to fulfill the objectives of the evaluation, as specified by the Trust, and the requirements of the Scope of Work (RFP Section 3).

b. Task by Task Evaluation Plan

Specify the proposed evaluation plan for accomplishing each individual task and sub-task specified in the Scope of Work. Each task-specific evaluation plan should outline the approach to the task

and specify the relevant data sources, sampling issues, data collection methods, analysis, and deliverables.

c. Schedule and Deliverables

Provide a chart or outline detailing the proposed schedule for the project, including proposed timelines for each task and sub-task and associated deliverables.

4. Qualifications, Staffing and Management (10 pages maximum)

a. Corporate Qualifications

Describe the bidding team's qualifications, including brief descriptions of past experience on contracts of similar scope and size. For each, provide the client name, the results achieved, and how the work is relevant to the current RFP.

b. 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 education, training, experience and expertise. Include resumes in Appendix B.

c. Organizational Chart

Provide an organizational chart of the proposed team for the program. The chart should identify key team members where identified, their roles, and relationships between staff and organizations (the Trust, the contractor, and any subcontractors). Clearly indicate the day-to-day primary point of contact for the Trust as well as the lead executive contact.

d. 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.

5. Cost Proposal (use Attachment A - Project Cost Proposal Form provided)

Narrative: Provide a brief narrative explanation of the project cost proposal, including the total not-to-exceed price, and an explanation of all relevant cost assumptions.

Cost Form: Provide a completed Project Cost Proposal Form (Attachment A) detailing the breakout of costs, including labor hours, hourly rates and costs for all personnel, including any subcontractors; other direct costs; and total costs in sufficient detail to allow assessment of the reasonableness of the basis for the not-to-exceed level proposed. All related expenses must be included and itemized on this form; any costs not included on this form will be disallowed.

The winning bidder will be bound by the labor rates and not-to-exceed level specified in the contract and will be required to complete all tasks specific in that agreement without charges above the total agreement price.

6. Appendices

a. Appendix A - References

Provide a list of references for the lead bidder and any subcontractors included in the bid. At least three 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. If evaluations of bidder's programs are available, please provide a list of them that includes the report title, author/independent evaluator, publication date, and URL (or filename if provided electronically) for accessing the report.

b. Appendix B - Resumes

Provide resumes of key project team members. Key project team members identified in the proposal must be dedicated to the proposed project in the role proposed. Any substitutions of key project team members must be approved by the Trust.

c. Appendix C – Samples

Please provide up to three samples (URLs or attachments) of recent work pertinent to the RFP. Do not send materials that are considered confidential.

SECTION 5 – PROPOSAL EVALUATION CRITERIA

Proposals that meet the requirements established in the RFP will be evaluated by a proposal review team. The Trust reserves the right to decide whether a proposal is 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.

5.1 Evaluation Criteria

In evaluating proposals submitted in response to this RFP, the proposal review team will use the following criteria:

Scoring Category	Maximum Points
1. Statement of Work <ul style="list-style-type: none"> a. Does the Statement of Work present a comprehensive, sound approach for accomplishing the requirements of this RFP? b. Is the Statement of Work thorough, specific and responsive to the requirements and details specified in the RFP? c. Does the proposal demonstrate a clear understanding of the Statement of Work and the Trust's expectations? d. Does the Statement of Work reflect best practices in delivering the specific programs described in this RFP? 	30
2. Staff and Organization Qualifications <ul style="list-style-type: none"> a. Is the proposed project staffing plan clear, well-defined, appropriate and realistic for the scope of the services requested? b. How qualified are the proposed personnel in terms of skills, expertise and experience relevant to this program? c. How qualified are the proposed organizations (lead bidder and subcontractors) in terms of demonstrated experience and capacity to execute this type of program? 	30
3. Project Cost/Budget <ul style="list-style-type: none"> a. Are appropriate resources being devoted? b. How does the total bid cost compare to other comparable proposals? c. Is the proposed budget consistent with the requested Statement of Work? d. How do the quoted rates compare to other comparable proposals? 	30
4. Overall Quality and Responsiveness <ul style="list-style-type: none"> a. What is the overall quality of the proposal submission, including: completeness, clarity, attention to detail, adherence to instructions and lack of errors? b. Does the proposal reflect and respond to the Trust's priorities? c. Does the proposal seek changes or exceptions? 	10
Total	100