EFFICIENCY MAINE TRUST

REQUEST FOR PROPOSALS (RFP)

FOR DELIVERY SERVICES FOR THE
COMMERCIAL AND INDUSTRIAL (C&I) PRESCRIPTIVE INCENTIVE PROGRAM
AND THE
LIGHTING COMPONENT OF THE DISTRIBUTOR INITIATIVES PROGRAM

RFP EM-009-2019

Date Issued: 1/28/2019

Proposals Due: 3/21/2019, 3:00 p.m. Eastern Time (US)

Table of Contents

Separate attachments:
Attachment A – Proposal Cover Sheet Form
Attachment B – Standard Agreement
Attachment C – Project Proposal Cost Form
Attachment D –FY2019 Qualified Partner Manual
Attachment E – effRT Quick Start Guide

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Purpose

The Efficiency Maine Trust (the Trust) seeks a qualified bidder or team of bidders to administer the delivery of the Commercial and Industrial Prescriptive Incentive Program (CIP) and also for the lighting component of the Distributor Initiatives Program.

1.2 Designated Contact Person for this RFP

Rick Meinking
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1.3 Schedule

	Milestone	Date/Deadline
1	RFP Issued	1/28/2019
2	Questions Due	2/7/2019
3	Responses to Questions Posted	2/12/2019
4	Bidders Information Webinar	2/13/2019
5	Proposals Due at Efficiency Maine Trust Office	**3/21/2019, 3:00 p.m. Eastern Time (US)**
6	Anticipated Award Date	4/2/2109
7	Anticipated Contractor Start	5/6/2019
8	Program Launch	7/1/2019

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 Trust's website at: http://www.efficiencymaine.com/opportunities

1.4 Bidders Informational Webinar

For interested bidders, the Trust will offer an informational webinar to introduce the Efficiency Maine Reporting & Tracking System ("effRT") database (see section 2.5) and the Cost-effective Lighting Investment Calculator (CLIC) used to submit retrofit lighting projects. The webinar will describe the functionality of these platforms as they relate to the delivery and reporting of prescriptive projects. The date/time of this webinar are listed in section 1.3 above. Bidders can sign up using the following links:

February 13, 2019 - Bidders Informational Webinar Registration

1.5 Anticipated Contract Term

For the activities solicited under this RFP, the Trust anticipates awarding three consecutive, one-year contracts to a single bidder. The contracts will provide for delivery of both (a) the C&I Prescriptive Program (CIP) and (b) the lighting component – but only the lighting component -- of the Distributor

Initiatives Program to cover a period of performance from July 1, 2019 through June 30, 2022. The contracts will be structured on a Time and Materials basis with a not-to-exceed maximum budget.

1.6 Anticipated Contract Budget

The anticipated annual budget for these programs is outlined in the Trust's proposed Triennial Plan IV (Fiscal Years 2020 –2022), which can be found here: https://www.efficiencymaine.com/about/library/policies/. The actual budget will be updated upon Public Utility Commission approval of the Triennial Plan and after annual budget approvals by the Trust's Board of Trustees. Note that a portion of the authorized budgets for each program will support program-related activities conducted by Trust staff or through contractors procured separately from this RFP. The proposed budgets for this program, including administration, incentives and marketing are approximately:

C&I Prescriptive Program								
FY	Electric Budget	Natural Gas Budget	All Fuels Budget (RGGI)	Total Budget	MWh Savings	MW Savings	Natural Gas (MMBTU)	Unregulated Fuels (MMBTU)
2020	$12,706,000	$ 570,000	$ 630,000	$ 13,906,000	63,309	19.15	19,244	24,309
2021	$12,817,000	$ 570,000	$ 630,000	$ 14,017,000	63,862	19.31	19,244	24,309
2022	$12,928,000	$ 570,000	$ 630,000	$ 14,128,000	64,415	19.48	19,244	24,309

The proposed budget for the lighting component of the Distributor Initiatives Program for each of the three years is approximately $2,000,000 in addition to the amounts shown in the table above.

To reiterate, these budgets will be used to pay for all administration, incentives (discounts) and marketing associated with the CIP and Distributor lighting initiatives, regardless of whether incurred by the delivery team or the Trust.

1.7 Proposal Submittal Deadline

Proposals must be received at the Trust's office by the due date and time specified 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 specified due date and time, except for any clarifications requested of bidders by the Trust.

1.8 Submitting Questions

Questions regarding this RFP must be submitted by email to the Designated Contact Person listed in section 1.2 prior to the due date above. The subject line of the email should be: "C&I Prescriptive Program Delivery Services RFP Questions". Responses to questions will be posted on http://www.efficiencymaine.com/opportunities.

1.9 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. Unless there has been an express request by a bidder that certain information within the statutory exemption be designated confidential and the Trust's Board has made an express determination of confidentiality under the Efficiency Maine Trust Act, 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.

1.10 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.

1.11 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 .

1.12 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 noncompliant submissions in response to this RFP and to waive minor formalities in the Trust's reasonable discretion. Issuance of this RFP does not commit the Trust to make an award or to pay any costs or expenses incurred by a bidder in connection with preparation of a proposal or response to this RFP.

1.13 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. Information regarding a customer that has participated or that may participate in a Trust program is deemed confidential by the Efficiency Maine Trust Act. The winning bidder and its agents and subcontractors will be required to execute a nondisclosure agreement. See http://legislature.maine.gov/statutes/35-A/title35-Asec10106.html for additional information on related confidentiality restrictions.

1.14 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

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine Trust

The Trust is the independent administrator of programs to lower the cost and environmental impacts of energy in Maine by promoting energy efficiency, conservation and alternative energy. 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 unregulated heating fuels throughout the Maine economy. The Trust is governed by a stakeholder Board of Trustees with oversight from the Maine Public Utilities Commission.

Given the Trust's mission, the Trust generally seeks the following qualities in delivery teams and program designs:

- Market-Based – The Trust prefers market-based programs where customers select their own prescriptive measures and installer as opposed to programs where the program administrator models or decides the upgrade and manages the installer.
- Maximize Cost-Effectiveness – While other program goals and objectives may dictate specific measure mixes, the Trust prefers delivery teams that can find creative ways to achieve all program goals while maximizing cost-effectiveness using the Total Resource Cost test.
- Verifiable Savings – Innovative program delivery and measure offerings are valued by the Trust; however, only verifiable savings can be claimed. Bidders that can show a record of achieving verifiable savings and launching new measures with means of determining verifiable savings will have an advantage.
- Drive Demand for Installed Measures–The C&I Prescriptive Program is principally interested in achieving cost-effective energy savings resulting from completed efficiency projects. The Trust will not look favorably upon administration of the program through this RFP that prioritizes training new installers or increasing stock on shelves at the expense of achieving completed measure installations.
- Leverage Private Sector – The Trust makes every effort to support the private sector rather than compete with it. Therefore, the Trust seeks delivery teams that have a record of collaborating with local organizations, supply chains, and contractors.
- Core Competency of Customer Service – Program management is a function of the Trust staff. Delivery teams may be directed to undertake many tasks of varying complexity such as consultation on program design and outreach. That said, the core competency of delivery teams must be adherence to highest levels of customer service, including fast and efficient processing of participant project documents, timely communications, and ability to work with distributors, contractors and program participants to achieve best outcomes.
- Third-Party Standards – The Trust typically uses third-party standards rather than developing its own. The Trust relies on organizations like ENERGY STAR®; the Air Conditioning, Heating and Refrigeration Institute (AHRI); DesignLights Consortium (DLC); and others. Therefore, delivery teams that are familiar with relevant third-party standards are preferred.
- Continuous Improvement – The Trust listens to stakeholders, monitors developments in energy efficiency technologies and programs, and modifies its programs as needed. Experience in continuous improvement is an advantage for a bidder.
- Pay for Energy Savings – The C&I Prescriptive Incentive Program places a high priority on investing funding on customer incentives for actual energy savings and minimizing costs of program delivery. Therefore, bidders for these programs are encouraged to avoid administratively intensive, behaviorally focused, complex programs, and incentives for activities that do not save energy.

- Simple Teams – While bidders are welcome to partner with other companies to form a team, unnecessary complexity in the team's organization would be considered a disadvantage. Simple teams with logical roles and experience working together are preferred.

2.2 Background and Context

The foundation of the C&I Prescriptive (CIP) Incentive Program is well-established in Maine. Incentive programs for energy-efficient equipment have been available to Maine's C&I customers since the early 1980s when the programs were first offered by the electric utilities.

The program offers a wide variety of incentives for C&I participants and has evolved over time by recognizing improvements in technologies and design standards. Trust staff design and manage the program with implementation support from a program delivery contractor selected through this competitive bidding process. The program covers measures that help participants manage electricity, natural gas, oil, and propane costs by investing in energy efficiency.

Financial incentives will continue to play a significant role in this program by helping to address the incremental costs of energy efficiency improvements. In providing these incentives, the Trust seeks to deliver maximum energy savings at low delivery costs. As background, Table 1 represents the incentives paid, energy savings (first year), and program delivery contractor cost for past six years.

Table 1
Six Year Summary: Electric – Energy Savings, Incentive Paid, and Program Delivery Costs

	Energy Savings (kWh, annual)	Incentives Paid	Delivery Costs
FY-2013	30,027,000	$3,713,874	$1,905,363
FY-2014	38,037,703	$4,304,503	$1,288,817
FY-2015	75,285,380	$15,880,029	$1,565,184
FY-2016	20,961,707	$6,736,098	$292,636
FY-2017	21,395,636	$5,481,092	$794,065
FY-2018	57,912,414	$10,622,533	$1,000,351

Incentives are offered at fixed amounts for a prescribed list of the most common energy efficient equipment that can be used in nearly every business: lighting, lighting controls, refrigeration, HVAC units, variable speed drives, and equipment related to agricultural industry. Table 2 below illustrates the breakdown of the top three prescriptive project types completed for the last 6 years for electrical efficiency measures.

Table 2
Six Year Summary by Electric Project Type

Prescriptive Projects – Electric	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Lighting	1,787	2,359	4,643	791	1,531	2,393
HVAC *(Heating-Ventilation- Air Conditioning)*	80	85	81	32	443	337
Compressed Air	1	26	49	7	23	46
Totals	**1,868**	**2,470**	**4,773**	**830**	**1,997**	**2,776**

A cornerstone of the program over the past several years has been the affiliation with the trade ally network known as Qualified Partners (QPs). QPs are experienced vendors, contractors, suppliers and other professionals who supply, install, or advise customers about energy efficient equipment. Efficiency Maine QPs assist customers with the selection of qualifying equipment and incentive applications. Over the past several years this network has welcomed more than 900 new and recertified QPs to the program. One major improvement to the program was the creation of a Qualified Partners website. The new site meets the needs of the Trust's growing Qualified Partners network and gives them easy access to program announcements, updated Efficiency Maine documents (like the Technical Reference Manual), training opportunities, program news, a program toolbox, and several other features.

The current roster of QPs includes manufacturers, distributors, wholesalers, retailers, installers and servicers of energy-consuming equipment (e.g., HVAC systems, lighting products, and refrigeration equipment) and architects and engineers involved in the design and specification of buildings and building systems. Potential QPs are required to undergo training on the C&I programs, to meet certain licensing/certifications and quality thresholds, and to have liability insurance. Upon satisfying all QP requirements, they are included in the Trust's Qualified Partner online directory.

2.3 Program Overviews, Objectives, Design and Requirements in the Triennial Plan

This RFP covers the administration of two distinct but closely related elements. The first element is the administration of the C&I Prescriptive Program; the second element is the administration of the lighting measures to be promoted through the Distributor Initiatives Program, as described in the Trust's proposed Triennial Plan IV. A brief summary of the relevant parts of the Triennial Plan follows:

2.3.1 C&I Prescriptive Incentive Program (CIP)

As described in the proposed Triennial Plan, this program offers access to financial incentives for the installation of energy efficient equipment. The program prioritizes energy efficient equipment that has practical applications across Maine and across the C&I sector. Application of a prescriptive approach helps to keep program costs low and makes it easier for contractors and customers to access the efficiency measures and associated benefits.

Program Objectives – The C&I Prescriptive Incentive Program has the following objectives:

- Reduce total energy costs for C&I electricity consumers in the state by increasing the efficiency with which electricity is consumed;
- Reduce energy costs for electricity consumers in the State by increasing the efficiency with which natural gas and unregulated heating fuels (including oil and propane) are consumed;

- Motivate C&I customers to improve building energy consumption performance through early retirement of inefficient equipment;
- Promote highest efficiency equipment options when customers are replacing old equipment or adding new equipment
- Create more favorable market conditions for the increased use of energy-efficient products and services; and
- Promote sustainable economic development and reduce environmental damage.

Program Design – This program leverages relationships with trade allies, known as Qualified Partners (QPs) that recommend, supply and install of energy-efficient. Qualified Partners are familiar with efficient technologies, product installations, available Efficiency Maine incentives, and the incentive application process. Most Qualified Partners are installation contractors, such as electricians, plumbers, and heating technicians.

The program's market-based approach addresses the upfront-cost barrier by providing incentives that encourage customers to take action and retrofit to the high-efficiency option. These incentives may be paid to the customer or to the contractor, making it possible for contractors to sell efficiency projects with lower up-front costs paid by the customer. In addition to the incentives, the Qualified Partners have an important role in persuading customers to invest in upgrading equipment. Marketing campaigns focus on ways that efficiency projects improve a business's bottom line and the strategic advantages of proactive replacement of inefficient equipment.

The established network of efficiency contractors helps overcome a lack of customer knowledge about efficiency options and lack of in-house capacity. The program provides a search tool on the Efficiency Maine website (https://www.efficiencymaine.com/at-work/qualified-partners/) to connect prospective customers with Qualified Partners in their area; this resource is coupled with online information about efficiency solutions by energy use and sector.

Measures Promoted – The Trust evaluates products or technologies for inclusion as a prescriptive measure based on cost-effectiveness, demand, and availability. The program will incentivize proven energy-saving measures that are widely available and represent a significant opportunity for Maine's C&I sector. It will prioritize measures that have practical applications across the State. Whenever possible, the program will take advantage of third-party systems for verifying and vetting the performance of eligible measures. For example, measures incentivized through the program may be listed and verified by the Consortium for Energy Efficiency; the Air-Conditioning, Heating and Refrigeration Institute; or the DesignLights Consortium.

The program invests funds from multiple sources to incentivize a diverse group of measures to reduce consumption of electricity, natural gas, and unregulated heating fuels. Measures in the program range from lighting retrofits to ductless heat pumps to compressed air systems to ventilation equipment. What these measures have in common is that they represent a significant efficiency opportunity across the State and are readily available but are not an ideal fit for instant discounts at distributors. These measures may require site-specific information or installer expertise, or are planned retrofit projects, making them a better fit for this program than for the Distributor Initiatives program.

Incentivized measures will be continuously monitored and adjusted. The program will remove incentives for measures that become "industry standard" and may add new, proven technologies and strategies as they become commercially available and demonstrate cost-effectiveness.

Marketing and Outreach – As mentioned earlier, the program places heavy reliance on the Qualified Partner network to reach potential customers. These independent businesses are the primary marketers of the program—working with their existing customers and identifying new customers for energy-efficient equipment. The Trust has found that all but the smallest businesses in Maine work with contractors for electrical, heating, and mechanical solutions. For customers that do not currently work with a contractor or a Qualified Partner, the Efficiency Maine website features a Qualified Partner locator tool to easily put potential customers in touch with a Qualified Partner in their area.

The program communicates with Qualified Partners through a dedicated website as well as a monthly electronic newsletter. The Trust also convenes a Lighting Advisory Group (which comprises lighting installers, distributors, and manufacturers) quarterly; this group consults with program staff on program opportunities, changes to the marketplace, and customer outreach. In addition, the program participates in supplier open houses and meets with professional associations and groups (e.g., the American Society of Heating, Refrigerating and Air-Conditioning Engineers; Illuminating Engineering Society; and International Brotherhood of Electrical Workers) to share information about energy efficiency opportunities and encourage more industry professionals to become Qualified Partners.

The program also occasionally markets directly to potential customers. This activity may include advertisements in trade or business publications, participation in targeted trade shows, presentations to relevant business groups, direct mail, social media advertising, and more. The program also collaborates with industry and professional associations to reach customers in key sectors. During the last Triennial Plan period, this included working with and exhibiting at conferences hosted by Maine Public School Facility Managers, the Maine Real Estate and Development Association, Maine Municipal Association, Maine Health Care Association, Maine Rural Water Association, Maine Restaurant Association, Rotary groups, economic development groups, local chambers of commerce, and more.

The program provides information to potential customers through the Trust's website and sector-based resources (e.g., a brochure on energy solutions and incentives for restaurants), as well as over the phone. On the website, the program provides information about product eligibility, shares case studies of Maine businesses and the efficiency solutions they implemented and provides a starting point for Maine businesses organized by sector. Most importantly, the program connects potential customers with Qualified Partners working in their area through an online contractor locator tool.

Quality Assurance/Quality Control – The program staff screens incentive applications for completeness, including a review of equipment cut sheets and contractor invoices. In addition, all applications are signed by the customer to ensure that both the customer and the contractor have reviewed and agree to applicable terms and conditions.

Applications above a certain cost threshold receive a technical review before project pre-approval is granted. At project completion, the program staff reviews these larger projects again before issuing incentive payment. In addition, the program staff inspects a random sample of projects on-site; currently, 10% of all projects are inspected on-site. Any significant issues identified while on-site are addressed with the installation contractor.

In addition to these random inspections, the program provides technical assistance to participating contractors. The program makes program information and equipment information available on the Qualified Partner website. The Trust also sends Qualified Partners general information on the industry, the program, and incentivized measures via the newsletter. Technology-specific information may also be addressed through training on new technologies or advanced installation techniques. All Qualified Partners must go through an annual recertification process to ensure that they have the most up-to-date information about incentivized measures and that they are compliant with program eligibility criteria.

2.3.2 Midstream Lighting Initiative

The scope of this RFP includes the lighting component of the Distributor Initiatives Program (see the proposed Triennial Plan). This initiative offers incentives for efficient lamps through distributors, providing an alternative to fixture replacement. Distributors are supply houses where contractors and larger customers go to purchase electrical supplies.

The distributor channel is an important complement to the retail channel and customer-driven efficiency projects. In general, the measures discounted at distributors include LED Screw-in lamps, LED Tubular lamps (Types A and C), and LED Mogul-based bulbs.

Program Objectives – The Distributor Initiatives Program has the following objectives:

- Incentivize measures to reduce electricity;
- Reduce total energy costs;
- Reduce peak load demand for electricity;
- Help contractors and customers overcome barriers to implementing efficiency projects;
- Promote high-efficiency equipment options when customers and contractors are replacing inefficient or burned-out equipment or adding new equipment; and
- Create more favorable market conditions for the increased use of energy-efficient products and services.

Program Design – The program relies on Memoranda of Understanding (MOUs) with distributors to promote and incentivize efficient lighting equipment. The MOUs also require participating distributors to report on key data points including measure characteristics, fuel type, and installation location. The Trust will frequently visit participating distributors to ensure the availability of informational materials, and answer distributor staff questions about data collection, eligible models, and more.

Additional background information as it relates to Distributor Initiatives Program can be found on RFP EM-005-2019 posted on the Efficiency Maine website.

2.4 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 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 winning bidder will be required to use effRT for documenting and processing project applications as well as for reporting on program results. The effRT database is SQL-based with an online interface created and currently maintained with ASP.net tools. Since its initial development to support delivery of the Business Incentive Program, the effRT database has been continuously refined to address the evolving needs and features of additional programs offered by the Trust. The Trust continues to work toward a fully unified data management structure that can capture and report on a diverse array of data originating from a variety of sources, without being burdensome to program administration, delivery, and reporting requirements. This continued efforts of maintaining and/or modifying the functionality of the database is outsourced to a software developer and is not the subject of this RFP

2.5 Additional Sources of Information

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

TITLE	**LOCATION (link)**
Efficiency Maine Trust website	www.efficiencymaine.com
Most recent Efficiency Maine Trust Annual Report	https://www.efficiencymaine.com/about/library/reports/
Efficiency Maine Trust – Triennial Plan	https://www.efficiencymaine.com/about/library/policies/
Program home webpages	Prescriptive Program - https://www.efficiencymaine.com/at-work/ci-prescriptive-incentive-program/ Distributor Screw-in Lighting Initiative - https://www.efficiencymaine.com/at-work/distributor-screw-led-program/
Previous program information (Evaluations, Reports, etc.)	https://www.efficiencymaine.com/about/library/reports/
Qualified Partner Website	https://qualifiedpartner.me/
Efficiency Maine Trust Commercial/Industrial and Multifamily Technical Reference Manual	https://www.efficiencymaine.com/docs/EMT-TRM_Commercial_Industrial_Multifamily_v2019_4.pdf

SECTION 3 – SCOPE OF WORK

Following is a task-by-task description of the work covered by this RFP. As explained in section 4.3, below, bid proposals must reflect the bidder's plan, approach, and capacity for each task and describe related experience.

Task 1: Project Kickoff Meeting and Transition Plan

The contractor, in consultation with the Trust, will organize and facilitate a Project Kickoff Meeting to be held at the Trust's offices, with virtual participation as appropriate. 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 program, and to provide the foundation for development of the work 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.

The winning bidder must develop a transition plan that outlines all major tasks associated with taking over the management of this program. This plan must include an anticipated budget associated with transition plan activities (use the appropriate tab in Attachment C).

Task 2: Program Management

As described in section 2.4, the Trust's central repository for tracking program activity's is through the Efficiency Maine Reporting and Tracking System (effRT). There are currently pre-defined program activity reports such as installed measure summaries, incentive payment reports, project pipeline reports as wells as the ability to develop new and ad-hoc reports. The winning bidder will be required to provide program status reports, energy savings reports as determined by the Trust.

The winning bidder will be responsible for reviewing and recommending revisions to the program's current qualifying measures and incentives as well as developing and implementing new offers as the market demands.

Task 3. Project Management

The effRT database is used to manage individual projects from the project inception to final payment. Following is a summary of the project steps tracked in effRT:

- The Application workflow step is used to collect all information about the project including customer information, premise information, and measures installed. After the project is completed, it is subject to inspection.
- The Inspection workflow step collects results from the inspection.
- The Management Review workflow step is used by the Delivery Team to review the project for accuracy. During Management Review, the program Delivery Team will determine if a Technical Review is required. The Management Review also ensures that the latest savings and factor schedules are being referenced for savings calculations. If it is not, a technical review will automatically kick-off.
- The Technical Review workflow step allows engineers to review and update measure information based on review results.

Upon completion of the workflow, the project will be released for incentive payment. All incentive applications are screened for completeness, including a review of equipment cut sheets and contractor invoices. In addition, all applications are signed (electronically through effRT) by the customer to ensure that applicable terms and conditions have been reviewed by both the customer and the contractor.

Applications over a certain threshold (currently incentives greater than $5,000) receive a technical review before project pre-approval is granted. At project completion, these larger projects are reviewed again, or an on-site inspection is conducted before incentive payment is issued. In addition (for the smaller projects), a random sample of projects is inspected on-site; currently 10% of all projects are inspected on-site. Issues identified while on-site are addressed with the installation contractor.

Task 4: Incentive Processing
The Trust uses a paperless on-line incentive application process. QPs submit Prescriptive Project Applications (known as “enrollments”) directly into effRT. The winning bidder will have the responsibility to ensure that incentive payments are processed, issued, and tracked in a timely fashion and with a high level of accuracy. For additional information regarding the database workflow, see Attachment D – “Understanding effRT Database Project Workflow”. Additionally, the winning bidder must ensure that all required Internal Revenue Service (IRS) reporting requirements and State of Maine unclaimed property reporting is properly adhered to and administered (e.g., issuing 1099s, return check protocols). Finally, the Trust prefers that the winning bidder have incentive payments (checks to customers) drawn from a Maine-based bank.

Task 5: Qualified Partner Support
The winning bidder will provide technical assistance to participating contractors in several ways. The winning bidder will make equipment information, including cut sheets, available on the QP website, as well as program information and answers to frequently asked questions. The winning bidder will also assist the Trust staff in developing and sending QPs general information on the industry, the program, and case studies in a monthly, electronic newsletter. QPs may check on the status of a project through the program’s project database, effRT. The winning bidder will also assist the Trust staff in developing and presenting annual QP certifications usually conducted in June. The exclusive QP website is available as a technical resource with program resources and as a sales tool. Technology-specific information may also be addressed through trainings on new technologies or advanced installation techniques (e.g., the program has previously offered trainings on advanced heat pump installation and lighting controls). Lastly, QPs are invited to call program staff with questions on eligible measures or technical questions.

Task 6: Customer Service
The winning bidder must work cooperatively with the Trust’s call center contractor and assist with call center training, monitoring, and support to ensure customer satisfaction and cost-effective program delivery.

For Qualified Partners:
The winning bidder must be available to support the QP network during normal working hours (8:00 a.m. to 5:00 p.m.) on weekdays, except State holidays. Beyond providing toll-free access for the Qualified Partner network with the winning bidder, the winning bidder shall provide training opportunities to support the changes or additions in program guidelines as well as related technologies.

For Customers:
Periodically, the winning bidder must work directly with customers in the development of energy efficiency projects but should seek to include the Qualified Partner Network as early in the project development as necessary. Calls from customers regarding project development that are referred to the

winning bidder will normally be transferred by the Trust's call center. The winning bidder is expected to take all calls assuming that the customer is on the line ("hot transfer").

The winning bidder will be responsible for developing and implementing a process to deal with complaints from customers and other stakeholders.

Task 7: Midstream Lighting Initiative
This RFP include support for the midstream lighting initiative under the Distributor Initiatives program, which seeks to influence stocking practice of LED lamps by providing the cost offset between a less efficient and the efficient product. The intent of the programs is to reduce the upfront cost barrier for customers, reduce paperwork for contractors, and promote higher efficiency LED lamp replacement for quick turn-around projects by providing a discount on the high efficiency equipment.

Discounts offered through the program will be provided at the point of sale directly through the participating equipment distributors. The winning bidder must negotiate Memorandums of Understanding (MOUs) with participating distributors to offer the determined discounts. Additionally, a full list of participating distributors must be maintained on both the QP website and the Efficiency Maine website

The Midstream Lighting Initiative relies on field representatives (reps) that visit distributors locations for training and monitoring activities as well as providing distributors with support in submitting midstream discount claims. Representatives also recruit distributors as necessary. The winning bidder is required to review manufacturers price fluctuations and recommend to the Trust staff any adjustments in the discount rate on a quarterly basis.

Task 8: Program Modification
From time to time, the winning bidder may be asked to provide recommendations for program delivery modifications or strategies. For example, the Trust may ask the winning bidder for input on lighting designs with network lighting controls (new construction) and on plug-load management.

Upon request, the winning bidder must review and recommend revisions to the program's current qualifying measures and incentives as well as developing and implementing new offers as the market demands.

Project Deliverables
The winning bidder must complete all requirements specified in the Scope of Work in a timely manner. Specific deliverables may include, but are not limited to, the following:

1. Draft and Final Kick off Meeting materials
2. Prescriptive Incentive Program Implementation Plan
3. Distributor Screw-In Lighting Initiative Implementation Plan
4. Process Plan for program modifications
5. Original data files and final, cleaned data and analysis files resulting from the program activities
6. Proposed Weekly, Monthly, and Quarterly project status/pipeline reports, budget management reports as well a annual program performance reports.

The contractor(s) must commit to completing all tasks within the time frames established in the proposal (see item 6 under section 4.3, Statement of Work). The winning bidder must provide the Trust with electronic copies of all deliverables in Microsoft Office format or other appropriate format as approved by the Trust.

SECTION 4 – PROPOSAL REQUIREMENTS

4.1 Proposal Packaging and Physical Contents

Proposals must be delivered to the Trust in an envelope or package clearly labeled, "**Response to Efficiency Maine Commercial and Industrial (C&I) Prescriptive Incentive Program Delivery Services RFP EM-009-2019**".

The proposal submission must include:

- One signed, original document that is unbound and includes all sections, forms and appendices,
- Four bound, hard copies of the entire original, and
- One electronic copy of the complete proposal. Files must be provided in Microsoft Word and/or PDF format and a copy of Attachment C must be provided in Microsoft Excel format.

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 (i.e., 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. **Proposal Cover Sheet Form**
    - Include a completed, signed Proposal Cover Sheet Form, which is provided in Attachment A of the Request for Proposals.
    - Proposals that include teaming arrangements must designate one party as the lead bidder.

2. **Table of Contents**

3. **Letter of Transmittal (1 page)**
   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.

4. **Letters of Commitment (1 page each)**
   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. Include a statement certifying that the provision of services to the Trust will not result in a conflict of interest.

5. **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.

6. Statement of Work (25 pages maximum)

Provide a detailed implementation plan that specifies the overall approach, schedule, implementation and quality assurance plan, for each task described in Section 3, including sub-tasks and deliverables required to deliver the program. Describe your capacity for each task and related experience. Address any additional requirements described below.

Task 1. Project Kickoff Meeting and Transition Plan
Describe your approach, deliverables, and schedule for a project kickoff meeting.

For the transition plan, outline all major tasks associated with taking over the management of this program. Describe the tasks, who will take the lead on each and the start and end date for each. Include activities such as establishing an in-state office (if proposed); hiring/training personnel; updating all program materials (such as Program Manuals, forms, web pages/tools, agreement templates, printed materials, and marketing materials); and negotiating new agreements with retailers. Describe your team's experience and proposed approach to taking over existing programs.

Task 2: Program Management
Describe your ability to track and report weekly and monthly program progress, as well as to forecast future results. Confirm that you can submit information in Microsoft Excel, Microsoft Word, and via file transfer using a secure server.

Describe your closed-loop process that ensures the program is working as designed. This process should create and track actionable feedback.

Describe your process to respond to changing market conditions, equipment price changes and measure modifications.

Describe your approach to helping the Trust forecast measure uptake and program costs.

Task 3: Project Management
Describe your approach to managing the pipeline of projects submitted by the QPs including the timeline from project enrollment to incentive payment. Include your recommendations for project inspections (pre-inspections and/or post-inspections).

Task 4: Incentive Processing
Explain your process to issue incentives accurately and timely. Include your process for handling any tax reporting (1099s) and unclaimed/lost incentive checks.

Task 5: Qualified Partner Support
Explain your approach, including timelines, to provide technical support and program implementation requirements that will keep QPs engaged with the program.

Task 6: Customer Service
Describe the processes you would use to handle inbound calls from Qualified Partners and from Customers given the parameters described in Section 3, Task 6.

Describe your methods and approaches for mitigating and resolving customer complaints.

Task 7: Midstream Lighting Initiative
Describe your approach to manage and implement the midstream lighting initiative and related experience.

Task 8: Program Modification
Describe how you will analyze and respond to changing market conditions, equipment price changes and measure modifications. Discuss related experience.

Describe your approach to helping the Trust forecast measure uptake and program costs, and related experience.

7. 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.

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.

8. Cost Proposal (use Project Cost Form provided)

Provide a time-and-materials with a not-to-exceed cost proposal for the Statement of Work for each year of the Triennial Plan and a three-year Summary using the Project Proposal Cost Form (Attachment C) provided with the RFP. Any costs not included on this form will be disallowed. Note that the current year expenses are 85% incentives, 14% administrative costs, and 1% marketing costs.

9. 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.

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 **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 **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 **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 **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?	10
Total	**100**