EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS (RFP) FOR
COMMERCIAL AND INDUSTRIAL CUSTOM PROGRAM
SUPPORT SERVICES

RFP EM-011-2019

Date Issued: February 13, 2019

Closing Date: March 27, 2019, 3:00 p.m. Eastern Time (US)

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Attachment A – Proposal Cover Sheet Form
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SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Purpose

The Efficiency Maine Trust (the Trust) seeks a qualified bidder or team of bidders to provide support services for the Commercial and Industrial (C&I) Custom Program. The awardee will serve as the program "delivery team."

1.2 Designated Contact Person for this RFP

Ian Burnes, Strategic Initiatives Team Leader
Efficiency Maine Trust
168 Capitol Street, Suite 1
Augusta, ME 04330-6856
Phone: (207) 213- 4149
Email: ian.burnes@efficiencymaine.com

1.3 Schedule

Event	Date/Deadline
RFP Issued	February 13, 2019
Question Period Closes	February 22, 2019
Responses to Questions Posted	February 27, 2019
Proposals Due at Efficiency Maine Trust Office	**March 27, 2019 by 3:00 p.m. Eastern Time (US)**
Anticipated Award Date	April 12, 2019
Anticipated Contractor Start	July 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 Anticipated Contract Term

The Trust anticipates issuing three consecutive one-year contracts to a single bidder to cover a period of performance from July 1, 2019 through June 30, 2022. The contracts will be Time and Materials with a not-to-exceed maximum.

1.5 Anticipated Contract Budget

The anticipated annual budgets for the C&I Custom Program are 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 may support program-related activities conducted by Trust staff or separate contractors.

The proposed budgets for this program, including administration, incentives and marketing are approximately:

	FY 2020	FY 2021	FY 2022
Electric	$3,920,000	$3,920,000	$3,920,000
Natural Gas	$116,000	$116,000	$116,000
Unregulated Fuels	$205,000	$1,004,000	$1,016,000
TOTAL	**$4,241,000**	**$5,040,000**	**$5,052,000**

1.1 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.

1.2 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 Custom Program RFP Questions". Responses to questions will be posted on http://www.efficiencymaine.com/opportunities.

1.3 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.

1.4 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.

1.5 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 .

1.6 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.

1.7 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.

1.8 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

BACKGROUND INFORMATION

1.9 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 financial incentives on the purchase of high-efficiency equipment to help customers save electricity, natural gas and heating fuels throughout the Maine economy. The Trust is governed by a stakeholder Board of Trustees with oversight from the Maine Public Utilities Commission.

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 some 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 Trust's current programs are principally interested in achieving cost-effective energy savings resulting from completed efficiency projects. The Trust will not look favorably upon administration programs 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, Maine businesses, 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 retailers, 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®; Building Performance Institute (BPI); 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 Trust's programs place a high priority on investing funding on customer incentives for actual energy savings, minimizing costs of program delivery where possible. 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.

1.10 C&I Custom Program Background and Context

Section 5.1 of the proposed Triennial Plan IV[1] provides details on the C&I Custom Program's objectives, opportunity, budget and metrics, and program design for the next three years. Following is a general overview.

The C&I Custom Program incentivizes tailored energy efficiency and distributed generation projects that require unique engineering analyses and projects entailing energy conservation measures that are not covered by prescriptive incentives. The program is open to all C&I (i.e., non-residential) customers in Maine, including businesses, institutions, and multifamily (or apartment) property owners. Despite its broad customer eligibility criteria, the program typically works with larger energy users with relatively complex facilities. Generally, the program targets eligible customers by making direct contact with facility managers and corporate officials, as well as with vendors and installers. The program is designed to overcome various market barriers in this sector, including large upfront costs and long payback periods, lack of in-house capacity/expertise, and unfamiliarity with new technology or processes. In addition to project incentives, the program provides incentives for Technical Assistance Studies (TAs) (investment-grade analyses conducted by third parties), as well as free scoping audits.

In-house Trust staff serves as the primary manager of the C&I Custom Program, overseeing the delivery team staff. This is a collaborative and flexible relationship. The Trust staff makes final decisions on

[1] https://www.efficiencymaine.com/triennial-plan-iv/

program design, eligibility, incentive levels, marketing plans, and project contracts, seeking professional guidance and input from the delivery team. The delivery team manages the day-to-day tasks, including working directly with customers and trade allies, reviewing project proposals, preparing project summaries, and conducting site inspections. The delivery team provides periodic progress reports to the Trust and follows the Trust's project reporting and tracking protocols. The Trust staff tracks this progress and checks compliance with protocols. The Trust staff manages the program budget and all communications with the program's project Review Team.[2]

1.11 Program Goals, Objectives and Requirements in Triennial Plan IV

The following table includes the proposed program budgets and performance metrics for the C&I Custom Program from Triennial Plan IV, as submitted to the Public Utilities Commission (October 22, 2018 draft). The plan is still under review and is subject to regulatory approval.

	Total Budget	Annual Savings			
		Electric (MWh)	Demand (MW)	Natural Gas (MMBtu)	Unregulated Fuels (MMBtu)
FY 2020	$4,241,000	10,299	2.36	3,134	14,321
FY 2021	$5,040,000	10,299	2.36	3,134	70,136
FY 2022	$5,052,000	10,299	2.36	3,134	70,974

1.12 Program Tracking

The Trust maintains an energy efficiency program tracking database named the Efficiency Maine Reporting & Tracking System or "effRT." The database platform manages the data for all of the Trust's active programs and ensures consistent and accurate estimates of energy savings. The C&I Custom Program delivery team will be required to use effRT for documenting and processing project applications as well as for reporting on program results upon completion. The effRT database is SQL-based with an online interface created and currently maintained with ASP.net tools. It is continuously refined to address the evolving needs and features of additional programs offered by the Trust.

The Trust also requires the C&I Custom Program delivery team to use an online task tracking system[3] as a live, transparent summary of all program activity. This platform serves as the primary communication tool between the program staff and the delivery team. It tracks both parties' tasks associated with prospective projects, active projects, Technical Assistance Studies, scoping audits, and any general communications and outreach efforts. The Trust staff uses this information to generate periodic reports that gauge the status of the program budget and customer demand for the program.

1.13 Additional Sources of Information

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

[2] All C&I Custom Program projects require review and approval by the C&I Custom Program Review Team, a ~5-member body consisting of Trust Board members and other stakeholders.
[3] The C&I Custom Program currently uses Asana (www.asana.com) for this purpose.

TITLE	LOCATION (link)
Efficiency Maine Trust website	https://www.efficiencymaine.com/
Efficiency Maine Trust Annual Reports	https://www.efficiencymaine.com/about/library/reports/
Efficiency Maine Trust – Triennial Plan (proposed)	https://www.efficiencymaine.com/triennial-plan-iv/ and https://www.efficiencymaine.com/about/library/policies/
C&I Custom Program webpage	https://www.efficiencymaine.com/at-work/commercial-industrial-custom-program/
Program Opportunity Notice for Electrical Efficiency Projects[4]	https://www.efficiencymaine.com/docs/PON-EM-001-2019-_v3.pdf
Program Opportunity Notice for Thermal Efficiency Projects	https://www.efficiencymaine.com/docs/PON-EM-002-2019_v3.pdf
Program Opportunity Notice for Distributed Generation Projects	https://www.efficiencymaine.com/docs/PON-EM-003-2019_v3.pdf

SECTION 2 – 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 implementation approach, capacity, and experience related to each task.

Task 1: Project Kickoff and Transition Work Plan

The delivery team, in consultation with the Trust, will organize and facilitate a Kickoff Meeting at the Trust's offices to establish a foundation for the contract, review the proposed statement of work and schedule (and discuss any revisions or adjustments that may be necessary), and establish communication protocols. Following the kickoff meeting, the delivery team will prepare a work plan document that updates and refines the statement of work presented in the proposal as appropriate based on the Kickoff Meeting and discussions with the Trust. The work plan should follow the basic structure and format of the proposed statement of work, with revisions, modifications and additional detail incorporated as appropriate.

If applicable, 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 Delivery Strategy
The delivery team will work closely with the Trust to develop and implement a delivery strategy that will capture all cost-effective custom energy efficiency and distributed generation opportunities in the C&I sector. The Trust expects prospective delivery teams to build on the Trust's successful model of engaging customers.

[4] The three Program Opportunity Notices may be updated while the RFP is open. The latest versions can be found on the Trust's Opportunities webpage: https://www.efficiencymaine.com/opportunities/

The Trust has adopted an incremental approach to developing relationships with the largest energy users in the state. The approach is based on building trust through successful projects, rather than through expensive comprehensive energy planning. The overarching concept, which is described in its component pieces below, is that the Trust, through its delivery team, initiates contact with new customers with the goal of completing a project that will fit within the customer's budgeting process. As the delivery team guides the customer through the Trust's incentive process, it identifies additional projects to build off prior energy efficiency or distributed generation upgrades. The Trust has been successful with this approach throughout the Triennial Plan III period and its intention is to broaden it in the Triennial Plan IV period.

Task 3: Project Development and Outreach

The unique, site-specific nature of custom projects and the barriers they face means the C&I Custom Program uses an individualized, customer-focused outreach strategy. Program outreach to new customers typically starts with raising awareness of the program among the leadership of targeted businesses and institutions and reaching out directly to facility or energy managers. After making contact, the program staff offers free scoping audits and encourages customers with promising projects to pursue Technical Assistance Studies.

> **Scoping Audits** – The first contact with customer is often a scoping audit. The Trust offers free walk-through scoping audits to customers that have an energy profile that would likely support a custom project. The goal of these audits is not to offer a comprehensive report on the energy-saving potential of any given facility, but to strike up a relationship with the customer and identify a project to implement. The delivery team should ensure that the customer is committed to supporting the audit by supplying historic energy data and staff-time to accompany the representative from the delivery team. The Trust expects the delivery team to issue a report to the customer upon completion and to follow up with the customer in an effort to prompt action.
>
> **Technical Assistance Incentives** – Technical Assistance Studies (TAs) have been useful tools to help customers complete the analysis required for a project incentive application through the C&I Custom Program. The current incentive for TAs is 50% of the study cost up to $20,000. While it is not required that customers complete a TA before receiving an incentive, it is a useful tool for both the delivery team and any contractor. These studies are a concrete follow-up action to a scoping audit (where a project is identified but there is either not enough information or capacity to commit funding). An expert of the customer's choosing completes the engineering review to a point where the Trust and the customer understand the costs and savings of the project.
>
> The delivery team will screen TA applications to ensure that proposal meets the criteria established by the Trust[5] and will make a recommendation to the Trust as to whether or not to approve the incentive. With the Trust's approval, the delivery team will notify the TA provider and communicate with the TA provider throughout the study to ensure that the deliverables are met. The delivery team will then follow up with the customer to ensure that the study meets their needs and seek approval to proceed with the project.

[5] TA Guidelines: https://www.efficiencymaine.com/docs/Request-for-Technical-Assistance-2.pdf

The delivery team is also expected to educate vendors, engineering firms, and other relevant private sector companies on how to use the TA incentive to sell their products and services.

Task 4: Project Reviews

Project incentive applications can come to the C&I Custom Program from multiple channels. Representatives from the delivery team or Trust staff may reach out and work directly with a customer; trade allies may work directly with customers; or customers may approach the Trust directly. The delivery team must be ready to support and cultivate each channel. All project applications must undergo the same level of rigor as specified in the relevant Program Opportunity Notice and Technical Reference Manual (TRM).[6] For all projects, the delivery team must work with prospective customers and/or their contractors to get the information necessary to accurately calculate the associated costs and savings of each project. The delivery team will document the findings and calculations within effRT so that independent third-party evaluators can recreate their work. All of this documentation will be included in a Technical Review Summary that will include the following sections:

- Brief project description
- Description of the values submitted by the customer or contractor
    - Project cost and requested incentive
    - Baseline conditions and energy savings
- Technical review findings
    - Validated measure cost
    - Validated energy savings
    - Benefit-to-cost ratio
    - Assessment of management and resource readiness
- Basis for recommended incentive award.

Once the delivery team has determined that a project is eligible for an incentive, the project goes before the C&I Custom Review Team (Review Team) for approval. The Trust Staff typically provide the Review Team members with copies of the project Technical Review Summary one week ahead of a meeting. During a C&I Custom Review Team meeting, the delivery team presents the details and findings of its Technical Review Summary and answers any questions from the members.

Task 5: Incentive Processing

The C&I Custom Program includes two tiers of incentives: incentives over $200,000 and incentives under $200,000. For incentives under $200,000, the delivery team manages the project agreements and approvals through effRT and pays the customer directly once the project has been confirmed complete. Additionally, the delivery team is responsible for ensuring 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 gives preference to firm(s) that would have the incentive payments (checks to customers) drawn from a Maine-based bank.

For projects over $200,000, the Trust will contract directly with the customer with support from the delivery team. For example, the delivery team will draft the contract for the Trust, ensuring that the project is accurately described in the scope of work and the terms of the payment are correct. After the project is under contract, the delivery team will be the primary point of contact with the customer during the construction phase. The Trust allows for multiple project milestone payments on projects

[6] https://www.efficiencymaine.com/docs/EMT-TRM_Commercial_Industrial_Multifamily_v2019_2.pdf

that request them. The delivery team will review all invoices and prepare a milestone review summary that recommends payment (or not).

Task 6: Marketing and Communications
The Trust has issued a separate Request for Qualifications (RFQ) for communications support, including marketing and design services. A combination of Trust staff and services contracted through the Communications RFQ will be used to provide marketing and outreach for the C&I Custom Program (including managing the website, a call center, paid media and earned media, and printed and other audio-visual materials used to reach potential customers). That said, the Trust recognizes that elements of marketing are integral to the performance of any field support and in-bound customer support tasks. The Trust also expects there will be situations where the C&I Custom Program delivery team would be well-positioned to advance the program objectives by providing supplemental marketing services.

Task 7: Contractor and Vendor Relations
The delivery team works with private sector vendors and contractors to identify and develop custom projects. The delivery team also works with the Qualified Partner network to increase participation in the C&I Custom Program (especially small custom projects).

Task 8: Customer Service
The Trust maintains high expectations for customer service and exacting technical standards. The Trust expects the C&I Custom Program delivery team to explain and enforce the rigorous standards of the program while maintaining customer service and satisfaction.

The delivery team must work cooperatively with the Trust's call center staff and assist with call center training, monitoring, and support to ensure customer satisfaction and cost-effective program delivery. The call center operates Monday through Friday, 8:00 a.m. to 5:00 p.m., except State holidays.

Task 9: Budget Management and Program Data Tracking
The Trust expects the delivery team to maintain timely, complete, and accurate records of all projects in effRT. The delivery team will expand on this information to provide forecasts of future program activity and the budget impacts of that activity. For example, the delivery team must provide easily accessible information that allows the Trust to track projects that have not yet initiated but are expected to seek incentives. In addition, the Trust will look to the delivery team to provide a forecast of projects that are near completion and will be seeking payment.

Task 10: Ongoing Evaluation, Measurement and Verification
The Trust is required to conduct third party evaluations of all of its major programs including the C&I Custom Program. The next Triennial plan identifies the goal of conducting more real-time evaluations of programs. The delivery team is expected to support and cooperated with third-party evaluators of the program.

Task 11: Program Transitions
The Trust expects the winning bidder to work with all preceding and succeeding contractors to accomplish smooth transitions. Transitions must be performed in an organized and efficient manner with a minimum of disruption to customers, trade allies, and other energy-efficiency service partners.

SECTION 3 – PROPOSAL REQUIREMENTS

3.1 Proposal Packaging and Physical Contents

Proposals must be delivered to the Trust in an envelope or package clearly labeled, "**Response to Commercial and Industrial Custom Program Support Services RFP EM-011-2019**".

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.

3.2 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.

3.3 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 and Transition Work Plan

Describe your approach, deliverables, and schedule for a project kickoff meeting.

For the transition plan, if relevant, 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 program materials, etc. Describe your team's experience and proposed approach to taking over existing programs.

Task 2: Program Delivery Strategy

Indicate your understanding of the approach described in Section 3 and demonstrate how it might be broadened and expanded. In addition, identify strategies for working with customers that have a lack of in-house capacity.

Task 3: Project Development and Outreach

To the extent that you can offer improvements on this offering to cost effectively identify and develop projects, address those points in the proposal. In particular, the Trust is interested in strategies to expand program offerings to smaller projects and companies.

Task 4: Project Reviews

Outline your experience analyzing complex site-specific energy efficiency and distributed generation projects. Explain how you intend to ensure that your review and work product meets the highest levels of quality assurance.

Task 5: Incentive Processing

Explain your processes to issue incentives accurately and in a timely manner. Include the approach to handling any tax reporting (1099s) and unclaimed/lost incentive checks.

Demonstrate your ability to clearly and concisely summarize complex projects and manage complex projects. In addition, describe your experience working cooperatively with a program administrator to track and make payments.

Task 6: Marketing and Communications

Describe your resources for supporting the development of energy efficiency projects as well as assisting with marketing plan development, marketing material design and creation, and marketing plan tracking. Share relevant examples.

Task 7: Contractor and Vendor Relations

Describe your experience working with private sector vendors and contractors to identify and develop custom projects and offer ideas on how you intend on working with the Qualified Partner network to increase participation in the C&I Custom Program (especially small custom projects).

Task 8: Customer Service
Describe your approach and experience working with a third-party call center, including assisting with call center training, monitoring, and support to ensure customer satisfaction and cost-effective program delivery.

Task 9: Budget Management and Program Data Tracking
Demonstrate your ability to accurately track on-going projects and show how they will do the same for this program. Provide examples of how you have managed forecasts of program activity for similar programs in other jurisdictions.

Task 10: Ongoing Evaluation, Measurement and Verification
Confirm that you will support independent program evaluators as requested. Describe any relevant experience.

Task 11: Program Transitions
Confirm your commitment to transitioning the programs and describe any relevant experience or expertise working with other companies taking over from them, or transitioning programs to them.

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

Provide a time-and-materials cost estimate with applicable rates and a not-to-exceed bid 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. Under the resulting contract agreement the winning bidder will be bound by the labor rates and not-to-exceed level specified in the contract.

Provide a brief narrative explanation of the project budget/cost proposal and any relevant assumptions.

9. Appendices

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

- ***Appendix B – Resumes:*** Provide resumes of key project team members in an Appendix. Key project team members identified in the proposal must be dedicated to the proposed project at the level proposed. Any substitutions of key project team members must be approved by the Trust.

SECTION 4 – PROPOSAL EVALUATION AND AWARD

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.

4.1 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**