



**EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS FOR
Forward Capacity Market Support Services
RFP NUMBER EM-006-2018**

Date Issued: 11/9/2017

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Separate attachments:

Attachment A – Proposal Cover Sheet Form

Attachment B – Standard Agreement

Attachment C – Project Proposal Cost Form

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Title/Purpose

RFP EM-006-2018, Forward Capacity Market Support Services: Efficiency Maine Trust (Trust) seeks a qualified bidder or team of bidders to support its participation in ISO New England’s Forward Capacity Market.

1.2 Designated Contact Person for this RFP

Ian Burnes, Strategic Initiatives, Team Leader
 Efficiency Maine Trust
 168 Capitol Street, Suite 1
 Augusta, ME 04330-6262
 Email: ian.burnes@efficiencymaine.com, Phone: (207) 213-4149

1.3 Schedule of Activities

Event	Date/Deadline
RFP Issued	November 9, 2017
Questions Due	November 22, 2017
Responses to Questions Posted	November 29, 2017
Proposals Due at Efficiency Maine Trust office	December 22, 2017 by 3:00 Eastern
Anticipated Award Date	December 29, 2017
Anticipated Contractor Start	January 10, 2018

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

1.4 Questions

Questions regarding this RFP must be submitted by **email** to the Designated Contact Person specified in Section 1.2, with the subject line: **RFP EM-006-2018 Questions**, prior to the deadline for “Questions Due” specified in Section 1.3.

1.5 Submittal Deadline

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

1.6 Cost of Proposal Preparation

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

1.7 Contract Term & Budget

The anticipated term of the contract is January 1st, 2018 through December 31, 2020 with two optional one-year extensions by mutual agreement. The contract will be time and materials with a Not-to-Exceed maximum.

1.8 Contract Award

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

1.9 Contracting Process

The selection of service providers for energy efficiency and alternative energy programs administered by the Efficiency Maine Trust and the selection of grant recipients to receive funds administered by the Trust for energy efficiency and alternative energy projects is governed by the Efficiency Maine Trust Rule Chapter 1: Contracting Process for Service Providers and Grant Recipients, which can be found on the Efficiency Maine Trust website under Documents and Services:

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

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine

Efficiency Maine is an independent trust offering programs that promote the efficient and cost-effective use of energy in order to save money for Maine residents and businesses, grow the economy, and create jobs. Created in 2002 and established as an independent trust in 2009, Efficiency Maine is responsible for administering all of Maine's non-transportation related energy efficiency programs. Efficiency Maine's energy-saving programs help reduce the use of electricity and heating fuels through energy efficiency improvements and incentives for high-efficiency equipment. Efficiency Maine's programs deliver Maine's lowest-cost energy resource through a combination of technical assistance, cost-sharing, training, and awareness programs.

2.2 Background

The Trust is maintaining on peak demand resources in FCA 1, 3, 4, 5 and 6. In FCA 7 the Trust added assets to its FCA 6 resource and has continued to add increments to this resource through FCA 11. In

addition the Trust has a distributed generation resource in FCA 6, added to it in FCA 7 and will continue to in FCA 8.

2.3 Additional Background Information

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

TITLE	LOCATION (link)
Efficiency Maine Trust website	www.energymaine.com
Efficiency Maine Trust Triennial Plan	http://www.energymaine.com/docs/reports/TriPlan2-11-26-2012.pdf
Efficiency Maine 2016 Annual Report	http://www.energymaine.com/docs/FY2016-Annual-Report.pdf

SECTION 3 – SCOPE OF WORK

Ongoing Tasks Concerning Forward Capacity Auctions: On behalf of the Trust, manage the activities and transactions required for its participation in the FCM and related auctions in accordance with ISO-NE requirements, schedules and deadlines, which include but are not limited to:

1. **Electronic transactions:** Perform electronic transactions with ISO-NE utilizing the ISO-NE's Energy Efficiency Measure Database (EEM), Customer Asset Management System (CAMS), Forward Capacity Tracking System (FCTS) and submit meter readings. Maintain updated certification for data submission and keep records of monthly data submittals.
2. **Submissions to ISO-NE:** Oversee the submission of all materials, documents and reports required by ISO-NE for participation in the FCM. These include but are not limited to: Show of Interest; Qualifications Package and related submissions; Quarterly Critical Path Schedule (CPS) Updates; Monthly Performance updates; and Annual Certification of Accuracy of Measurement and Verification Documents. This work involves coordination with the Trust and its contract delivery teams.
3. **Show of Interest:** Work with the Trust to develop a strategy for each auction period considering the Trust's current position in the market, its pace toward meeting its future obligations, the financial risks, and any possible policy changes in market rules. The Contractor will work with the Trust and with its database provider to forecast the Trust's position in the upcoming auction period.
4. **New Resource Qualification:** The Contractor will update the strategy developed for the show of interest and work with the Trust and its database contractor to collect the information necessary to complete the necessary forms for the qualification process and address any questions that ISO-NE may have.
5. **Existing Resource Qualification:** The Contractor will work with the Trust to identify any changes necessary in the measurement and verification plans for existing resources. In addition it will

work with the Trust and its database contractor to complete the expiring measures report and any other information requested by the ISO to complete the existing capacity qualification.

6. **Bidding and Auctions:** Assist with bidding strategy development, Mock Auction participation, auction bidding process and post-auction reporting and follow-up activities.
7. **Financial Assurance:** Monitor and calculate Financial Assurance requirements and deadlines and advise the Trust with sufficient lead time to assure full compliance with market rules. The contractor will also maintain a forecast of upcoming FA commitments.
8. **Revenue stream:** Assist with the review of revenue calculations to assure that the Trust is properly receiving revenues due to it.
9. **General:**
 - a. Assist with and strategize the Trust's participation in monthly and annual reconfiguration auctions and bilateral agreements, as needed.
 - b. Provide continuous monitoring of ISO-NE market rules and conditions and provide timely advice to the Trust regarding market changes, implications and suggested response.
 - c. Participate in relevant trainings regarding the ISO-NE FCM and in the ISO-NE Demand Response Working Group, on behalf of the Trust.
 - d. Prepare and participate in monthly meetings with Trust to communicate project activities and current FCM matters.
10. **Program Savings Oversight & FCM Strategy Development** Work with Efficiency Maine and the contract delivery teams to track, monitor and review realized electric capacity savings from Efficiency Maine programs and the pace toward realizing the obligations of the Trust. Based on the Trust's progress toward meeting its obligations the Contractor should develop multiple trading strategies and then participate in reconfiguration auctions and bilateral capacity trades to maximize revenue to the Trust while minimizing risk.

4.1 Contractor Responsibilities

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

- **Confidentiality.** The winning bidder will be required to adhere to the confidentiality requirements specified in the Standard Agreement, Rider B, Section 23, Confidentiality (see Attachment B). The winning bidder and each of its subcontractors, if any, will be required to sign a non-disclosure agreement before any customer data is provided by the Trust.
- **Project Personnel.** In accordance with Standard Agreement, Rider B, Section 3, Provider Personnel (see Attachment B), no re-deployment or replacement of any Key Personnel may be made without the prior written consent of the Trust.
- **Program Transition.** The Trust expects the winning bidder to work with all preceding and succeeding contractors to accomplish a smooth transition. The transition must be performed in an organized and efficient manner with a minimum of disruption to customers, vendors, trade allies, contractors, and other energy-efficiency service partners.

4.2 Efficiency Maine Trust Responsibilities

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

- Providing contract oversight and management
- Providing accurate data on program performance
- Reviewing, commenting on, and approving all contract deliverables
- Reviewing and approving, or rejecting, invoices

SECTION 5 – PROPOSAL REQUIREMENTS

5.1 Project Organization and Staffing Requirements

Proposals that include teaming arrangements must designate one party as the lead bidder. Personnel who are proposed as project staff shall be the actual contract performers.

5.2 Submittal Requirements

Proposals must be delivered to the Trust by the due date and time specified in Section 1.3 of this RFP to the attention of the Designated Contact Person specified in Section 1.2. Proposals must be delivered in an envelope or package visibly labeled: “**Response to RFP EM-006-2018, Request for Proposals**”. The proposal submission must include:

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

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

5.3 Format Requirements

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

- Proposals must be typewritten, using a standard font (11 or 12 point).
- Each page should state the page number, the name of the bidder, and the RFP number.
- Each page should have one inch margins.
- Proposals must adhere to prescribed page limits specified in section 5.4. Please note that each printed side counts as one page.
- Unnecessary attachments (i.e. any attachments beyond those sufficient to present a complete and effective proposal) should be avoided.

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

5.4 Content and Organization Requirements

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

1. Proposal Cover Sheet Form

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

2. Letters of Commitment

The proposal must include a brief Letter of Commitment, on company letterhead, signed by an appropriate officer of the lead bidder who can bind the company to a contract. If the proposal involves any subcontractors, a Letter of Commitment from each subcontractor, signed by an appropriate officer of the subcontractor who can bind the company to a contract must also be included.

3. Table of Contents

4. Introduction (1 page maximum)

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

5. Statement of Work (5 pages maximum)

- **Overview:** Provide an overview of the proposed approach to fulfilling the requirements of Section 3 - Scope of Work. Identify strengths and unique features of proposed approach.
- **Proposed Work Plan:** Specify the project work plan, including the proposed approach, methods, activities, and associated deliverables. Discuss the plan for completing each specific component detailed in Section 3 – Scope of Work, including specific activities to be completed and coordination with the Trust.
- **Program Transition:** Explain the proposed approach to transitioning program delivery from the Trust's prior program delivery contractor to the bidder, as applicable. Specify the strategy for assuming any existing financial obligations and requirements of program delivery, including, but not limited to, providing customer incentives and technical services.

6. Staffing, Management and Qualifications (15 pages maximum)

- **Overview:** Briefly describe the overall staffing plan and management approach to the project, including coordination with subcontractors when applicable.
- **Organizational chart:** Provide an organizational chart of the proposed team for the project. The chart should identify key team members and their project roles; illustrate relationships

between the individual staff and the organizations (Trust, the lead bidder and any subcontractors); and clearly indicate the primary point of contact for the Trust.

- **Individual qualifications:** For each staff member on the project team, please provide a brief narrative that includes a description of the individual's role on this particular project and a summary of his or her relevant skills, qualifications, experience, and expertise. (Resumes must be included in a separate appendix).
- **Corporate qualifications:** Describe the corporate qualifications of the project team, including the lead bidder and each subcontractor, in reference to the proposed project. Along with the description, provide a list of *relevant* projects completed by the lead bidder and each subcontractor within the past 5 years.

7. Budget/Cost Proposal (2 pages maximum)

- **Project Proposal Cost Form.** Provide a completed Project Proposal Cost Form, provided as Attachment C to this RFP, for the three year period starting on January 1, 2018 detailing the breakout of costs, including labor hours, hourly rates, and costs for all personnel, including any subcontractors; other direct costs; and total costs. All related expenses must be included and itemized. Any costs not included in the proposal will be disallowed. Provide a narrative explanation/justification of proposed project costs.
- **Time and Materials with Not to Exceed Maximum:** The bid should reflect an understanding that under the resulting contract agreement the winning bidder will be reimbursed on a time and materials basis up to an agreed upon Not to Exceed Maximum amount.

Appendices

- **Appendix A - References:** Provide at least three (3) references each for the lead bidder and each subcontractor included in the bid. For each reference, please provide current contact information (name, company, telephone number and email address) and identify relevant projects performed by the bidding organization for the named reference within the past 5 years.
- **Appendix B - Resumes (2 pages per person maximum):** Provide resumes of all project team members identified in the proposal. Note: any additional pages over the 2-page per person limit will not be considered.

SECTION 6 – PROPOSAL EVALUATION AND AWARD

6.1 Evaluation Criteria

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

SCORING CATEGORY	MAXIMUM POINTS
1. Statement of Work	35
2. Staffing, Management and Qualifications	30
3. Project Cost/Budget	25
4. Overall Quality and Responsiveness	10
TOTAL	100

1. Statement of Work

- Does the Statement of Work present a comprehensive, sound approach for accomplishing the requirements of this RFP?
- Is the Statement of Work thorough, specific and responsive to the requirements and details specified in the RFP?
- Does the proposal demonstrate a clear understanding of the services requested in this RFP the Trust's expectations for this work?
- Does the Statement of Work reflect industry best practices?

2. Staffing, Management and Qualifications

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

3. Budget/Cost

- How does the bid compare to the Trust's available budget and to the other bids?
- Is the proposed budget consistent with the proposed Statement of Work? Are appropriate resources being allocated to the individual tasks and sub-tasks?
- How do the billing rates compare to other bids?

4. Overall Quality and Responsiveness

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

SECTION 7 – GENERAL TERMS AND CONDITIONS

7.1 RFP Process – Reservation of Rights

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

7.2 Contract Agreement and Terms

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

7.5 Request for Reconsideration

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