EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS
FOR HOME ENERGY SAVINGS PROGRAM DELIVERY

RFP NUMBER EM-009-2016

Date Issued: 03/18/16

TABLE OF CONTENTS

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS…………………………………………………..2

SECTION 2 – BACKGROUND INFORMATION…………………………………………………………………..4

SECTION 3 – SCOPE OF WORK ………………………………………………………………………………………6

SECTION 4 – GENERAL RESPONSIBILITIES AND REQUIREMENTS……………………………….....10

SECTION 5 – PROPOSAL REQUIREMENTS……………………………………………………………………11

SECTION 6 – PROPOSAL EVALUATION AND AWARD……………………………………………………..14

SECTION 7 – GENERAL TERMS AND CONDITIONS …………………………………………………………16

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-009-2016, HOME ENERGY SAVINGS PROGRAM DELIVERY:
The Efficiency Maine Trust (Trust) seeks a qualified bidder or team of bidders to perform delivery services to support home heating system and weatherization upgrades. Such services include technical input, rebate processing, quality assurance, and other activities as they relate to the Home Energy Savings Program.

1.2 Designated Contact Person for this RFP

Dana Fischer, Residential Program Manager
Efficiency Maine Trust
168 Capitol Street, Suite 1
Augusta, ME 04330
Email: dana.fischer@efficiencymaine.com
Phone: (207) 650-8774

1.3 Schedule of Activities

Event	Date/Deadline
RFP Issued	March 18, 2016
Questions Due	March 28, 2016 [by 4PM local time]
Responses to Questions Posted	April 4, 2016
Proposals Due at Efficiency Maine Trust office	**Friday, April 22 , 2016 by 3:00pm local time**
Anticipated Award Date	May 9, 2016
Anticipated Contractor Start	July 1, 2016

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-009-2016 Questions**, prior to the deadline for “Questions Due” specified in section 1.3.

1.5 Submittal Deadline

Proposals must be received at the 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 the 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 July 1, 2016 through June 30, 2019, subject to annual review by the Trust. The contract will be Time and Materials with a Not-to-Exceed maximum established and modified through periodic Scope of Work modifications.

The anticipated annual budget for the Home Energy Savings Program is outlined in the Trust's proposed Third Triennial Plan III which can be found here: http://emtplan.com/wp-content/uploads/2015/05/FY17-19-PLAN-APPENDICES-FINAL.pdf. The actual budget will be updated upon Public Utility Commission approval of Triennial Plan III and after annual budget approvals by the Board of Trustees. Note that a portion of the authorized budgets will support program-related activities conducted by Trust staff or separate contractors. Total budget for this program over the past several years ranged from $6.4 million to $10.4 million with less than 15% of expenditures incurred for delivery team costs.

The current Contract for Services Agreement expires June 30, 2016. In order to maintain seamless program services in the market, the Trust recognizes that a transition period may be necessary between the current DT and the incoming contractor(s). As such, the Trust may seek a transition agreement prior to July 1.

1.8 Contract Award

The 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 and grant recipients 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

1.10 Related Requests for Proposals

The Trust posts all Requests for Proposals at http://www.efficiencymaine.com/opportunities/. Bidders are invited to respond to multiple requests. However, bidders must submit a separate, stand-alone proposal in response to each request for which the bidder wishes to be considered. The Trust may award one bidder more than one contract.

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine Trust

The Trust is the independent, third-party administrator for energy efficiency programs in Maine. The Trust's mission is to lower the cost and environmental impacts of energy in Maine by promoting cost-effective energy efficiency and alternative energy systems. 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 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, Not Supply – The Trust prefers to drive market demand rather than drive supply. For example, the Trust prefers to invest in the execution of a marketing plan and pay incentives for completed efficiency projects, rather than focus on programs that invest in training new installers or primarily increasing stock on shelves.
- 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. For example, if there was a need for training, the Trust would prefer a delivery team that would market offerings from training organizations in Maine rather than a team that would develop its own courses.
- Core Competency of Customer Service – Program management is a function of 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 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 our programs as needed. Experience in continuous improvement is an advantage for a bidder.
- Pay for Energy Savings – The Trust places a high priority on investing funding on customer incentives for actual energy savings and minimizing costs of program delivery. Therefore, bidders 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 HESP Program Background

The Efficiency Maine Home Energy Savings Program (HESP) provides a combination of rebates and financing to help Maine homeowners make cost-effective home energy improvements. Specifically, rebates on air sealing, weatherization, home assessments, and heating systems lower the initial cost of upgrades; loan offerings provide low interest, long-term loans to make energy improvements more feasible for many homeowners. HESP is also an important channel for supporting low-income initiatives for home energy measures not covered by Consumer Products Program.

The proposed Triennial Plan III (sections 5.6 and 5.7), (http://emtplan.com/wp-content/uploads/2015/05/FY17-19-PLAN-APPENDICES-FINAL.pdf) provides details on the Trust's plans for the next three years regarding the program's objectives, opportunity, budget and metrics, and program design. Following are highlights of historical activities and future directions.

In the first nine months of operation, HESP expended $5 million dollars providing rebates to more than 4,000 Maine homes. In FY2015, the Trust $9 million in rebates to more than 10,000 homes. In the first half of FY2016, $4 million in rebates went to 4,900 homes.

Within the Triennial Plan that has been submitted to the Maine Public Utilities Commission, the Home Energy Savings Program is projected to have a total incentive and delivery budget of $12 million in FY2017 starting July 1, and increasing over the following two fiscal years to $16 million in the third year of the plan, FY2019. The revenue for this program includes roughly $5 million to $8 million in fiscal years FY2017, FY2018, and FY2019 from Regional Greenhouse Gas Initiative (RGGI) Auctions with the remaining budget provided by electric and natural gas utility ratepayers for energy conservation procurement.

One of the long term statutory goals for the Trust is to have substantially all Maine homes weatherized by 2030. Progress toward this goal is gauged primarily by rates of participation in the Trust's programs, and through periodic residential baseline studies of the efficiency of the Maine housing stock. The Residential Baseline study, completed in June 2015, can be viewed in the library of reports at efficiencymaine.com. Program projections indicate that a continuing ramp up of workplace capacity and demand is required to increase participation to more than 25,000 homes per year before the end of this upcoming three year period in order to achieve longer term goals.

2.3 Renewable Energy Technical Support Background

Although the Trust does not currently offer rebates for solar energy systems, the Trust expects the winning bidder to have staff trained in renewable energy technology and best practices with capability to advise contractors and homeowners about available technology and options for inclusion in weatherization projects and financing.

2.4 Additional Background Information

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

TITLE	LOCATION (link)
Efficiency Maine Trust website and document library.	www.efficiencymaine.com http://www.efficiencymaine.com/about/library/
Efficiency Maine Trust Triennial Plan	http://emtplan.com/wp-content/uploads/2015/05/FY17-19-PLAN-APPENDICES-FINAL.pdf
Efficiency Maine 2015 Annual Report	http://www.efficiencymaine.com/about/library/reports/
Home Energy Savings Program	http://www.efficiencymaine.com/at-home/home-energy-savings-program/
Financing Program	http://www.efficiencymaine.com/at-home/home-energy-savings-program/energy-loans/
Residential Baseline Study	http://www.efficiencymaine.com/docs/2015-Maine-Residential-Baseline-Study-Report-NMR.pdf

SECTION 3 – SCOPE OF WORK

The Trust seeks a qualified bidder or team of bidders to provide delivery support services for the Home Energy Savings Program (HESP). Responsibilities include rebate processing and tracking, program data analysis and reporting, building science technical assistance, periodic project management for pilots and direct install activities where assigned, and inspection services for overall program quality assurance. The Trust may also request support for direct-install approaches for delivery to low-income customers. The delivery team will work closely with and in support of the Trust's Program Manager to meet program objectives and to coordinate efforts with other related delivery teams, financing teams, call center, and other Trust staff.

HESP activities are driven by the promotion of best practices, cost-effectiveness, and market transformation. Program success depends on the capacity to measure and verify energy and cost savings benefits derived from participant projects. The ability to provide technical support to contractors and homeowner participants is critical to ensuring best practices are utilized in the field, demonstrating performance, and advocating for energy efficiency. Technical expertise must span across all areas of residential building science, efficient energy technologies, and installation methods. Examples of topics include moisture/radon/asbestos/lead mitigation, air sealing, insulation types and best practices, ventilation, ASHRE standards, Uniform Building Codes, BPI certification, and energy audits. Demonstrated knowledge and training are required in the operation of heating systems including conventional heating systems, geothermal, biomass heating systems, domestic hot water, dehumidification, and ductless heat pumps. Certification in renewable energy applications is preferred with capacity to review and inspect statewide installations of solar PV, solar thermal, geothermal and air source heat pumps.

The delivery team will work closely with other selected vendors who support various elements of the Trust's programs. For example, the residential energy loans are administered by a financial services vendor, RenewFinancial, under contract to the Trust. Their responsibilities include originating, processing, closing, and servicing of residential loans on behalf of the Trust. Their specific duties include, but are not limited to, maintaining a loan call center and on-line application system; receiving and processing loan applications; performing underwriting analyses and determining loan approval or denial; and disbursing loan proceeds and managing loan servicing activities. Technical assistance for homeowners and vendors to submit eligible scopes of work is best handled by the technical team in collaboration with the finance group. A similar level of collaboration and seamless integration is required between the delivery team and the Trust's Call Center.

The Trust also expects the service provider to maintain and use the Trust's HESP database for screening and tracking participants and processing claims. This Microsoft Access 2000 database has been developed for the program over the past 3 years incorporating program criteria and participant history is owned by the Trust. Activity reports are generated from the Access database and uploaded monthly to the Efficiency Maine Reporting & Tracking System (effRT) database (also owned by the Trust), which tracks all Trust efficiency programs for annual reporting and regional savings quantification. HESP activity data and reports for the Program Manager are posted to a secure file server daily for near real time monitoring and statistics. Although bidders may propose the use of alternate software platforms for HESP program operations, the Trust does not anticipate switching to a software platform that is proprietary or that cannot be owned outright by the Trust.

The Trust does not anticipate asking the delivery team to establish new program materials or design. That said, the Trust's Program Manager may seek substantive input from the delivery team on ways to continuously improve the program. The delivery team will otherwise manage all aspects of the project, including management of all tasks and sub-tasks, any subcontractors, and submission of all deliverables. Management of the project should include sufficient oversight and quality assurance procedures to deliver high quality, on-time and on-budget services to the Trust. As part of this task, the delivery team will, at a minimum:

- Maintain effective and timely communication throughout the contract period, including regular conference calls and face to face meetings with the Trust's designated Program Manager.
- Provide monthly project status reports, in writing, to the Trust; these reports should provide a concise summary of project activities completed during the prior month and planned for the next month and identify any key issues that need to be addressed.
- Prepare and submit all project deliverables on a timely basis, allowing sufficient time for review and comment by the Trust on all drafts.

3.1 Task-by-Task Description

Task 1: Project Kickoff and 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 project, 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 an action-oriented 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.

Task 2: Rebate Processing

Although the selected service provider will serve a number of roles associated with program delivery, the core responsibility will be the timely, accurate, and efficient processing of rebate documents and payments. This role requires a team that is structured for redundancy to enable normal operations during absences and vacations. The current volume of claim forms received via mail, fax, and email varies between several hundred and 1,500 per month, with weekly check runs and a process that enables payment of more than 90% of received claim forms within 2 weeks of receipt. Rebate documents are audited by the Program Manager as well as the Trust's annual audit vendor and must be in good order at all times. Processing efficiency is not only an administrative objective – former participants and vendors have expressed appreciation for the timeliness of rebates.

Required activities include:

- Provide timely and efficient rebate processing services for residential weatherization and heating system measures that comply with all applicable program rules and reporting requirements.
- Track and document all rebates and participants using forms and systems as prescribed and owned by the Trust.
- Receive and review proposed scope of work forms to verify compliance with program guidelines, providing an approval letter to the Trust's loan service provider and work with contractors and homeowners on projects that are not compliant to meet standards where plausible.

The delivery team must be available to rapidly respond to participant inquiries about the rebate process including why a claim was denied or if a rebate claim has been received. In the first month of the contract period starting July 1, 2016, the delivery team should expect to process more than 1,000 rebates, and as many as 15,000 over the first 12 months.

Task 3: Contractor Technical Support and Tracking

Home energy upgrades are delivered through a network of independent Efficiency Maine Registered Vendors. These trade allies also conduct energy audits and post-installation verification inspections, where required for a financed project. All Registered Vendors must sign an agreement and code of conduct as well as provide evidence of training, current trade licenses, and insurance to remain listed with the Home Energy Savings Program. Please refer to the current Registered Vendor Agreement and other program forms and manuals for greater understanding of program operation.

The delivery team will communicate directly with the contractor community and associated trade allies regarding program rules, form submissions, rebate processing, building science recommendations, project review and assessment, appropriate use of models, and the information needed by homeowners. The delivery team will also maintain and update the official online list of Residential Registered Vendors. The Vendor Locator tool aids homeowners in finding contractors that are local and provide services they are seeking. A current listing also provides consumers with some indication that listed vendors maintain insurance and license certifications. The locator tool database is updated weekly and requires contacting registered vendors prior to notify them of the need to provide updated documentation before expiration dates on insurance certificates and licenses.

The delivery team will also provide technical assistance to Registered Vendors in accordance with BPI and other third-party standards, as specified by the Program Manager and Program Guidelines. The selected bidder should be familiar with a variety of energy modeling software packages and calculations. The current list of approved energy models includes Treat, REM/rate, EPS, Optimizer, iHEAT, and Energy Savvy. The delivery team must also have a detailed understanding of standard and renewable energy systems and their applicability in residential applications. Please refer to the Residential Registered Vendor Agreement that can be found on the "Residential Forms" Page of the efficiency Maine website for details on contractor criteria and process. http://www.efficiencymaine.com/docs/EM-RV-form.pdf
Finally, the delivery team may support direct-install approaches to low-income initiatives. Activities could include conducting competitive bidding for trade allies and materials as well as project management of customer outreach and monitoring of project milestones as directed by the Efficiency Maine Program Manager.

Task 4: Homeowner Technical Support

The delivery team will provide support to homeowners in the areas of quality energy efficient building science, financing options, and general residential energy efficiency practices. The delivery team will support homeowners primarily through referrals from the Trust's Call Center. The delivery team will be available to answer inquiries from 8:00 AM to 5:00 PM, Monday through Friday.

Task 5: Quality Assurance of Projects

The delivery team will conduct quality control (QC) inspections and reporting for at least 15% of each month's completed projects. These inspections will include visual site inspection of installed measures, blower-door test-out, and combustion safety testing in conformance with BPI standards. The delivery team will also review system operation and installation methods of program-eligible renewable energy systems, and conduct authorized surveys of homeowners regarding their experience with the program. The delivery team will provide monthly standardized QC reports for the Program Manager to review.

Task 6: Coordination with Financial Services Vendor

Maine PACE and Unsecured Energy Loans range in value from $1,000 to $15,000 and offer a repayment period of 5, 10 or 15 years at a fixed interest rate of 4.99% APR or 5.99% APR depending on the applicant's credit history, with no processing fees. Under current program guidelines, at least one HESP incentive measure is required for a project to qualify for an Efficiency Maine Energy Loan. Refer to the Scope of Work Form on our websites Residential Forms page for greater detail and a list of measures.

The delivery team will assist the Trust's Financial Services Vendor to ensure the eligibility of financed projects in meeting HESP's energy efficiency criteria. This assistance will include the review and verification of completed projects to ensure they meet BPI standards and the minimum energy savings threshold or prescriptive measure scope requirements.

Task 7: Renewable Energy

The delivery team will provide field inspections of program eligible renewable energy projects, as required. These inspections will include verification of installed measures, and reporting of any projects which require corrective action.

Task 8: Reporting on Activity and Performance in the Field

The delivery team will provide weekly reports on inspection activity and results. Reports will also include comments on areas of concern and note projects that require corrective action. The Trust will provide delivery team with access to the Efficiency Maine program activity tracking database (effRT), which is an online interface that includes residential and renewable project information. Although the Trust has systems and forms in place for the collection of project information and coordination with the effRT database, bidders may propose alternatives for program management systems that would facilitate ease of residential program processing, collection and management of data; and provide a means of uploading information directly to effRT.

SECTION 4 – GENERAL RESPONSIBILITIES AND REQUIREMENTS

4.1 Contractor Responsibilities

The delivery team will be responsible for adhering to the following requirements:

- **Confidentiality.** All the Trust's customer information is confidential, and the delivery team, its staff, and its subcontractors will be required to sign a nondisclosure agreement before any customer data is released to the contractor. The delivery team 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. See http://legislature.maine.gov/statutes/35-A/title35-Asec10106.html for additional information on related confidentiality restrictions.
- **Project Personnel.** In accordance with Standard Agreement, Rider B, Section 3, Provider Personnel (see Attachment B), no re-deployment or replacement of any Key Personnel may be made without the prior written consent of the Trust.
- **Call Center Coordination.** The delivery team will be required to work cooperatively with the Trust's call center contractor and assist with call center training, monitoring, and support to ensure maximum customer satisfaction and cost-effective program delivery.
- **Marketing Coordination.** The delivery team will be required to work cooperatively with the

Trust's marketing contractor to ensure program marketing materials and messages are in compliance with style guidelines and to ensure message coordination in various media outlets.

- **Database Management.** The delivery team will be required to collect, enter, and upload accurate program data and customer information into the Trust's database management system and work cooperatively with the Trust's database management contractor.
- **Research and Evaluation.** The delivery team will be required to provide program data and information to support the Trust's research and evaluation activities, including but not limited to periodic program evaluations conducted by independent evaluation contractors. The delivery team will be required to work cooperatively with the Trust's evaluation contractors.
- **Program Transition**. The Trust expects the delivery team to work with all preceding and succeeding contractors to accomplish a smooth transition. The transition must be performed in an organized and efficient manner with a minimum of disruption to customers, vendors, trade allies, contractors, and other energy-efficiency service partners.

4.2 Efficiency Maine Trust Responsibilities

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

- Providing contract oversight and management
- Reviewing, commenting on, and approving all contract deliverables
- Reviewing and approving, or rejecting, invoices
- Providing high-level guidance and direction regarding program implementation, initiatives and strategies
- Reviewing contractor-maintained program data and tracking systems
- Making available relevant work products and data that are the property of the Trust

SECTION 5 – PROPOSAL REQUIREMENTS

5.1 Project Organization and Staffing Requirements

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

5.2 Submittal Requirements

Proposals must be delivered to the Trust by the due date and time specified in section 1.3 of this RFP to the attention of the Designated Contact Person specified in section 1.2. Proposals must be delivered in an envelope or package visibly labeled: **"Response to EM-009-2016, 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-ROM of the complete proposal
    - All files on the CD-ROM 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
- Include a completed, signed Proposal Cover Sheet Form, which is provided in Attachment A.
- If the proposal involves any subcontractors, provide a completed Team Commitment page.

2. Letters of Commitment
- 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.
- 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.

3. Table of Contents

4. Introduction (2 pages maximum)

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

5. Statement of Work (10 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 and identify personnel included in the bid associated with each project, as appropriate.
- ***Financial capability:*** Disclose and provide details regarding any bankruptcy petition (whether voluntary or involuntary), receivership, insolvency event, or similar adverse financial circumstance suffered or incurred by bidder (or any predecessor entity) within the three years preceding the date of submission of this proposal. Disclose and provide details regarding any litigation, arbitration, or administrative proceedings involving bidder within the three years preceding the date of submission of this proposal in which the amount claimed or adjudged against bidder exceeded $50,000. Upon request, in order to provide the Trust with the ability to judge the bidder's financial capacity and capabilities to undertake and successfully complete the contract, the bidder may be required to submit two years of certified financial statements that include a balance sheet, income statement and statement of cash flow, and all applicable notes for the most recent calendar year or the bidder's most recent fiscal year. If certified financial statements are not available, the bidder should provide either a reviewed or compiled statement from an independent accountant setting forth the same information required for the certified financial statements, together with a certification from the Chief Executive Officer or the Chief Financial Officer, that the financial statements and other information included in the statements fairly present in all material respects the financial condition, results of operations and cash flows of the bidder as of, and for, the periods presented in the statements. In addition, the bidder may be required to submit a bank reference. The bidder may clearly mark financial documents submitted in connection with the proposal as "Confidential Financial Information."

7. Budget/Cost Proposal (5 pages maximum)

- ***Cost Information:*** Provide a Time-and-Materials with a Not-to-Exceed bid for delivering the program, including separate rates by program year (July 1 – June 30). The bid should reflect an understanding that under the resulting contract agreement the winning bidder will be bound by the labor rates and not-to-exceed level specified in the contract.
- ***Narrative:*** Provide a brief narrative explanation of the project budget/cost proposal, including the total price, price for each task, and any relevant assumptions.
- ***Cost Form:*** Provide a completed Project Proposal Cost Form (Attachment C) 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 on this form; any costs not included on this form will be disallowed.

Appendices

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

SECTION 6 – PROPOSAL EVALUATION AND AWARD

Proposals that are received by the submission deadline and that meet the requirements established in the RFP will be reviewed and evaluated by a proposal review team. The Trust reserves the right to decide whether a proposal is or is not 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.

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	30
2. Staffing, Management and Qualifications	30
3. Project Cost/Budget	30
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 (average, maximum) compare to other bids?
   - How do the projected staffing levels and hours required for the tasks (average, maximum) 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

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.

7.3 Billing

Invoices submitted for work performed under the resulting contract shall be sufficiently specific to allow the Trust to evaluate charges billed in light of the tasks required. Each invoice must include a clear breakdown, by task where appropriate, indicating the individual personnel who performed work; the date, nature, and duration of work; and the rate charged.

7.4 Termination of Contract

Termination of the agreement by the Trust is governed by section 7 of the Standard Agreement (see Attachment B).

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