EFFICIENCY MAINE TRUST
REQUEST FOR PROPOSALS (RFP) FOR
SMALL BUSINESS INITIATIVE PROGRAM DELIVERY SERVICES

RFP EM-010-2019

Date Issued: 2/4/2019

Proposals Due: 3/28/2019, 3:00 p.m. Eastern Time (US)

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

SECTION 1 – RFP INFORMATION AND INSTRUCTIONS

1.1 Purpose

The Efficiency Maine Trust (the Trust) seeks a qualified bidder or team of bidders to administer the delivery of the Small Business Initiative through a turnkey (direct install) approach.

1.2 Designated Contact Person for this RFP

Rick Meinking
Senior Program Manager
Efficiency Maine Trust
168 Capitol Street, Suite 1
Augusta, ME 04330-6856
Phone: (207) 213-4159
Email: rick.meinking@efficiencymaine.com

1.3 Schedule

	Milestone	**Date/Deadline**
1	RFP Issued	2/4/2019
2	Questions Due	2/14/2019
4	Responses to Questions Posted	2/19/2019
3	Bidders Information Webinar	2/20/2019
5	Proposals Due at Efficiency Maine Trust Office	**3/28/2019, 3:00 p.m. Eastern Time (US)**
6	Anticipated Award Date	4/9/2109
7	Anticipated Contractor Start	5/6/2019
8	Program Launch	7/1/2019

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

1.4 Bidders Informational Webinar

For interested bidders, the Trust will offer an informational webinar that will cover the Efficiency Maine Reporting & Tracking System ("effRT") database (described further is section 2.5) and the Small Business Lighting Investment Calculator (SLIC) used to submit SBI lighting projects. This webinar will describe the functionality of these platforms as they relate to the delivery and reporting of SBI Lighting projects. The dates/time of this webinar are listed in section 1.3 above. Bidders can sign up using the following link:

February 20, 2019 - 2:00 pm – Bidders Informational Webinar Registration

1.5 Anticipated Contract Term

The Trust anticipates awarding 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 structured on a Time and Materials basis with a not-to-exceed maximum budget.

1.6 Anticipated Contract Budget

The anticipated annual budget for this program is outlined in the Trust's proposed Triennial Plan IV (Fiscal Years 2020 –2022) which can be found here: https://www.efficiencymaine.com/about/library/policies/. The actual budget will be updated upon Public Utility Commission approval of the Triennial Plan and after annual budget approvals by the Trust's Board of Trustees. . The proposed budgets for this initiative, are intended to cover costs of this initiative for administration, measure incentives, marketing, and may also be used to cover miscellaneous program costs contracted for separately from this RFP are noted in the table below:

Small Business Initiative								
FY	Electric Budget	Natural Gas Budget	All Fuels Budget (RGGI)	Total Budget	MWh Savings	MW Savings	Natural Gas (MMBTU)	Unregulated Fuels (MMBTU)
2020	$ 2,682,000			$ 2,682,000	1,872	1.02		
2021	$ 2,682,000		$ 2,480,000	$ 5,162,000	1,872	1.02		95,692
2022	$ 2,682,000		$ 2,480,000	$ 5,162,000	1,872	1.02		95,692

1.7 Proposal Submittal Deadline

Proposals must be received at the Trust's office by the due date and time specified in section 1.3. Any proposal received after the deadline will not be considered. Proposals must be complete when submitted; changes or additions will not be accepted after the specified due date and time, except for any clarifications requested of bidders by the Trust.

1.8 Submitting Questions

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

1.9 Proposal Confidentiality

Bidders should be aware that information provided to the Trust is subject to the Maine Freedom of Access Act (FOAA), 1 M.R.S. §§ 401 et seq., unless there is a specific confidentiality exemption in the Efficiency Maine Trust Act, 35-A M.R.S. §10106. Unless there has been an express request by a bidder that certain information within the statutory exemption be designated confidential and the Trust's Board has made an express determination of confidentiality under the Efficiency Maine Trust Act, all information submitted in response to this RFP will be considered public records available for public inspection pursuant to the Maine FOAA following announcement of an award decision.

1.10 Contract Award

The Trust will notify all bidders of the contract award decision by email. The Trust reserves the right to negotiate the final terms and conditions of the contract award with a winning bidder whose proposal is selected by the Trust, and to reject any winning bidder with whom the Trust cannot agree to terms and conditions meeting the Trust's needs, in the Trust's sole judgment. The Trust reserves the right to reject any proposal that does not meet these requirements.

1.11 Contracting Process

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

1.12 RFP Process – Reservation of Rights

The Trust reserves the right to cancel or extend the RFP process at any time. The Trust also reserves the right to reject noncompliant submissions in response to this RFP and to waive minor formalities in the Trust's reasonable discretion. Issuance of this RFP does not commit the Trust to make an award or to pay any costs or expenses incurred by a bidder in connection with preparation of a proposal or response to this RFP.

1.13 Contract Agreement

A copy of the Efficiency Maine Trust Standard Agreement appropriate to this RFP is provided as **Attachment B – Standard Agreement.** This is the standard document that will complete the agreement for services between the winning bidder and the Trust. Information regarding a customer that has participated or that may participate in a Trust program is deemed confidential by the Efficiency Maine Trust Act. The winning bidder and its agents and subcontractors will be required to execute a nondisclosure agreement. See http://legislature.maine.gov/statutes/35-A/title35-Asec10106.html for additional information on related confidentiality restrictions.

1.14 Request for Reconsideration

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

SECTION 2 – BACKGROUND INFORMATION

2.1 Efficiency Maine Trust

The Trust is the independent administrator of programs to lower the cost and environmental impacts of energy in Maine by promoting energy efficiency, conservation and alternative energy. The Trust does this primarily by delivering rebates on the purchase of high-efficiency lights and equipment to help customers save electricity, natural gas and unregulated heating fuels throughout the Maine economy. The Trust is governed by a stakeholder Board of Trustees with oversight from the Maine Public Utilities Commission.

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

- <u>Market-Based</u> – 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.
- <u>Maximize Cost-Effectiveness</u> – 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.
- <u>Verifiable Savings</u> – 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.
- <u>Drive Demand for Installed Measures</u>–The Small Business Initiative is 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.
- <u>Leverage Private Sector</u> – 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.
- <u>Core Competency of Customer Service</u> – 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 retailers, distributors, contractors and program participants to achieve best outcomes.
- <u>Third-Party Standards</u> – The Trust typically uses third-party standards rather than developing its own. The Trust relies on organizations like ENERGY STAR®; the Air Conditioning, Heating and Refrigeration Institute (AHRI); DesignLights Consortium (DLC); and others. Therefore, delivery teams that are familiar with relevant third-party standards are preferred.
- <u>Continuous Improvement</u> – 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.
- <u>Pay for Energy Savings</u> – The Small Business Initiative places a high priority on investing funding on customer incentives for actual energy savings and minimizing costs of program delivery. Therefore, bidders for these programs are encouraged to avoid administratively intensive, behaviorally focused, complex programs, and incentives for activities that do not save energy.

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

2.2 Background and Context

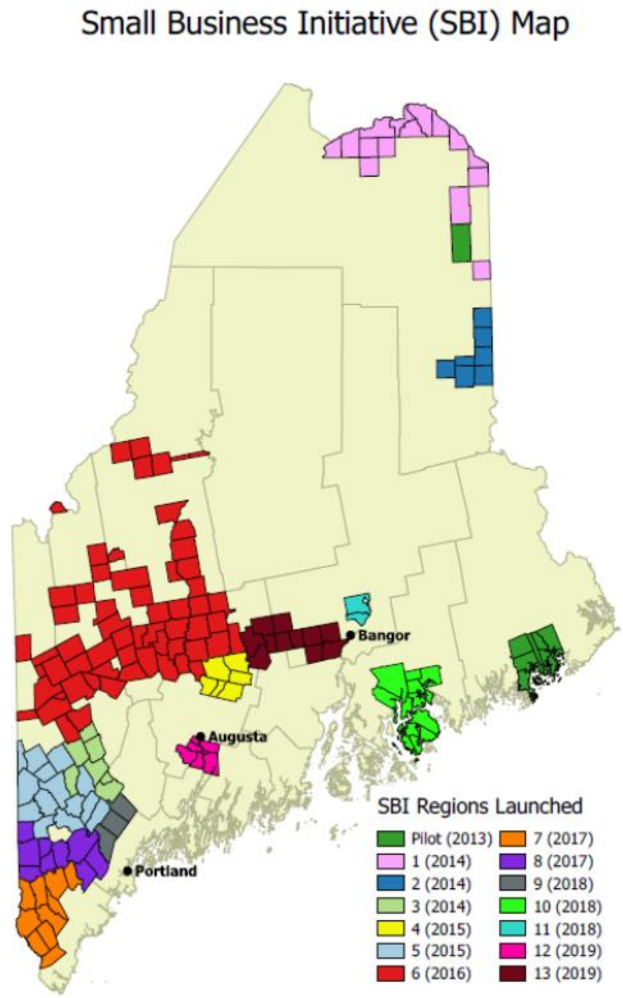
Small businesses are served through multiple Trust programs – the C&I Custom Program, C&I Prescriptive Program, Distributor Initiatives, Retail Initiatives, and this initiative, the Small Business Initiative. The Small Business Initiative (SBI) provides turnkey efficiency services and financial incentives that cater to the needs of small businesses with peak demand of 25 kW or less. The program is designed to overcome the barriers experienced by small businesses, including the lack of capital for energy improvements and lack of time and expertise to analyze energy options in-house. Due to their relatively small size and lower energy use, these businesses tend to receive less attention from contractors and vendors seeking to develop new projects. This program brings information and technical support to the customer's doorstep to schedule and execute energy upgrades using a direct-install approach.

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

Starting with the Triennial Plan III period, the Trust focused the program on a subset of businesses having a peak demand of 25 kW or less; these businesses are typically defined as Small General Service (Central Maine Power territory) or General Service (Emera territory) customers. The 25kW peak-demand limit will remain the same during the Triennial Plan IV period. More than 75,000 small business accounts are in this target market statewide (out of approximately 90,000 total C&I electric customers in the state). Through case-by-case utility bill assessment, the Trust will continue to make exceptions for businesses with annual energy profiles similar to those of other program participants. The Trust will consider expanding the program to customers with demand in excess of 25kW where such customers are not well served by other Trust programs.

SBI is delivered through a "direct-install" approach: "direct-install" describes delivery of efficiency measures that are brought directly to the attention of the property owner at the property site, and where the equipment procurement, scheduling, and installation (with the consent of the customer) are arranged by the program delivery team and installation contractor. This differs from the prescriptive and custom program delivery approaches used in other programs by the Trust in which the customers (or their contractor) initiate and manage purchases and project installation.

The map below provides a geographical representation where SBI has been offered since 2013.



Program Objectives – The main objective of the Small Business Initiative is to deliver cost-effective efficiency and conservation resources to Maine's small businesses.

Program Design – The Small Business Initiative is designed to overcome the primary barriers preventing Maine's very small businesses from implementing efficiency upgrades. The program addresses the upfront cost barrier to small businesses by paying a larger percentage of the project cost than the incentive offered in other programs. In addition, the customer is only required to pay its portion of the project costs; the Trust pays the balance to the installing contractor. This arrangement means the customer does not need to "float" the full cost of the project upon completion and then wait for the incentive payment. In some areas, for smaller projects, customers may be able to pay their portion on their electric bill through on-bill financing. Limiting the program to a given region for a limited time (typically six months) helps spur action for participating businesses.

SBI addresses a lack of information about efficiency options and a lack of in-house capacity common among many small businesses. It does this by providing turnkey assessment and installation services.

Potential customers receive a free site assessment that details costs and benefits of lighting upgrades; if the customer is interested in upgrading, a qualified Small Business Initiative contractor will complete the installation. Customers are not required to identify opportunities or identify contractors, simplifying the process and allowing customers without in-house project management capacity to participate.

Customers having peak demand of 25kW or less are the focus of this program because these small businesses' efficiency projects may not be large enough to be viewed by a contractor as worth a sales call. This program incentivizes contractors to visit these small commercial customers by bundling a number of small businesses together in one targeted geographic area and negotiating attractive pricing for lighting products. The program will continue to use procurement mechanisms to ensure the lowest costs possible for the direct installation of efficiency measures.

Measures Promoted – Eligible measures will continue to include LED lamps and fixtures and lighting controls for both interior and exterior applications. In addition, the Trust will continue to collect site-specific data regarding refrigeration, compressed air, and HVAC equipment to inform consideration of expanding future eligibility of program measures. The Trust will also explore the possibility of offering retrofit ductless heat pump incentives through the Small Business Initiative using Regional Greenhouse Gas Initiative (RGGI) funds.

Marketing and Outreach – Geographic targeting is a significant component of the marketing campaign: the Trust attempts to create a local "buzz" in a given region to interest potential customers. In the past, the program has mailed information to eligible customers in a given region, advertised in local papers, and worked with local business leaders to announce the opportunity to the small business community. These strategies will continue to be a focus of SBI's marketing and outreach. Other marketing tactics have included working with iconic local businesses to participate in the program; these local businesses then host business-to-business events and act as case studies in targeted mailings or advertisements.

Through customer lists provided by the local electric utility, the Trust also conducts direct outreach to eligible customers. This includes phone calls, on-site sales calls, and targeted mailings. Participating contractors and distributors also identify potential customers and conduct outreach and sales calls.

Quality Assurance/Quality Control – Potential SBI participants must present a utility bill to verify load and eligibility for participation in the program. A customized calculator tool is used to evaluate the cost-effectiveness of every measure proposed in each project; measures that are not cost-effective on their own will be screened out of the project. A random number of projects will be inspected on-site to verify the work of each participating contractor. In addition, participants will be asked about their experience through a customer satisfaction survey. At project completion, the program staff reviews these before issuing incentive payment. In addition, the program staff inspects a random sample of projects on-site; currently, 10% of all projects are inspected. Any significant issues identified while on-site are addressed with the installation contractor.

2.4 Efficiency Maine Reporting and Tracking (effRT)

The Trust's programs are data-driven and their success hinges on the capacity to measure and verify the energy and cost savings derived from program participation. The primary tool that Efficiency Maine has developed for data management is known as the Efficiency Maine Reporting & Tracking System (effRT) database. The database platform manages the data for all of the Trust's active programs and ensures consistent and accurate estimates of energy savings. The system also enables trade allies (such as Qualified Partners) to expedite the processing of incentives, significantly reducing paperwork.

The winning bidder will be required to use effRT for documenting and processing project applications as well as for reporting on program results. The effRT database is SQL-based with an online interface created and currently maintained with ASP.net tools. Since its initial development to support delivery of the Business Incentive Program, the effRT database has been continuously refined to address the evolving needs and features of additional programs offered by the Trust. The Trust continues to work toward a fully unified data management structure that can capture and report on a diverse array of data originating from a variety of sources, without being burdensome to program administration, delivery, and reporting requirements.

2.5 Additional Sources of Information

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

TITLE	LOCATION (link)
Efficiency Maine Trust website	www.efficiencymaine.com
Efficiency Maine Trust Annual Reports	https://www.efficiencymaine.com/about/library/reports/
Efficiency Maine Trust – Triennial Plan	https://www.efficiencymaine.com/about/library/policies/
Program home webpage	https://www.efficiencymaine.com/at-work/small-business-initiative/
Previous program information (Evaluations, Reports, etc.)	https://www.efficiencymaine.com/about/library/reports/
Qualified Partner Website	https://qualifiedpartner.me/
Efficiency Maine Trust C&I Technical Resource Manual	https://www.efficiencymaine.com/docs/EMT-TRM_Commercial_Industrial_Multifamily_v2019_4.pdf

SECTION 3 – SCOPE OF WORK

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

Task 1: Project Kickoff Meeting and Transition Plan
The winning bidder, in consultation with the Trust, will organize and facilitate a Project Kickoff Meeting to be held at the Trust's offices with virtual participation as appropriate. The purpose of the meeting is for the Trust and the contractor to establish a common understanding of the deliverables, the overall project schedule, and expectations regarding the conduct of the program, and to provide the foundation for development of the work plan. At a minimum, this meeting should include discussion of the proposed statement of work and schedule, initial data requests, and communication protocols and expectations.

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

Task 2: Program Management
As described in section 2.4, the Trust's central repository for tracking program activity's is through the Efficiency Maine Reporting and Tracking System (effRT). There are currently pre-defined program activity reports such as installed measure summaries, incentive payment reports, project pipeline reports as wells as the ability to develop new and ad-hoc reports. The winning bidder will be required to provide program status reports, energy savings reports as determined by the Trust.

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

Task 3: Project Management
Using Efficiency Maine's Small-Business Lighting Investment Calculator (SLIC), a participating contractor will record baseline conditions and recommend suitable retrofit pathways (e.g., lamps, retrofit kits, fixture) for customer consideration. Upon approval from the winning bidder, a contractor and customer agree to the scope of work. From there, materials are purchased by the contractor from the participating supplier(s) and installation commences.

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

- The Application workflow step is used to collect all information about the project including customer information, premise information, and measures installed. After the project is completed, it is subject to inspection.
- The Inspection workflow step collects results from the inspection.
- The Management Review workflow step is used by the Delivery Team to review the project for accuracy. Upon completion of the workflow, the project will be released for incentive payment.

All incentive applications are screened for completeness, including a review of equipment cut sheets and contractor invoices. In addition, all applications are signed (electronically through effRT) by the customer to ensure that applicable terms and conditions have been reviewed by both the customer and the contractor. On-bill financing (depending upon the region) may be available and customer enrollment is available utilizing SLIC.

Task 4: Project Payment Processing
The Trust uses a paperless on-line incentive payment process. The winning bidder will have the responsibility to ensure that incentive payments are processed, issued, and tracked in a timely fashion and with a high level of accuracy. The Trust generally supports 75% of projects costs with financial incentives in this Initiative. For additional information regarding the database workflow, see Attachment D – "Understanding effRT Database Project Workflow". Additionally, the winning bidder must ensure that all required Internal Revenue Service (IRS) reporting requirements and State of Maine unclaimed property reporting is properly adhered to and administered (e.g., issuing 1099s, return check protocols). Finally, the Trust prefers that the winning bidder has the incentive payments (checks to customers) drawn from a Maine-based bank.

Task 5: Installation Contractor Support
The winning bidder will support the installing contractors in several ways. The following support services are necessary to deliver SBI to eligible customers:

(1) Customer outreach and recruitment
(2) Initial training and continued support with SLIC
(3) Project payment
(4) On-Bill financing processing support (where applicable)

Additionally, the winning bidder must work cooperatively with the Trust's call center contractor and assist with call center training, monitoring, and support to ensure customer satisfaction and cost-effective program delivery. The winning bidder must handle inbound calls from the following groups using the described parameters:

For Installing Contractors:
The winning bidder must be available to support the SBI installer contractors and the supplier(s) during normal working hours (8:00 a.m. to 5:00 p.m.) on weekdays, except State holidays. Beyond providing toll-free access for the installing contractors with the winning bidder, the winning bidder must provide training opportunities to support the changes or additions in program guidelines as well as related technologies.

For Customers:
Periodically, the winning bidder must work directly with customers to screen customers for eligibility as well as enrolling them in SBI. Incoming Call Center calls from customers are typically transferred to the winning bidder and the winning bidder is expected to take all calls – assume that the customer is on the line (hot transfer).

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

Task 6: Distributor Selection/Material Pricing
The winning bidder, in conjunction with the Trust, and through a "Request for Pricing" is responsible for the selection of qualifying materials and the supplier of these material. This annual process normally begins in early May to allow for product reviews and on-boarding of the selected supplier(s).

Task 7: Marketing and Outreach
Geographic targeting is a significant component of the marketing campaign. Using customer lists provided by the local electric utility, the program conducts direct outreach to eligible customers. This includes phone calls, on-site sales calls, and targeted mailings. Participating contractors and distributors also identify potential customers and conduct outreach and sales calls.

The program also attempts to create a local “buzz” in a given region to interest potential customers. In the past, the program has mailed information to eligible customers, advertised in local papers, and worked with local business leaders to announce the opportunity to the small business community. These strategies will continue to be a focus of SBI marketing and outreach. Other marketing tactics have included working with iconic local businesses to participate in the program; these local businesses then host business-to-business events and act as case studies in targeted mailings or advertisements.

Task 8: Program Modification or Delivery Strategies
Upon request, the winning bidder will be responsible for reviewing and recommending revisions to the program’s current qualifying lighting measures and incentives as well as developing and implementing new offers as the market demands. During years two and three, additional funding (see section 2.3) is provided to the support the early retirement of heating and/or cooling systems.

Project Deliverables

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

1. Draft and Final Kick off Meeting materials
2. Small Business Initiative implementation plan
3. Program Modification with delivery strategies plan
4. Original data files and final, cleaned data and analysis files resulting from the program activities
5. Proposed Weekly, Monthly, and Quarterly project status/pipeline reports, budget management reports as well as an annual program performance report.

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

SECTION 4 – PROPOSAL REQUIREMENTS

4.1 Proposal Packaging and Physical Contents

Proposals must be delivered to the Trust in an envelope or package clearly labeled, "**Response to Efficiency Maine Small Business Initiative Program Delivery Services RFP EM-010-2019**".

The proposal submission must include:

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

4.2 Format Requirements

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

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

4.3 Content and Organization Requirements

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

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

2. **Table of Contents**

3. **Letter of Transmittal (1 page)**
   Include a brief Letter of Transmittal, on company letterhead, signed by an appropriate officer of the lead bidder who can bind the company to a contract.

4. **Letters of Commitment (1 page each)**
   If the proposal involves any subcontractors, include a letter of commitment from each subcontractor, signed by an appropriate officer of the subcontractor who can bind the company to a contract. Include a statement certifying that the provision of services to the Trust will not result in a conflict of interest.

5. **Introduction (2 pages maximum)**
   Summarize understanding of the services requested in the RFP and proposed approach to fulfilling the requirements of this RFP. Briefly describe the proposed project team and qualifications.

6. Statement of Work (25 pages maximum)

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

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

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

Task 2: Program Management
Describe your ability to track and report weekly/monthly program progress. Experience with forecasting results is valuable. The Trust will require that reports be submitted in Microsoft Excel, Microsoft Word and via file transfer to our secure server (effRT database).

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

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

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

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

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

Task 5: Installation Contractor Support
Explain your plan with time-lines to provide technical support and program implementation requirements that will keep SBI contractors engaged with the program.

Describe the processes you would use to handle inbound calls from each of the following groups: (1) installing contractors and (2) customers.

Describe your methods and approaches for mitigating and resolving customer complaints

Task 6: Distributor Selection/Material Pricing
Describe your methods for issuing and reviewing material procurement through Requests for Pricing. Alternative approaches may be offered.

Task 7: Marketing and Outreach
Describe your various approaches to support the Trust with SBI marketing and outreach.

Task 8: Program Modification or Delivery Strategies
Describe your process to respond to changing market conditions, lighting equipment price changes and measure modifications.

Describe your approach to recommend and implement new heating and/or cooling systems.

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

7. **Qualifications, Staffing and Management (10 pages maximum)**
   a. **Corporate Qualifications**

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

   b. **Individual Qualifications**

For each staff member that is bid on the project, please provide a brief narrative that includes a description of the individual's role on this project and a summary of his or her relevant education, training, experience and expertise. Include resumes.

   c. **Organizational Chart**

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

   d. **Financial capability**

Disclose and provide details regarding any bankruptcy petition (whether voluntary or involuntary), receivership, insolvency event, or similar adverse financial circumstance suffered or incurred by bidder (or any predecessor entity) within the three years preceding the date of submission of this proposal. Disclose and provide details regarding any litigation, arbitration, or administrative proceedings involving bidder within the three years preceding the date of submission of this proposal in which the amount claimed or adjudged against bidder exceeded $50,000.

8. **Cost Proposal (use Project Cost Form provided)**

Provide a time-and-materials with a not-to-exceed cost proposal for the Statement of Work for each year of the Triennial Plan and a three-year Summary using the Project Proposal Cost Form (Attachment C) provided with the RFP. Any costs not included on this form will be disallowed.

Note that the current year expenses are 85% incentives, 14% administrative costs, and 1% marketing costs.

9. Appendices

a. Appendix A - References

Provide a list of references for the lead bidder and any subcontractors included in the bid. At least three references must be provided for each organization included in the bid. For each reference, please provide current contact information (name, company, telephone number, and email address) and a brief description of the work conducted for the reference and its relevance to the current RFP. If evaluations of bidder's programs are available, please provide a list of them that includes the report title, author/independent evaluator, publication date, and URL (or filename if provided electronically) for accessing the report.

b. Appendix B - Resumes

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

SECTION 5 – PROPOSAL EVALUATION CRITERIA

Proposals that meet the requirements established in the RFP will be evaluated by a proposal review team. The Trust reserves the right to decide whether a proposal is acceptable in terms of meeting the requirements of this RFP and to accept or reject any or all proposals received.

In evaluating proposals, the Trust reserves the right to take any of the following steps, with respect to either all of the proposals received or to a subset of proposals selected as superior to the others:
(1) consult with prior clients on the performance of the bidder or of particular persons proposed for this bid; (2) schedule presentations or interviews with representatives of the bidder or persons proposed for the project; (3) conduct a review of past performance, including a review of reports, analyses, or other materials that would reflect the bidder's performance; and, (4) request additional data or supporting material.

5.1 Evaluation Criteria

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

Scoring Category	Maximum Points
1. Statement of Work **a.** Does the Statement of Work present a comprehensive, sound approach for accomplishing the requirements of this RFP? **b.** Is the Statement of Work thorough, specific and responsive to the requirements and details specified in the RFP? **c.** Does the proposal demonstrate a clear understanding of the Statement of Work and the Trust's expectations? **d.** Does the Statement of Work reflect best practices in delivering the specific programs described in this RFP?	30
2. Staff and Organization Qualifications **a.** Is the proposed project staffing plan clear, well-defined, appropriate and realistic for the scope of the services requested? **b.** How qualified are the proposed personnel in terms of skills, expertise and experience relevant to this program? **c.** How qualified are the proposed organizations (lead bidder and subcontractors) in terms of demonstrated experience and capacity to execute this type of program?	30
3. Project Cost/Budget **a.** Are appropriate resources being devoted? **b.** How does the total bid cost compare to other comparable proposals? **c.** Is the proposed budget consistent with the requested Statement of Work? **d.** How do the quoted rates compare to other comparable proposals?	30
4. Overall Quality and Responsiveness **a.** What is the overall quality of the proposal submission, including: completeness, clarity, attention to detail, adherence to instructions and lack of errors? **b.** Does the proposal reflect and respond to the Trust's priorities?	10
Total	**100**