

Energy Trust of Oregon

Residential

Request for Proposals

RFP Submission Deadline:
May 8, 2017, 5:00 p.m. (PDT)

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1. Introduction

Energy Trust of Oregon, Inc. (Energy Trust) is seeking proposals through this Request for Proposals (RFP) for a Program Management Contactor (PMC) to design, develop and implement Energy Trust's residential program offerings and integrate discrete program delivery tasks provided by potentially one or more Program Delivery Contractors (PDC). Energy Trust seeks responses that propose effective and appropriate program strategies to serve the residential market and deliver energy savings to Energy Trust's residential customers in Oregon and Washington service territories. Respondents are allowed and encouraged to team with other firms to provide a complete package of services.

Beginning on January 1, 2018, Energy Trust will consolidate its three residential programs into a single program spanning all residential offerings, technologies and markets. The residential program will be managed and delivered by a single PMC and possibly one or more Program Delivery Contractors. By consolidating three residential programs into one, the residential sector will be able to develop initiatives and strategies targeting specialized energy-efficient technologies and opportunities across all market sectors. PMC services will include management and delivery of Energy Trust program offerings through management of program operations, program development, program implementation, forecasting, marketing, outreach and customer service.

Energy Trust is also seeking proposals for Program Delivery Contractor services. PDCs provide targeted, specific market-focused residential offerings, including increasing market adoption of retail products and newly constructed homes. PDCs would have smaller contracts focused solely on program implementation, not program management. PDCs should have demonstrated specialized experience and expertise driving certain technology or market-channel-specific offerings.

Respondents can submit a response to this RFP for Option 1: PMC Contract, Option 2: PDC Contract(s), or Option 3: PMC and PDC Contracts. Section 4 of this RFP provides more details on these options.

Energy Trust's residential offerings are currently delivered through three PMC contracts, all of which will expire on December 31, 2017. The current PMCs are not prohibited from responding to this RFP. To provide seamless customer service to program participants, Energy Trust expects to have a transition agreement in place with incoming contractor(s) by the beginning of August 2017, and all required contracting complete for full delivery of the residential services by January 1, 2018. The anticipated duration of the contract is two years, with the option of up to three (3) one-year extensions.

1.1. Key Dates

Pre-Solicitation Webinar hosted	March 30, 2017, 10:00 a.m.
Questions and requests for clarification due	March 31, 2017, 5:00 p.m.
Question and Answer webinar hosted	April 7, 2017, 10:00 a.m.
Intents to respond due	April 7, 2017, 5:00 p.m.
Proposal submission deadline	May 8, 2017, 5:00 p.m.
Interviews to be scheduled	May 24 – June 9, 2017

See **Section 6** for additional information. All times listed are Pacific Daylight Time (PDT).

1.2. About Energy Trust

Energy Trust is an independent nonprofit organization selected and overseen by the Oregon Public Utility Commission (OPUC) to help Oregon utility customers save energy and generate renewable power. Energy Trust's services, cash incentives and energy solutions have helped participating customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas and Avista save nearly \$2.3 billion on their energy bills. The cumulative impact of the organization's leadership since 2002 has been a contributing factor in the region's low energy costs and in building a sustainable energy future.

Energy Trust operates under a [Five-Year 2015-2019 Strategic Plan](#) that sets aggressive savings and generation goals. The plan includes strategies for continuously improving program designs and services, managing the total cost of delivering energy efficiency, expanding customer participation, and replenishing the energy-efficiency resource through a portfolio of new technologies and product development strategies.

Some of Energy Trust's requirements in this RFP and in any subsequent negotiating or contracting phases are driven by governing law, the provisions of the grant agreement with the OPUC (the OPUC Grant Agreement) and funding agreements with each utility. A copy of the OPUC Grant Agreement is available at www.energytrust.org/about, as well as information about Energy Trust's background, funding sources, strategic and action plans, policies and programs.

2. Residential Sector

2.1 Overview of Current Program Structure

Through Energy Trust, residential customers have access to a range of cash incentives and expertise for making energy-efficiency improvements to their homes. In 2017, Energy Trust incentives for these customers are budgeted at approximately \$30 million. Energy Trust's 2017 energy savings goals for the residential program total 14.8 average megawatts of electricity and more than 3 million therms of natural gas. In 2016, Energy Trust saved 18.1 aMW and 2.7 million annual therms by helping residential customers make improvements at more than 72,000 homes in Oregon and Southwest Washington. In 2016, home builders received technical and financial assistance to construct 4,200 energy-efficient EPS™ homes, while shoppers gained access to more lighting choices at retail stores and purchased almost 3.8 million reduced-price LEDs with incentives and information from Energy Trust.

Energy Trust serves approximately 1.5 million residential customers in Oregon on qualifying rate schedules of Portland General Electric (PGE), Pacific Power, NW Natural, Cascade Natural Gas and Avista, and 74,000 total customers in Washington on qualifying rate schedules of NW Natural. Through 2017, Energy Trust's residential sector comprises three programs brought to market through three separate PMC contracts: Existing Homes, New Homes and Products. Each program engages discrete market channels and delivers a core set of technologies and offerings.

Beginning on January 1, 2018, Energy Trust's three residential programs will be consolidated into a single program spanning all residential offerings, technologies and markets. The residential program will be managed and delivered by a single PMC and possibly one or more Program Delivery Contractors. By consolidating three residential programs into one, the residential sector will be able to develop initiatives and strategies targeting specialized energy-efficient technologies and opportunities across all market sectors. PMC services will include management and delivery of Energy Trust program offerings through management of program operations, program development, forecasting, marketing, program implementation, outreach and customer service.

In addition to the three residential programs described below, Energy Trust also delivers energy efficiency services for customers of NW Natural in Southwest Washington. Energy Trust is interested only in proposals in response to this RFP that also include Southwest Washington services. Proposals should consider Southwest Washington delivery as part of all portions of this RFP, except where a specific distinction for Oregon or Washington is noted. For example, Washington has a separate gas avoided cost and discount rate applied to measures for calculating the value of energy saved.

A key partner in facilitating residential transformation is Northwest Energy Efficiency Alliance (NEEA). Energy Trust invests in NEEA to deliver market transformation savings on behalf of the residential sector. Respondents should anticipate coordination with NEEA but should not include NEEA savings in the proposed residential portfolio.

This section serves as a high-level overview of the current structure of Energy Trust’s residential programs, including how each program is currently managed and key offerings within the different programs. Information in this section and corresponding appendices are the basis for respondents to build their understanding of the residential sector; however, respondents should not simply reproduce the current delivery structure within their proposals and should consider expanding beyond established delivery channels.

Energy Trust expects that one PMC can deliver the below Existing Homes offerings more efficiently or effectively in combination with the below New Homes and Products offerings. Energy Trust encourages respondent to propose strategies that encourage broad adoption of cost-effective energy-efficient building practices across all residential construction types.

Table 1: Overview of Current Residential Programs

Existing Homes	New Homes	Products
Provides energy-saving recommendations; referrals to qualified trade ally contractors; cash incentives for heating and water heating equipment, smart thermostats, insulation and windows; and LEDs, showerheads and faucet aerators delivered through kits.	Engages builders to construct homes that exceed Oregon and Washington state building code requirements and receive an EPS, Energy Trust’s energy performance score. Also offers prescriptive incentives for individual equipment installed in newly built homes.	Offers incentives for ENERGY STAR® qualified products, including lighting, clothes washers, water heaters, smart thermostats and qualified showerheads.

2.2 Existing Homes

The Existing Homes program leverages market actors, including trade allies, distributors, retailers and community partners, to install efficient weatherization, HVAC, smart thermostats and water heaters in existing single-family and manufactured homes. The program offers energy-efficient lighting, showerheads and faucet aerators delivered by mail through Energy Saver Kits and through trade and program allies. In addition, online Home Energy Reviews are available at no cost to educate residents about their current energy use and energy-saving opportunities.

Energy Trust offers trade ally contractors support and technical resources through program trainings, communications and on-site support.

Energy Trust also provides curriculum and energy-saving LEDs, showerheads and faucet aerators through sixth grader students and teachers in schools around the state, but Energy Trust will discontinue this program in 2017.

Table 2: Existing Homes Overview¹

Offerings	Description	Brought to Market	Incentive Structure
Single Family Prescriptive	Cash incentives offer customers an à la carte option for energy-efficiency upgrades.	Homeowners complete applications online or by mail to receive incentives for upgrades. Contractors can also submit applications on homeowners' behalf and receive an instant incentive, passing on cost savings to homeowners.	Incentives are determined by the product type or by quantity installed (such as square feet of insulation or number of units). Incentives cover the incremental cost or achieve a Utility Cost Test benefit/cost ratio greater than 1. ²
Energy Saver Kits	Energy-saving showerheads, faucet aerators and LEDs are provided at no cost to homeowners and renters.	Energy Saver Kit orders are placed through an online form, which is built and maintained by Energy Trust's web vendor, Pollinate.	Measure-level incentives are paid to the fulfillment vendor for each product to cover the cost.
Home Energy Reviews	Home Energy Review online audit service accessed by about 8,000 participants per year.	Audits can be completed online or by phone with a call center representative.	Energy Trust maintains a contract with the online audit provider, but no cost is incurred by customer.
Savings Within Reach	Savings Within Reach enhanced incentives are accessed by income-qualified households (both single-family and manufactured housing) who may be ineligible for low-income services.	Contractors complete a participation agreement and training to offer instant Savings Within Reach incentives to income-qualified customers.	Incentives are higher than single-family prescriptive incentives and achieve a Utility Cost Test benefit/cost ratio greater than 1.

¹ For more information on program offerings, visit <https://www.energytrust.org/residential>.

² For further details regarding Utility Cost Test benefit cost ratio, see [Appendix E: Cost Effectiveness, Governance, Key Assumptions and Roles](#).

On-Bill Financing	Customers of participating utilities can finance select energy upgrades with loans paid back through monthly utility bills; energy savings help to offset the cost to repay the loan. ³	Craft3 is a third-party loan provider that provides financing.	Incentives are the same as single family prescriptive or Savings Within Reach. Energy Trust also provides loan origination incentive to Craft3.
Existing Manufactured Homes	Free weatherization services are provided to manufactured home sites with forced air furnaces, including installation of lighting and water conservation devices.	Installation performed by select trade ally contractors. Contractors market services through manufactured home parks.	Prescriptive incentives are offered for air and duct sealing, and lighting/water conservation devices. Performance testing is required for air and duct sealing upgrades.
Home Performance with ENERGY STAR	Energy Trust sponsors this whole-home offering and supports trade ally involvement, program promotion, project verification, incentive processing and reporting to U.S. Department of Energy.	Upgrades are delivered by home performance trade allies, with market support provided by Enhabit and the Home Performance Guild of Oregon.	Trade allies install multiple single-family prescriptive incentive levels.

³ On-bill financing is currently only available for customers of Portland General Electric, Pacific Power and NW Natural in Oregon who qualify for Savings Within Reach. NW Natural customers in Southwest Washington are also eligible. Customers who primarily heat their home with electricity from PGE or Pacific Power and upgrade to an eligible heat pump technology are also eligible.

Midstream Incentive Offerings	Incentives are offered for qualified equipment to distributors, with cost savings passed onto customers. ⁴	Trade allies and standard contractors purchase qualifying products from distributors and install products in both newly constructed and existing homes.	Incentive is determined by incremental cost or the level necessary to influence distributor practices. Payment is made to distributors to encourage stocking and sale of qualifying products.
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2.3 New Homes

Through the New Homes program, Energy Trust promotes energy-efficient technologies and building techniques in the new construction market. The program seeks to expand the breadth and depth of energy-efficiency practices for Oregon new home construction by providing cash incentives and education to builders, and through outreach and partnerships with local and state homebuilders associations.

Energy Trust offers incentives to builders for energy-efficient new home construction through EPS, a home energy performance score, and drives new home market transformation based on influence to building codes. EPS homes comprise more than 95 percent of the program’s savings. The New Homes program utilizes third-party verifiers, also referred to as raters in some parts of the country, to engage with builders and provide services such as testing and energy modeling to document energy efficiency.

Data collected in the field is entered into REM/Rate software, which calculates improvement over code for a report that is uploaded to the program’s online workflow and data management platform, Axis. To maintain the integrity and accuracy of performance-based savings, 100 percent of file submissions are reviewed for accuracy before Axis transfers data to Energy Trust’s proprietary Project Tracker system to issue payment to builders and verifiers. Energy Trust also offers incentives for select individual equipment installed in newly built homes that do not pursue EPS.

⁴ A midstream offering for water heaters is expected to launch in 2017. Other midstream offerings include sales performance incentive funds for participating distributors for sales of qualifying equipment. Additional information regarding midstream program details is available in [Appendix L](#).

Table 3: New Homes Overview

Offering	Description	Brought to Market	Incentive Structure
Performance-Based Whole-Home Incentives	The program recruits and trains third-party verifiers who work with builders to include energy-efficient technologies and strategies in construction of new homes. Verifiers perform diagnostic testing and analysis. Qualifying homes receive an EPS.	Pivotal Energy Solutions developed and maintains the Axis portal for the New Homes program. Two levels of quality assurance checks are performed on performance-based projects. The first is a third-party, in-field quality assurance inspection, and the second is a review of the modeled file submitted by PMC staff.	Savings are calculated using energy modeling software, REM/Rate. Incentives are based on a percentage improvement over Oregon Residential Specialty Code baseline. Incentives are paid to both builders and verifiers.
Prescriptive Stand-Alone Measures	Measures are available for builders or subcontractors that install qualified HVAC or water heating equipment.	Stand-alone incentives are mail-in rebates and do not require a third-party verifier.	Prescriptive incentives are based on deemed savings values and incremental costs.

2.4 Products

The Products program promotes the sale of energy-efficient consumer products at retail and engages manufactured home dealerships to promote efficient new manufactured homes. The Products program also supplies kits containing efficient LEDs, faucet aerators and showerheads at no cost to community action agencies, water bureaus and other nonprofit organizations to distribute to their customers.

Table 4: Products Overview

Offering	Description	Brought to Market	Incentive Structure
Customer-facing Downstream Incentives	Incentives for consumers who purchase qualified energy-efficient products, such as smart thermostats, efficient water heaters, or ENERGY STAR clothes washers.	Customers complete paper or online applications and provide documentation of eligible purchase.	Prescriptive incentives are based on deemed savings values and incremental cost.
Midstream Retail Promotions	Point-of-sale markdowns on qualified lighting, showerhead and water heater products, with incentives provided to manufacturers and retailers.	Midstream incentives are provided to distributors and retailers, with cost savings passed onto customers.	Variable per-unit incentives are based on product type and incremental cost.
New Manufactured Homes	Incentives and marketing support for energy-efficient newly constructed manufactured homes.	Sales performance incentives are paid to manufacturer home dealerships.	Prescriptive incentives are based on deemed savings values and incremental cost.

Structure of Retail Midstream Promotions

The current structure of the retail lighting, showerhead and soon to-be-launched water heater promotions is a midstream design engaging manufacturers and retailers to facilitate broad-scale consumer access to reduced-cost, efficient products. The current Products PMC enters into agreements with select retail lighting partners, presently defined as a teaming arrangement including a single manufacturer and a single retailer. Manufacturers may form multiple partnership teams across a selection of retailers, and retailers may also engage in multiple partnerships with a selection of manufacturers. More details can be found in [Appendix L: Midstream Promotion Details](#).

Manufacturers propose retailer store locations and eligible products in a promotion. The PMC develops a contractual agreement with partners that specifies the approved stores, products and incentive levels, customer purchase limit and maximum budget.

2.5 Southwest Washington

In 2009, following approval by the Washington Utilities and Transportation Commission (WUTC), Energy Trust began providing energy-efficiency services to NW Natural's residential and commercial customers in Southwest Washington. Energy Trust provides Existing Homes and New Homes offerings for customers of NW Natural in Southwest Washington, delivered by the same PMC that provides residential services in Oregon.

Energy Trust does not administer retail Products program offerings in Southwest Washington. However, Energy Trust coordinates with the Bonneville Power Administration (BPA) regional Simple Steps Smart Savings™ program to cost share, and Energy Trust claims gas savings from showerheads purchased at retail locations in the Washington service territory.

While the Existing Homes and New Homes offerings in Southwest Washington are similar to offerings in Oregon, the delivery of this program varies in stakeholder engagement, incentives and reporting requirements. Energy Trust has a separate agreement with NW Natural to perform work in Washington, and activities must conform to the WUTC requirements. Energy Trust's Existing Buildings program also serves Washington commercial and business customers and collaborates with residential PMCs to support initiatives. Find more information in [Appendix N: Southwest Washington Operations](#).

Table 5: Southwest Washington Overview

Existing Homes			
Offering	Description	Brought to Market	Incentive Structure
Single Family Prescriptive	Cash incentives offer customers an à la carte option for gas energy-efficiency upgrades.	Homeowners complete applications online or by mail to receive incentives for upgrades. Contractors can also submit applications on homeowners' behalf and receive an instant incentive, passing on cost savings to homeowners.	Incentives are determined by the product type or by quantity installed (such as square feet of insulation or number of units). Incentives cover the incremental cost or achieve a Utility Cost Test benefit/cost ratio greater than 1.
Energy Saver Kits	LEDs, efficient showerheads and faucet aerators are provided at no cost to homeowners and renters.	Energy Saver Kit orders are placed through an online form, which is built and maintained by Energy Trust's web vendor, Pollinate.	Measure-level incentives are paid to the fulfillment vendor for each product to cover the cost.

Home Energy Reviews	Home Energy Review online audit service is accessed by about 100 gas participants per year.	Audits can be completed online or by phone with a call center representative.	Energy Trust maintains a contract with the online audit provider, but no cost is incurred by customer.
On-Bill Financing	NW Natural customers can finance select gas energy-efficiency upgrades with loans paid back through monthly utility bill; energy savings help to offset the cost to repay the loan.	Craft3 is a third-party loan provider that provides financing.	Incentives are the same as single-family prescriptive; Energy Trust also provides loan origination incentive to Craft3.
Midstream Incentive Offerings	Incentives for qualified equipment to distributors, with cost savings passed onto customers.	Trade allies and standard contractors purchase qualifying products from distributors and install products in both new homes and existing homes.	Incentive is determined by incremental cost or the level necessary to influence distributor practices. Payment is made to the distributor to encourage stocking and sales of qualifying products.

New Homes

Offering	Description	Brought to Market	Incentive Structure
Performance based whole-home incentives	The program recruits and trains third-party verifiers who work with builders to include energy-efficiency upgrades in new home construction, and then perform diagnostic testing and analysis for gas-heated homes. Qualifying homes receive an EPS.	Pivotal Energy Solutions developed and maintains the Axis portal for the New Homes program. Two quality assurance (QA) checks are performed: a third-party, in-field QA inspection, and a review of the modeled file submission by the PMC staff.	Savings are calculated using energy modeling software, REM/Rate, incentives are based only on gas efficiency improvements over Washington Residential Specialty Code baseline. Incentives are paid to both builders and verifiers.

Products			
Offering	Description	Brought to Market	Incentive Structure
Showerheads through Simple Steps Smart Savings	Offering encourages participating retail locations to carry efficient showerheads to sell to customers.	Energy Trust claims energy savings through the Simple Steps Smart Savings program, which is led by BPA.	Incentives are paid to Simple Steps Smart Savings program implementer and cover administration, engagement and product discount.

2.6 Overview of Future Program Structure

In 2016, Energy Trust conducted an assessment to identify key challenges that are likely to occur over the next three-to-five years and are likely to impact residential offerings. Staff recognized that key measures delivering gas and electric savings are expected to decline. In addition, staff identified challenges of the current program structure that limit Energy Trust’s ability to quickly and efficiently respond to rapidly changing markets.

To address these challenges, staff determined that Energy Trust needs to consolidate its three residential programs into one program delivered through a single PMC contract. Beginning on January 1, 2018, Energy Trust’s three residential programs will be consolidated into a single program spanning all residential offerings, technologies and markets.

Having one residential program will allow Energy Trust to respond effectively to expected declines in savings sources, increase effectiveness and flexibility to identify, test and develop future savings opportunities, reduce program delivery costs and increase internal staff capacity to lead new strategies.

To learn more about the assessment and decision to consolidate Energy Trust’s three residential programs into one, read the [briefing paper here](#).

3. Objectives

Respondents should consider the following Energy Trust objectives in designing a response to this RFP. Proposals should address how respondents will:

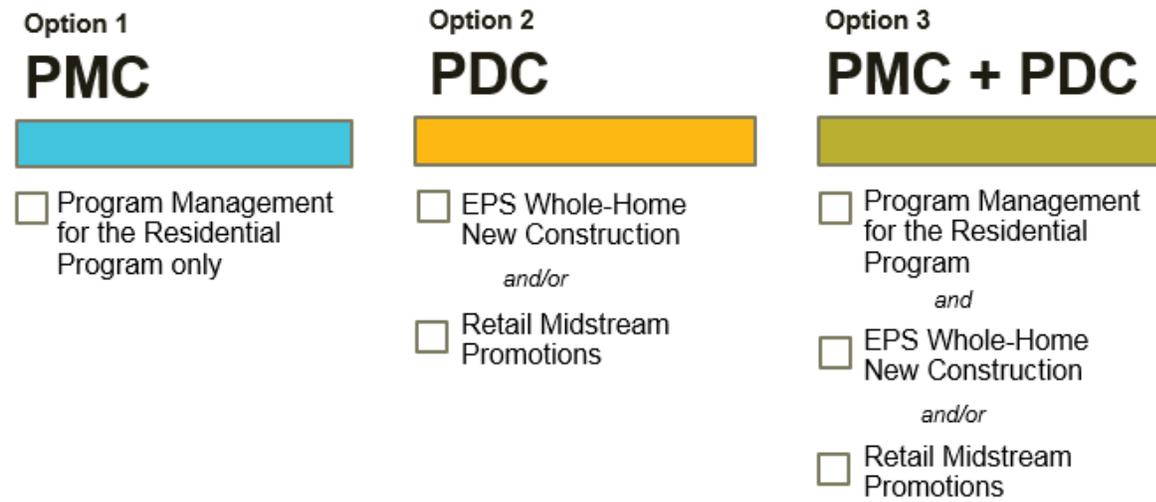
1. Align the cost of program delivery to the value of expected energy savings resource over the next five years (consistent with the base contract periods and optional extensions described in the introduction);
2. Anticipate potential savings declines in key electric and gas offerings, and identify key measures that are new or can provide increased savings;
3. Increase management and delivery flexibility to reach more customers and respond to new opportunities;
4. Streamline offerings and develop consistent go-to-market strategies across the residential program, and
5. Provide flexibility to adjust strategy mid-year to achieve program contract goals and overall sector goals.

4. Overview of RFP Structure and Priorities

Respondents may offer proposals for either Option 1: PMC Services, Option 2: PDC Services or Option 3: PMC and PDC Services; see Figure 1 below.

Proposals should illustrate respondent’s knowledge of market needs, identify solutions and describe how and why respondent’s approaches will support market transformation and save energy at the lowest cost. Proposals should reflect respondent’s understanding and consideration of Energy Trust’s policies, goals, [organizational Five-Year Strategic Plan](#) and [Residential Sector Five-Year Strategic Plan](#).

Figure 1: Respondent Options



4.1 Option 1: PMC Services

Proposals for PMC services should include a plan and strategic vision to support uptake of all active measures through all available market channels. For example, respondent's plan for field and ally services should address all of Energy Trust's residential offerings, including those activities listed in Section 2 and previously provided by Existing Homes, New Homes and Products programs in both Oregon and Southwest Washington.

For each task, respondents should emphasize and demonstrate proficiency and understanding of all offerings that fall under the three current residential programs. Energy Trust will evaluate proposals on the comprehensiveness of services to the sector's portfolio.

The respondent is encouraged to prioritize specific offerings within the entire portfolio that will create the highest value of return. For example, a larger focus on new home construction offerings may be necessary to achieve a greater level of cost-effectiveness in the overall residential program.

Respondents should also include a separate price structure for PMC services in Southwest Washington. Energy Trust will award both Southwest Washington and Oregon PMC services to a single respondent.

Respondents are encouraged to provide recommendations for program enhancements that offer savings opportunities not currently included in the portfolio. Current portfolio measures and associated savings can be found in [Appendix F: Measure and Savings Data Workbook](#).

4.2 Option 2: PDC Services

PDC contracts are for program delivery and implementation activities, but not program management activities. PDCs are market actors that may not be traditional implementers and that may offer technical, supply chain or business model expertise. PDCs enable Energy Trust to leverage expertise without having to contract for additional administrative and support services. PDCs are responsible for establishing and managing incentive budgets, achieving energy savings goals for defined technologies, and key program delivery activities that support savings acquisition. Successful respondents will likely have demonstrated experience and expertise in driving specialized technology- and market-channel-specific offerings.

Respondents may bid on one or both of the PDC opportunities detailed in Section 5.3, including Retail Midstream Promotions and EPS Whole-Home New Construction. Respondents bidding on PDC services in Option 2 should also include a separate price structure prorating or otherwise delineating activities supporting Washington from work supporting Oregon. For each PDC opportunity, the selected bidder will provide services to both Washington and Oregon. Respondents should demonstrate an understanding of the unique market and regulatory characteristics in Washington, including the factors and conditions listed in [Appendix N: Southwest Washington Operations](#).

4.3 Option 3: PMC and PDC Services

Respondents may bid on the combined PMC and one or both PDC contract services, see Figure 1 above. Respondents should address all the requirements in Table 6 in detail when responding to the combined proposal. Respondents will be required to provide one price proposal for PMC services and a separate price proposal for PDC services. If responding to both PDC services, include a price proposal for each service independently. Further details can be found in Section 5.4 of this RFP.

Respondent's proposal cover page should clearly state the option(s) on which the respondent is bidding.

5. Proposal Outline and Instructions

For Energy Trust to fairly evaluate each proposal in response to this RFP, respondents should use the following formatting structure in their proposals. The below outline details how respondents should structure responses—addressing those sections relevant to the option(s) selected.

The detail provided in Sections 5.2 and 5.3 describe the specific tasks and subtasks the respondent should address. These tasks are identified under each option and each option has a set of summary tasks that the respondents should consider while writing the proposal.

Hard copy submissions should include labeled tabs for each section below and page number designations should be followed.

Table 6: Response Proposal Format

<p>1. Introduction (5 pages)</p> <ul style="list-style-type: none">A. Cover Page (1 page)B. Table of Contents (2 pages)C. Executive Summary (2 pages)
<p>2. Program Management Contract Services (42 pages)</p> <ul style="list-style-type: none">A. Task 1: Transition (4 pages)B. Task 2: Management (4 pages)<ul style="list-style-type: none">2.1 Budget Development2.2 Invoicing and Reporting2.3 Forecasting and Market Intelligence2.4 PMC Team CompositionC. Task 3: Delivery (30 pages)<ul style="list-style-type: none">3.1 Field Services and Ally Management3.2 Strategy and Initiative Development3.3 Engineering and Technical Support3.4 Operations and Controls3.5 Kit Fulfillment Services3.6 Marketing and Outreach3.7 Information Technology

<p>3.8 Customer Call Center</p> <p>D. Task 4: Coordination (4 pages)</p> <p>4.1 Internal Controls</p> <p>4.2 Program Management Functions</p> <p>4.3 Market Engagement and Field Services</p>
<p>3. Program Delivery Contract Services (30 pages)</p> <p>Retail Midstream Promotions (15 pages)</p> <p>A. Task 1: Transition</p> <p>B. Task 2: Delivery</p> <p>C. Task 3: IT Services</p> <p>D. Task 4: Coordination</p> <p>EPS Whole-Home New Construction (15 pages)</p> <p>A. Task 1: Transition</p> <p>B. Task 2: Delivery</p> <p>C. Task 3: IT Services</p> <p>D. Task 4: Coordination</p>
<p>4. Price Proposal (4 pages)</p>
<p>5. Qualifications (6 pages)</p> <p>A. Project Team Qualifications and Experience</p> <p>B. References</p> <p>C. Required Licenses and Certifications</p>
<p>6. Administrative (5 pages)</p> <p>A. Conflict of Interest Disclosure</p> <p>B. Insurance</p> <p>C. Financial Package</p>
<p>7. Diversity and Inclusion (2 pages)</p>

5.1 Introduction

5.1.1. Cover Page

For Energy Trust to consider a proposal, the cover page (Appendix B: Cover Page and Signature) must be signed by a duly authorized officer or agent of the respondent company submitting the proposal.

5.1.2. Table of Contents

Proposals should include a table of contents. Tabs used to identify sections should be clearly marked in hard copy versions.

5.1.3. Executive Summary

In no more than two pages, proposals should provide an executive summary that:

- Demonstrates respondent's understanding of the RFP objectives and requirements, and
- Summarizes why respondent would be the best candidate to deliver the services described in this RFP.

5.2 Program Management Contract Services

This section should detail a suite of management, delivery and marketing services. PMC respondents should include proposed activities for all tasks outlined in this section.

Task 1: Transition (4 pages)

Energy Trust anticipates a transition period of up to five months wherein the selected PMC will work with the current PMCs managing the Existing Homes, New Homes and Products programs. All proposals should include a strategy and approach for transitioning Energy Trust from three programs to a single program. By the end of the transition period, the selected PMC will be responsible for learning day-to-day operations and adapting current operational activities. Although a key component of this transition is merging three programs into a single program, Energy Trust expects the selected PMC to lead this transition with minimal change or disruption to the experience of customers, trade allies or other key program partners.

Transition work typically includes, but is not limited to, the following. Proposals should address how respondent will:

- Participate in program orientation sessions and Energy Trust orientation trainings;
- Work with Energy Trust and the current PMCs to understand the role of the Trade Ally Network and transition other strategic program relationships;
- Set up and test integrations between the respondent's IT systems and Energy Trust systems;
- Participate in trainings on Energy Trust's Customer Relationship Management (CRM) and Project Tracker systems;
- Set up phone and email communication channels for customer and ally support, including attending customer and contractor experience training, revising call center scripts and establishing a regular call monitoring process in collaboration with trade ally and customer service teams;
- Establish monthly invoicing and reporting templates and forecasting procedures;
- Update program collateral, website copy, forms and applications;
- Work with Energy Trust to develop the 2018 and 2019 contract scope of work and budget, including development of a new program implementation manual;
- Address Washington innovations in 2018 related to multifamily services (see [Appendix N: Southwest Washington Operations](#));
- Develop a marketing plan for the upcoming year; and
- Develop select program enhancements for the upcoming year.

Energy Trust will require the selected PMC to use existing program measures, forms and procedures until the selected PMC has demonstrated the ability to manage the program in its current form. At that time, Energy Trust will allow additional promotions, measures and program changes to be incorporated.

The proposal should address the following:

- Transition staffing plan to ensure adequate ramp-up time and training for staff;
- Transition operational plan and schedule that outlines transition from current program approach to the new approach; and
- Transition budget and potential savings impacts that may occur due to the transition.

Task 2: Management (4 pages)

The PMC is responsible for maintaining existing offerings and proposing program enhancements and changes that address new opportunities or overcome barriers. The proposal should address the respondent's plan for contract oversight, support and staff management including, but not limited to budget development, invoicing and reporting, market intelligence and forecasting, and PMC team management.

2.1 Budget Development

The PMC will be responsible for supporting budget development and savings goals for the entire residential portfolio, and will work with Energy Trust to determine incentive levels for all measures and establish targets for expenditures and savings. Energy Trust will work with the PMC to provide inputs detailing expenditures and expected savings resulting from any PDC contract(s) awarded as a result of this RFP. Future residential program budgets will be comprehensive to include all expenditures including incentives, Energy Trust internal management costs, PMC costs, PDC costs and other program partner costs. The PMC will use Energy Trust's organizational budget workbooks and action plan development documents.

The proposal for budget development should:

- Demonstrate capability to manage a comprehensive portfolio-wide budget that achieves annual goals with minimal variance between budgeted and realized expenditures;
- Demonstrate capability to meet savings goals within Energy Trust's cost-effectiveness and levelized cost parameters;
- Provide insight into the approach for drafting and maintaining a budget, including providing internal tools such as measure buildup workbooks, techniques for predicting market uptake, estimating delivery costs or other relevant resources; and
- Address a balance between meeting annual performance metrics and developing new savings opportunities and broadening the base of participants.

2.2 Invoicing and Reporting

By the 10th of each month, the PMC will submit an electronic invoice for labor and other direct charges incurred the previous month. PMC invoices will contain the contract number and will categorize charges as management, delivery, marketing or specific milestone payments. All charges will need to be supported by detailed documentation (such as payroll reports, certified expense reports or receipts). Charges incurred more than 30 days prior to the invoice date will not be considered current, and Energy Trust may delay or withhold payment for such charges. All required supporting documentation for charges to be paid will need to accompany the invoice. Energy Trust pays PMC invoices 30 days after invoice date by electronic (ACH) payment.

The PMC will develop monthly progress reports in cooperation with Energy Trust and will submit the reports electronically within 10 days after month end. The report will address customer service issues and successes, address case tracking, address marketing and program activities, provide a summary of projects completed, review other relevant indicators of program activity, comment on challenges faced, and highlight planned activities for the upcoming month.

Once each quarter, the PMC will present results and information as outlined above to program staff and support groups at Energy Trust. This face-to-face presentation is important to share status, discuss changes, and allow for questions and exchange of information.

Energy Trust is expected to deliver status reports and periodic updates to the Energy Trust Board of Directors, OPUC and Energy Trust Conservation Advisory Council on an as-needed basis. It is expected that the PMC will support Energy Trust staff in the development of this material. In addition to regular reporting, the PMC will be required to produce a variety of ad-hoc reports.

The PMC's invoicing and reporting responsibilities outlined above will be comprehensive to the entire program. Respondent should:

- Demonstrate adequate staffing and overall business capacity to support accurate and timely invoicing and reporting requirements; and
- Propose an invoicing format that will track management and delivery costs attributed to discrete tasks identified in this RFP.

2.3 Forecasting and Market Intelligence

The PMC will lead portfolio-wide forecasting activities and monitor the performance of all measures for a single- and multi-year timeline. The PMC will be responsible for tracking and monitoring all savings as recognized in Energy Trust's systems of record, and synthesizing this information with available data on market conditions and historical trends to monitor progress towards achieving annual goals. Twice annually—customarily toward the end of the second and third quarters—the PMC will provide projected annual performance metrics compared to the targets established in the program's annual operating budget. The PMC will contextualize the forecast in a formal memo documenting factors contributing to positive or negative variances in performance throughout the portfolio, and will work with Energy Trust to mitigate underperforming areas.

In addition to forecasting for the present year, the PMC will create multi-year projections for key aspects of the portfolio to monitor future available energy resource, trends in cost-effectiveness or other relevant indicators that may assist in characterizing future operating budgets. The PMC will work with Energy Trust to determine appropriate levels of investments to direct toward research and pilot activities that develop future savings opportunities, as noted in PMC Task 2.1: Budgeting.

Respondent should:

- Demonstrate an ability to assess market potential and expected uptake for energy-saving technologies across all market channels;
- Include a proposal for a portfolio-wide dashboard or data visualization tool to provide access to weekly program performance metrics for Energy Trust; and
- Provide an example of how the respondent would identify and mitigate an underperforming metric within the portfolio.

2.4 PMC Team Composition and Management

The PMC will be responsible for effective management of PMC staff supporting Energy Trust's residential program and will develop and describe a team structure detailing areas of responsibility for all PMC staff. The PMC's staffing structure should include clear ownership of key program tasks but should also encourage collaboration and exchange of information both within the PMC team and between Energy Trust and the PMC.

Respondent should:

- Describe the expected management structure within the PMC team, including an outline of the hierarchical distribution of labor and any proposed subcontractors that deliver significant components of the program;
- Include a directory of staff titles, including the expected full-time equivalent (FTE) designation for each title and a brief description of each role's responsibilities;
- Describe the PMC's approach to staff development, employee satisfaction and approach to retention;
- Detail the location of each staff member, delineating Portland-based staff and staff located in home or field offices outside of Energy Trust's service territory; and
- Identify the point(s) of contact between the PMC staff, PDC staff and Energy Trust's residential program management staff.

Task 3: Delivery (30 pages)

The PMC will be responsible for delivering program services to ensure that all program savings objectives and goals are met within the provided price proposal. Proposals should provide an implementation plan that clearly demonstrates the PMC's ability to effectively implement and manage delivery of the program, including the actions respondent will take to complete each task and anticipated outcomes or deliverables.

Proposals should expand on or offer alternatives to current activities listed in this section. Significant changes to current program offerings should demonstrate benefits to Energy Trust by reducing costs, increasing savings, broadening participation or addressing market challenges. Proposals should reflect a focus on customers, propose programs designed to best reach all eligible Energy Trust residential customers, and identify and address opportunities to leverage, collaborate and coordinate with other existing Energy Trust programs.

3.1 Field Services and Ally Management

Energy Trust maintains a network of market- and community-based actors that deliver energy-efficient products or services to Energy Trust's residential customers. A description of Energy Trust's residential ally network, including program and trade allies is available in [Appendix H: Trade Ally Network and Field Support](#).

The PMC will be responsible for maintaining the ally network and providing in-field project-based oversight and support. In addition to allies, the PMC will cultivate and support strategic relationships with relevant industry and trade associations, membership organizations and other key stakeholders. The PMC will work with the EPS Whole-Home New Construction PDC to coordinate outreach and support activities with verifiers, builders and the Retail Midstream Promotions PDC to coordinate field activities leveraging PMC field resources.

The PMC will work with Energy Trust to assess and prioritize engagements most likely to support Energy Trust's organizational goals related to savings and customer experience and to ensure all eligible customers are aware of and have access to Energy Trust services and incentives.

Respondents should provide a detailed tactical and strategic plan for field services and ally management. Proposals should:

- Demonstrate capacity to provide recruitment, onboarding, communications, training, education, field support, performance ranking and general management for Energy Trust's residential ally network;
- Detail the qualifications, staffing resource allocation by geographic regions and location of staff supporting field services and ally management;
- Propose targeted quantitative and qualitative goals for each activity listed in [Appendix H: Trade Ally Networks and Field Support](#);
- Detail past experience developing an ally network that reaches all eligible customers across a broad service territory and ensures access and awareness of services;
- Detail strategy and coordination tactics around leveraging PDC expertise and market intelligence to support and grow verifier and builder participation in EPS Whole-Home New Construction activities;
- Support field services needs to achieve energy savings strategies and regional objectives included in the Retail Midstream Promotions PDC approach;
- List anticipated industry partners, such as trade associations;
- Demonstrate a functional understanding of industry business models; and
- Provide examples of the respondent's approach to addressing customer or ally complaints.

3.2 Strategy and Initiative Development

The PMC will be responsible for planning, implementing and launching key initiatives. [Appendix F](#) provides a directory of active measures and details on historical performance. Proposals should detail the respondent's approach and methodology for meeting savings

goals and define the rationale for the proposed approach. The proposal should present a clear and complete understanding of the markets within which the program operates. This includes all relevant stakeholders, partners and resources.

Proposals should include 1) a narrative detailing the key assumptions, methodology and approach, taking into account expected growth and decline in key measure sets as defined in [Appendix G: Future Savings](#), and 2) the savings and incentive measure summary by year utilizing [Appendix D: PMC Pricing and Savings Proposal Template](#). This is an opportunity for respondents to clearly outline how they will achieve satisfactory Utility Cost Test benefit/cost ratios for the portfolio of services provided to Energy Trust. The proposed measure buildup should represent each of Energy Trust's utility territories, including separate measure buildups for Oregon and Washington. Measure buildups should include expected savings, and unit-level projections and incentive expenditure for all active measures.

Given the uncertainty of available energy savings from lighting, respondents should provide two measure buildup scenarios, by utility, scaled to the high and low range of expected savings for 2018 and 2019. Savings for high- and low-range lighting scenarios, and gas market transformation savings are pre-populated in [Appendix D: PMC Pricing and Savings Proposal Template](#). The purpose of providing two scenarios is to demonstrate the respondent's ability to respond and adapt to volatility and uncertainty. Each scenario should include a dedicated profile of Oregon buildup.

The proposed plans for 2018 should be limited to measures that are currently approved; however, respondents may propose new approaches to facilitating market uptake of current measures. Projections for 2019 may include anticipated new measures. Respondents may propose new multifamily measures in 2018 for the Washington portfolio.

Proposals should incorporate, at a minimum, the following key areas of interest to Energy Trust and address how the PMC will:

- Deliver a balanced portfolio of energy savings;
- Employ broad-reaching tactics that engage all market segments, customer types and regions within Energy Trust territory;
- Respond and adapt to volatility in key measures, notably electric savings acquired through retail lighting promotions;
- Promote market approaches aimed at improving the cost-effectiveness and uptake of key measures, especially measures that may be impacted by the potential sunset of the Residential Energy Tax Credit;
- Ensure that Energy Trust services and incentives are appealing to residential customers and address market barriers and motivations;
- Propose a sales allocation methodology for channels outside of retail, to be further assessed and vetted by Energy Trust. See [Appendix L: Midstream Promotion Details](#) for more details on midstream offerings;
- Coordinate between Energy Trust and PDC(s) to develop new initiatives;

- Align with Energy Trust’s 2015-2019 Strategic Plan, organizational goals and the Residential Sector 2015-2019 Strategic Plan; and
- Provide multi-year strategies that address and prioritize actions the PMC will take to achieve energy savings goals beyond 2018.

3.3 Engineering and Technical Support

The PMC will lead all residential sector measure development activities, including developing new measures, updating existing measures and conducting ongoing research and monitoring for available data that may improve Energy Trust’s savings assumptions. The PMC will lead the development of pilot and research projects, with the goal of assessing new savings opportunities and improving on existing work. The PMC’s engineering and technical support team will also be responsible for maintaining technical protocols governing installation requirements and design guidelines for applicable technologies and services. A proposed approach to technical protocols should also include a plan for project-based quality assurance, leveraging the capabilities detailed in PMC Task 3.4. [Appendix E: Cost-Effectiveness Governance, Key Assumptions and Roles](#) details examples of existing technical requirements as well as the measure development process.

Proposals should:

- Demonstrate respondent’s qualifications and capacity to implement an expected annual output of 35-45 measure approval documents, from creating new measure approval documents to providing annual updates to measure approval document inputs;
- Demonstrate respondent’s clear understanding of cost-effectiveness and related regulatory guidelines and rules applicable to Energy Trust in both Oregon and Southwest Washington;
- Propose a sales allocation methodology for water heaters moved through the wholesale distributor channel and demonstrate a clear understanding of how sales allocation percentages are applied to measure level savings;
- Propose strategies for improving the cost effectiveness of measures, notably the Total Resource Cost (TRC) test, as applied in the state of Oregon;
- Provide the names of key engineering and technical support staff, mapping personnel to Energy Trust measure development roles and responsibilities where applicable;
- Propose a strategy for encouraging energy savings installation best practices for technologies across the residential program channels;
- Include a plan for project-based quality assurance of upgrades, savings realization and customer satisfaction; and
- Illustrate how the PMC’s engineering and technical support team may utilize the automated meter data analytics tool described in PMC Task 4: Coordination.

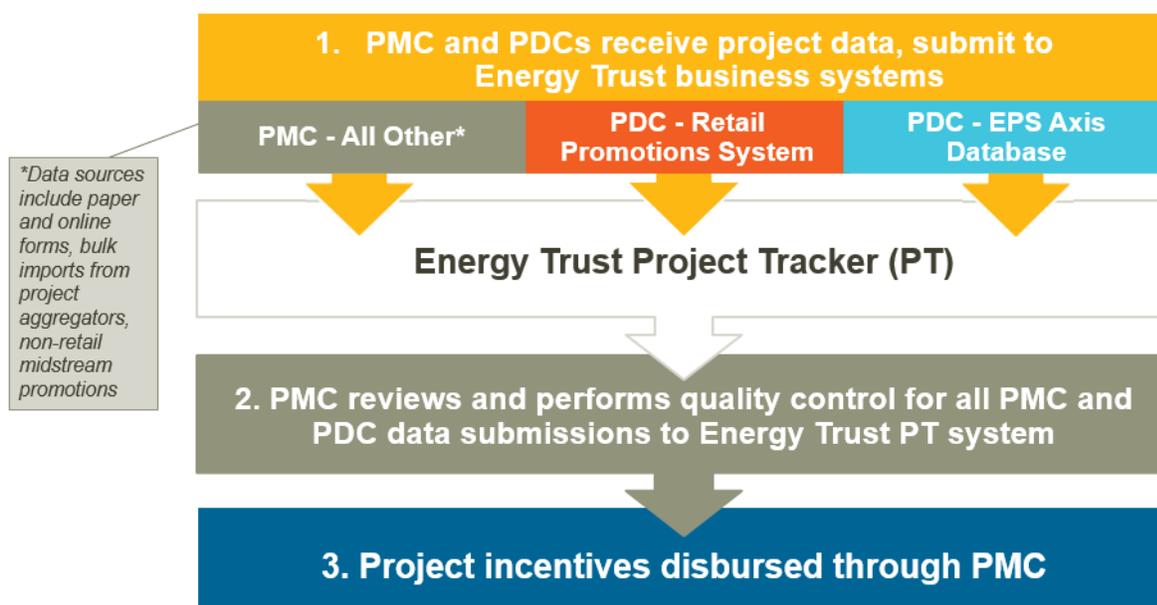
3.4 Operations and Controls

The PMC will maintain a program implementation manual documenting procedures, protocols, forms, processes and policies regarding the PMC’s delivery, program

management, quality control, customer service and compliance activities. The PMC will also deliver quarterly updates to the electronic implementation manual as changes are made or new processes are launched.

The PMC will be responsible for processing all incentive payments, including paper and online downstream customer-facing submissions, midstream promotions and bulk imports from project aggregators. The PMC will be responsible for conducting final review of projects queued to Energy Trust’s business system by PDCs. The figure below illustrates the various pathways through which projects will be submitted to Energy Trust.

Figure 2: Incentive Processing Flow Chart



Proposals should address respondent's plan and capabilities to perform tasks, including:

- Verify that incentive application forms meet program requirements and that all required project paperwork is present, complete, legible and accurate;
- Complete accurate data entry of participant information, incentive form information and payment details;
- Process payments according to Energy Trust requirements, and track and verify data;
- Coordinate with Energy Trust to complete final incentive processing payment steps;
- Mail incentive checks to the assigned name and mailing address listed on the project completion paperwork and verified to match the corresponding W-9 (if applicable) that has been collected by the PMC or PDC;
- Refer communications (email, phone calls and incentive applications) to other Energy Trust programs if they were submitted to the residential program in error;

- Collect required tax identification information for customers and contractors who could have a taxable event with the receipt of an incentive payment or prize promotion;
- Maintain and deliver sensitive data and other confidential information in a secure environment as applicable by state and federal laws and regulations;
- Ensure all forms, incentive sheets and other public documents in use are current and collect necessary data;
- Deliver electronic completed project file records to Energy Trust on request and for all projects completed, within three months of the quarter during which projects were completed; and
- Establish PMC review procedures for incentive payment authorization and approval through Energy Trust tracking systems.

The PMC is required to develop, implement and maintain a quality control plan. Respondent should include a proposed quality control and compliance plan for the program. As part of quality control and compliance, respondents should be aware that the PMC is required to comply with Energy Trust’s program quality assurance requirements. Respondent’s proposed plan need not be detailed, but should address, at a minimum, the following:

- Data, payment and project file quality control plans, clearly addressing how respondent would create, maintain, and accurately enter customer and project electronic (and hard copy, as needed) records into Energy Trust’s Customer Relationship Management and Project Tracker systems.

Samples of record-keeping procedures should be included by respondent as an appendix to the proposal, which will not count toward the page limit.

3.5 Kit Fulfillment Services

Respondents should submit a proposal to streamline current kit offerings and provide fulfillment of energy-saving products, including LED light bulbs, water conservation devices and tier 1 advanced power strips. Fulfillment services should be a singular kit strategy for the entire residential program, including Oregon and Southwest Washington customers. Proposals may also include fulfillment services for allies that support direct installation efforts. Respondents should demonstrate the capacity to provide variable fulfillment services, including:

- Made-to-order kits shipped directly to participants upon request, based on conditions identified through the kit ordering web form;
- Kits shipped in bulk to social service agencies, and
- Fulfillment of products for trade and program ally direct installation.

Energy Trust provides compensation for product fulfillment services on a per-unit basis (by measure) as part of the incentive processing protocol. Proposals should include pricing for product distribution and all corresponding fulfillment services, and describe financial controls for validating payment approval for kits.

Proposals should include reasoning for recommended kit configuration and recommended products, recognizing product quality as high priority. Upon execution of a contract, the PMC will commit to fixed pricing for the 2018 program year. Proposals should include only ENERGY STAR credentialed lighting products, water devices with flow rates below two gallons per minute, and flow rate testing that complies with ASME A112.18.1/CSA B125.1. Advanced power strips should be load-sensing with four or more controlled outlets.

Proposals should:

- Identify any subcontractors or additional vendors anticipated to provide product and/or fulfillment services;
- Detail proposed products, including manufacturer, make, model, technical specifications and pricing;
- Document the process for receiving electronic orders from Energy Trust's online form and communicating order status to Energy Trust project and savings tracking systems for recognition;
- Provide a detailed summary of each step related to the product fulfillment process, from order received to kit shipped;
- Identify potential areas of vulnerability in the product fulfillment process, and identify strategies to remedy possible customer dissatisfaction (e.g., damaged or defective products, backorder product status or delay of shipments);
- Address the various configurations of kits and ability to handle varying kit quantities and sizes;
- Estimate the total time from product order to arrival at a participant's home; and
- Identify opportunities for kit fulfillment to be an inventory resource for trade allies that support installation onsite with customers.

3.6 Marketing and Outreach

Energy Trust is interested in creative and effective marketing engagement strategies that provide innovative customer experiences and drive customer adoption of residential offers to deliver program savings. The PMC will create and deliver marketing content to Energy Trust and conduct outreach for residential target audiences including, but not limited to, single-family homeowners and renters, manufactured housing owners and renters, in-store and online retail consumers, home builders, and buyers of newly constructed and newly manufactured homes.

Marketing activities will occur through a variety of channels and could include direct mail, email, in-store collateral, advertising, media relations, trade ally co-branded advertising, Energy Trust's website, social media content, talking points for call centers and retail sales associates, retail store events, community events, trade events and other relevant platforms.

The PMC will work with Energy Trust's residential marketing manager on all program marketing activities. These activities will include, but are not limited to, review and approval of all marketing channel materials; collaboration with utilities, municipalities and stakeholders

in the development of communication or marketing for specific promotions; targeted outreach and other collaborative efforts to promote program participation.

Proposals should address the unique needs of diverse market segments that Energy Trust serves in Oregon and Southwest Washington. [Appendix I: Marketing Activities](#) provides more information on Energy Trust's marketing process.

To detail effective marketing, outreach, and implementation strategies, proposals should:

- Describe a plan to increase overall participation in Energy Trust residential offerings;
- Describe a plan to broaden participation through targeting filters inclusive of geographic, economic and demographic considerations—including approaches to gathering baseline and benchmarking customer demographic data to increase adoption of specific technologies focused on market or participant profile;
- Describe a plan to activate potential participants to make energy-efficiency home improvement decisions and take action;
- Outline delivery of a detailed annual program marketing and outreach plan;
- Describe respondent's proposed structure and internal process for delivering high-quality marketing materials for Energy Trust's review and approval;
- Provide an overview of the qualifications and experience of the respondent's marketing and outreach teams;
- Describe proposed marketing evaluation and reporting for program marketing and outreach activities, including advertising purchasing and analytics capabilities;
- Describe capabilities to ensure adherence to and consistency with Energy Trust brand and style guidelines;
- Detail respondent's past experience developing marketing strategies that reach all eligible customers across a broad service territory and ensure access and awareness of services, including use of data to target specific customer segments; and
- Provide examples of implementing and delivering marketing content in alignment with various client brand guidelines (examples can be provided in the appendix and will not count against the overall page count).

3.7 Information Technology

All customer information, projects and incentive payment requests are recorded and maintained in Energy Trust's CRM and Project Tracker systems as the systems of record. Energy Trust will require the selected PMC to either utilize Energy Trust systems directly or utilize respondent's system(s) and integrate with Energy Trust's systems.

The PMC might be permitted to use proprietary systems for certain program functions with the authorization of Energy Trust's Information Technology (IT) team and the express approval of the residential sector's contract manager. These functions may include, but are not limited to, trade ally management, analytical systems such as the program dashboard (referenced in PMC Task 2.3: Forecasting and Market Intelligence), web applications and other technologies to support efficient program delivery. To the extent that a respondent

plans to use its own IT solutions, it will be responsible for providing expertise in web services and application integration.

Respondent should propose a plan that clearly identifies which of the two system approaches it would utilize and clearly describe the systems and/or integration requirements. Respondents should propose a high-level IT implementation plan that clearly identifies specific implementation requirements, including steps respondent would take, milestones and dates, to ensure successful integration, testing and transition before December 31, 2017, to avoid any disruption in such services.

Respondent proposing not to utilize Energy Trust systems directly should also include a description of the proposed systems, specific integration needs, benefits of such a solution, and how respondent would integrate to Energy Trust's systems. Respondent proposing not to utilize Energy Trust systems directly should also include in the IT implementation plan specific work that will be the responsibility of the respondent and specific work that respondent would request of Energy Trust. Respondent should describe the individual staffing resources available to complete integration work.

The PMC will need to comply with Energy Trust IT requirements outlined in [Appendix K: IT Requirements](#). Proposals should clearly outline all expenses related to the IT implementation plan.

In addition to all of the above, proposals should:

- Share documented approach to effective IT project management;
- Provide examples of successful IT development and integration projects; and
- Include in professional references at least one person who directly worked with the respondent on a prior IT integration project.

3.8 Customer Call Center

The PMC will be responsible for managing customer communications and interactions on behalf of the residential program. Energy Trust also seeks call center and administrative support for Energy Trust's general phone line and referrals to non-residential programs or organizational departments. [Appendix J: Customer Service and Call Center](#), contains detailed information. Specific services will include:

- Inbound customer call response and transfer to relevant resources to support customer inquiries, such as questions about program offerings, incentives or other resources;
- Outbound calling for customer follow-up related to incentive processing and in response to customer inquiries;
- E-mail responses to customer inquiries received through program email queues;
- Data entry in Energy Trust's CRM system to capture customer interactions;
- Data entry into Project Tracking software;
- Reporting on key phone metrics and applicable service level agreements;

- Administrative support, such as supporting trade ally participation activities and customer collateral fulfillment or other requests by mail or email;
- Incentive processing support and backup during periods of high demand;
- Infrastructure and management to support all services;
- Bi-lingual services, specifically Spanish, Russian and Chinese;
- Provide inbound and outbound call center services for Energy Trust's Solar program, assist contractors who are interested in becoming trade allies with non-residential programs, support special initiatives and pilots as needed; and
- Record disposition data, response times, abandoned calls, call origins and other data in Energy Trust's CRM system.

Proposals should address how respondent would provide both general phone line support as well as specific residential program support.

Proposals should:

- Recommend how call center services can be offered on behalf of the residential program and for Energy Trust's general phone line;
- Define the business systems and infrastructure needed to deliver call center services;
- Summarize available call center analytics and approach to monthly reporting;
- Demonstrate and outline resiliency strategies and backup call center services in event of emergencies or inclement weather;
- Propose internal processes or systems for training, call monitoring and customer service representative (CSR) development;
- Address how the additional Energy Trust general call center services described above will be incorporated into the residential call center services;
- Demonstrate a staffing model and expertise to meet customer service expectations, including requirement to track all customer interactions in Energy Trust's CRM system through integration of internal systems or by direct use of the system;
- Include innovative strategies that help manage costs and improve customer service, such as live chat capability or other communications enhancements; and
- Train staff to possess broad knowledge of all Energy Trust offerings that serve non-residential audiences.

Task 4: Coordination with PDCs and Other Collaborators (4 pages)

The selected PMC will need to work effectively with additional program partners, including PDCs addressed in Section 5.3 as well as existing service providers. Proposals should detail strategy for effectively managing a portfolio wherein a subset of services may be delivered by external organizations under direct contract with Energy Trust. For the purpose of demonstrating an effective approach to coordination, respondents should address this section by considering the possibility that the services named may be delivered by one or more separate organizations under direct contract to Energy Trust.

Program collaborators may include a new automated meter data analytics provider⁵ (AMDA), on-bill repayment program lender, Craft3, web form development contractor, Pollinate, and online energy audit software service provider, EnergySavvy. The respondent's ability to effectively partner with independent, third-party program collaborators will be considered as formal scoring criteria.

4.1 Internal Controls

The PMC will be responsible for review and release of all project submissions queued to Energy Trust's Project Tracking incentive processing system, including submissions from PDCs. The PMC will therefore be responsible for assuring all PDC submissions and record retention requirements are compliant with Energy Trust specified internal control practices.

4.2 Program Management Functions

The PMC will be responsible for developing budgets, savings goals, and forecasting and reporting for the residential sector, including portions delivered by PDC(s) and other partners. The PMC should capture and integrate PDC activity into budgeting, reporting and forecasting duties. The PMC will also be responsible for supporting system enhancement opportunities to increase productivity, improve data reporting abilities, test and provide feedback on third-party integrations, and collect incentive processing data. The PMC will need to ensure that integration with PDC(s) and other collaborators' IT systems are considered.

4.3 Market Engagement and Field Services

The PMC will be primarily responsible for field services and ally management, and is expected to leverage knowledge from the PDC(s) to provide statewide presence for the Trade Ally Network. In addition, the PMC will be responsible for marketing and consumer outreach activities to increase the uptake of all active measures, including those brought to market by PDCs, as well as support of the EPS Whole-Home New Construction PDC that will be primarily responsible for verifier and builder engagement. The PMC will ensure that Energy Trust customer service levels and relevant policies would be met by any sub-contractors. The PMC will be responsible for the scope of activities outlined in PMC Task 3.8 and in [Appendix J: Customer Service and Call Center](#).

Respondents should detail a tactical and strategic approach to coordinate with Energy Trust's PDC(s) and program collaborators.

Respondent's proposals should:

- Describe a plan for facilitating exchange of information between the PMC and PDC(s) and demonstrate how the respondent will ensure effective communication

⁵ Energy Trust is piloting the application of an AMDA platform to support effective management and delivery of residential sector offerings. For the purpose of this RFP, AMDA platform is defined as a software-based tool capable of providing automated, continuous estimates of savings based on customer electric and gas usage data. Energy Trust's engagement of AMDA tools is new and is expected to evolve over the course of the anticipated contract term. Energy Trust staff are planning the release of a separate solicitation to competitively select an AMDA vendor to enter into a direct contracting agreement with Energy Trust.

with a broad range of actors to support the sector's savings goals and Energy Trust's commitment to customer satisfaction;

- Describe how the PMC will assure quality and compliance, including how they will work with Energy Trust to communicate core requirements to all program team members;
- Demonstrate how they will incorporate feedback or leverage expertise from PDCs regarding engineering and technical expertise;
- Describe how they will incorporate feedback or requests from PDCs on the prioritization of IT activities;
- Address how they would work with PDCs to deliver a unified and streamlined customer experience encompassing coordination between internal incentive processing and call center teams;
- Illustrate how the PMC will work with PDC(s) to prioritize marketing and outreach activities, and how the PMC might support the business relationships cultivated by PDC(s) through value-added services such as providing cooperative marketing support and business development funds to allies, and
- Describe how the PMC will leverage specialized capabilities or insights an independent PDC or program collaborator may provide, including collaborating to make use of the AMDA capabilities described above.

5.3 Program Delivery Contract Services

Option 2a: Retail Midstream Promotions PDC (15 Pages)

Energy Trust seeks a PDC to develop and administer promotional agreements between retailers and manufacturers that leverage incentive investments to support qualified product sales within the retail channel. The PDC will be accountable for securing agreements to drive products among a variety of retailer types involved in promotions, establishing appropriate incentive levels, achieving savings goals and managing incentive budgets associated with retail promotions. Energy Trust currently administers a midstream retail lighting and showerhead offering, and expects a limited launch of midstream domestic water heater promotions to launch in Q2 2017. Energy Trust works in coordination with, but independent of, BPA's regional Simple Steps, Smart Savings program.

As detailed in Section 2, considerable uncertainty exists as to the future scope of Energy Trust's engagement of the retail lighting market. Where appropriate, the respondent should provide multiple scenarios and pricing structures scaled to the high and low range of expected savings from retail lighting promotions.

Task 1: Transition

The PDC is expected to manage and support the transition from current retail engagement strategies to the selected approach. Energy Trust expects the PDC to lead this transition with minimal disruption to customer availability of qualified products in retail locations. The proposal should identify the cost and necessary activities associated with the transition of

program delivery to begin on January 1, 2018. Transition schedules should consider a start date of August 1, 2017.

Transition work might include, but is not limited to the following activities. Proposal should address how the respondent will:

- Participate in program orientation sessions and Energy Trust orientation trainings;
- Work with Energy Trust and the current PMC to transition strategic program relationships;
- Execute a transition staffing plan to ensure adequate ramp-up time and training for staff;
- Set up and testing integrations between the PDC's IT systems and Energy Trust systems;
- Work with Energy Trust to finalize energy savings goals and develop the 2018 and 2019 budgets and 2018 contract scope of work;
- Establish monthly invoicing and reporting templates and forecasting procedures; and
- Define collaboration protocols for working with the residential program PMC.

Proposals should include an operational plan and schedule that outlines transition from current program approach to the new approach.

Task 2: Delivery

The PDC will be responsible for administering retail midstream promotions. As such, the PDC is expected to cultivate business relationships with manufacturers, product distributors and retailers, support the administration of incentive payments, maintain a directory of active promotions, and contribute expertise and insight to Energy Trust's market analysis of the retail channel. The current midstream promotion structure is described in [Appendix L: Midstream Promotion Details](#).

2.1 Retail Promotions Delivery

The PDC will facilitate promotional agreements between retailers and manufacturers on behalf of Energy Trust and leverage incentives to influence sales of qualifying products. Respondent should include their proposed structure and plan for developing promotions for qualified lighting, showerheads and water heaters. Respondent may provide examples of additional PDC activities that will support the success of midstream promotions.

Proposals should include:

- Qualifications that contribute to Energy Trust's ongoing analysis of the retail channel, in particular the retail lighting market, and respondent's prior experience managing retail promotions;
- Previous experience and demonstrated ability to cultivate and maintain positive working relationships with retailers/manufacturers that offer lighting, showerheads, water heater and/or other products in a similar supply channel;
- An outline of the promotional structure for each product category, the flow of incentives, participation requirements for retailers and manufacturers, and required data points obtained from promotion partners;

- Demonstrated ability to maintain promotions across a range of retailer types such as DIY (e.g., The Home Depot or Lowe’s), membership clubs, discount retailers, mass market retailers (e.g., supermarket, drug stores), independent hardware stores and others;
- Ability to scale operations up or down based on market events; and
- Additional examples of PDC activities that will support the successful delivery of midstream promotions.

2.2 Forecasting and Market Intelligence

The PDC will establish savings and budget expenditures to support the residential program’s budgeting and forecasting activities. The PDC will be accountable for achieving savings and incentive goals developed together with Energy Trust. In addition, the PDC will need to utilize the [Retail Sales Allocation Tool](#) (RSAT) to distribute costs and savings among multiple utilities within a given store’s catchment area. [Appendix F](#) details prior and expected performance for lighting and showerheads, as well as other active retail products measures.

Proposals should:

- Provide an estimated measure buildup detailing savings targets, associated program delivery and incentive costs for 2018 and 2019 for each relevant measure detailed in [Appendix D: PDC Pricing and Savings Template](#), specific to each utility service territory. (If the respondent believes additional measures are appropriate for retail midstream promotions, they should ensure that they are already part of the active measure directory in [Appendix F](#) for 2018. However, additional measures not currently active will be considered for 2019; and
- Demonstrate respondent’s capabilities to utilize outputs from the RSAT to distribute costs and savings among multiple utilities within a given store’s catchment area. Respondents may propose changes or enhancements to the design of retail midstream promotions described in [Appendix L](#) that use the RSAT.

2.3 Market Engagement and Field Services

The PDC will promote a statewide presence and include promotions designed to encourage broad participation throughout Energy Trust territory. The PDC is expected to leverage regional residential program staff to perform any necessary field-based retail needs. The PDC will provide feedback and support to the PMC, but will not be directly responsible for delivering general marketing, field support, product fulfillment service, or measure development activities.

Proposals should:

- Provide a plan of engagement that crosses all classes of retailers and emphasizes small hardware stores and similar opportunities in rural markets as well as strategies to overcome traditional barriers to participation;

- Demonstrate ability to work with large retailers and maintain engagement, including the value propositions to keep retailers involved over time; and
- Identify how PMC regional Field staff in local and regional markets can support retail sales and in-store field activities to achieve overall PDC savings goals.

Task 3: Information Technology Services

All customer information, projects and incentive payment requests are recorded and maintained in Energy Trust's CRM and Project Tracker systems as the systems of record. Energy Trust will require the selected PDC to either utilize Energy Trust systems directly or utilize the PDC's system(s) and integrate with Energy Trust's systems.

The PDC might be permitted to use proprietary systems for certain program functions with the authorization of Energy Trust's IT team and the express approval of the residential sector's contract manager. These functions might include business systems to parse raw sales data and structure incentive payment requests, web applications and other technologies to support efficient program delivery. To the extent that a respondent plans to use its own IT solutions, it will be responsible for providing expertise in web services and application integration.

Respondent should propose a plan that clearly identifies which of the two system approaches it would utilize and should clearly describe the systems and/or integration requirements. Respondent should propose a high-level IT implementation plan that clearly identifies specific implementation requirements, including steps respondent would take, milestones and milestone dates to ensure successful integration and transition before December 31, 2017, to avoid any disruption.

Respondent proposing not to utilize Energy Trust systems directly should also include a description of the proposed systems, specific integration needs, benefits of such a solution, and how respondent would integrate to Energy Trust's systems. Furthermore, the respondent should also include in the IT implementation plan specific work that will be the responsibility of the respondent and specific work that respondent would request of Energy Trust. Respondent should describe the individual staff resources available to complete integration work. The PDC will need to comply with Energy Trust IT requirements outlined in [Appendix K: IT Requirements](#).

Proposals should also include:

- A description of respondent's designated payment system and all costs associated with system implementation;
- A description of the tools and methodology that respondent would use to import project data from promotion partners and how the respondent would submit required information to Energy Trust's systems of record;
- Data integration capabilities and the respondent's approach to establishing and managing system integrations; and
- Examples of additional PDC activities that require IT support and/or integration.

Task 4: Coordination

The PDC will need to work effectively with additional program partners, including the PMC. Proposals should detail a collaboration strategy for effectively engaging with the PMC and coordinating with internal and external partners.

4.1 Collaboration with the PMC

The PDC will work with the PMC to support budgeting, forecasting, reporting, marketing, field services and other PMC functions as described in Section 5.2. The PDC relationship with the PMC is essential to effective representation of Energy Trust and achievement of energy savings goals. The PMC will be responsible for providing in-store field services, will maintain all customer-facing downstream incentive offers, including downstream offers available in retail stores and will collaborate with the PDC to support successful retail promotions. For the purpose of demonstrating ability to collaborate with external organizations, respondents should address how they plan to coordinate with the PMC.

Proposals should:

- Define a strategy for how the PDC will provide guidance to the PMC to leverage and ensure savings goals are met by both the PMC and PDC;
- Demonstrate previous examples of combined program delivery activities across multiple organizations on marketing campaigns, field activities, incentive processing, and other necessary delivery functions; and
- Provide examples of additional PMC collaboration opportunities/activities that will support the success of the retail market.

4.2 Incentive Processing, Forecasting and Reporting

Figure 2: Incentive Processing Flow Chart outlines coordination points between the PMC and PDC within the incentive payment and project recognition workflow. The Retail Midstream Promotions PDC will submit projects to Energy Trust's Project Tracker system to be reviewed by PMC staff for compliance with internal controls policies detailed in PMC Task 3.4. Upon completion of review, PMC staff will either release submitted projects for payment or re-route the project to the PDC to correct any deficiencies.

In addition to payment processing, the PDC will support the PMC in reporting progress updates and providing savings and incentive forecasts.

Proposals should:

- Propose a framework for sharing information and reporting retail promotions progress with PMC, Energy Trust, and other stakeholders;
- Demonstrate an approach to coordinate with the PMC to submit project information for incentive payment and achieve Energy Trust internal control protocols; and
- Provide a strategy for integrating budgeting and forecasting activities to support the PMC's portfolio management activities.

Option 2b: EPS Whole-Home New Construction PDC (15 Pages)

The EPS Whole-Home New Construction offering engages trade ally builders, subcontractors and verifiers to increase the volume of energy-efficient homes that exceed code through construction of EPS-rated homes. EPS, an energy performance score for newly constructed homes, is designed to motivate builders to adopt efficient building approaches and new technologies. Through EPS, the New Homes program promotes identifiable best practices and rewards incremental efficiency efforts.

EPS translates energy modeling results into an easily understandable score with additional metrics, including estimated energy consumption, carbon footprint and energy costs. EPS offers a convenient way to compare newly built homes based on these factors. EPS supports and validates energy efficiency and certification claims that are made by builders in the program and is an educational and promotional tool for the new construction market.

Task 1: Transition

The PDC is expected to manage and support the transition from the current PMC to the selected PDC. Energy Trust expects the PDC to lead this transition with minimal disruption to builders and verifiers. Proposals should identify the cost and necessary activities associated with the transition of program delivery to begin on January 1, 2018. Transition schedules should consider a start date of August 1, 2017.

Transition work might include, but is not limited to the following activities. Proposal should address how the respondent will:

- Participate in program orientation sessions and Energy Trust orientation trainings;
- Work with Energy Trust and the current PMC to transition strategic program relationships;
- Execute a transition staffing plan to ensure adequate ramp-up time and training for staff;
- Set up and testing integrations between the respondent's IT systems, Axis, and Energy Trust systems;
- Work with Energy Trust to finalize energy savings goals and develop the 2018 and 2019 budgets and 2018 contract scope of work;
- Establish monthly invoicing and reporting templates and forecasting procedures, and
- Define collaboration protocols for working with the residential program PMC.

Proposals should include an operational plan and schedule that outlines transition from current program approach to the new approach.

Task 2: Delivery

The selected PDC will be responsible for the delivery of EPS Whole-Home New Construction projects in Oregon and Southwest Washington. The PDC will work with verifiers to submit projects into the project management database, Axis, which is provided under direct contract to Energy Trust by software provider Pivotal Energy Solutions. Energy savings will be calculated using the energy modeling software REM/Rate, which includes factors such as home size, climate zone, shell measures, orientation, ventilation, and

heating and cooling to compare a planned new construction site to a home of the same size and location built to Oregon or Washington energy code minimum. Energy Trust claims savings based on the difference between the code-built home (known as code reference home) and the home built to exceed code.

Upon request, Energy Trust will schedule a live demonstration of program workflows to assist respondents in developing a proposal for EPS Whole-Home New Construction. Energy Trust expects to continue the EPS design in its present form, but welcomes suggestions for improvements or new concepts.

2.1 Program Delivery

The PDC will be responsible for verifier recruiting and management, builder support, technical support and training, market intelligence, quality assurance, forecasting the project pipeline, budgeting, and providing savings estimates. The PDC will not be responsible for marketing, measure development, incentive processing and other tasks identified under Section 5.2. The PDC will collaborate with the PMC on tasks identified in PMC Task 4: Coordination.

Respondent's plan and pricing proposals for delivery of EPS Whole-Home New Construction should include:

- Capacity and demonstrated ability to perform quality control reviews for up to 4,000 project submissions per year to the Axis database;
- Demonstrated experience and technical understanding of REM/Rate modeling software and proposed strategy to improve the project quality assurance process overtime; and
- Respondent's experience and qualifications in building science with a focus on new construction technical expertise, highlighting current or proposed relationships with stakeholders in the construction community that will improve the effectiveness of the new construction program.

Respondents may provide examples of additional PDC activities that will support the success of the new construction market, such as how the respondent may leverage the capabilities of AMDA, tools or resources to increase project volume, quality of submissions and timeliness of processing.

2.2 Forecasting and Market Intelligence

The PDC will provide estimates of production levels, savings and expenditures to support the residential program's incentive processing, reporting, budgeting and forecasting activities. The PDC will be responsible for savings and goals associated with delivery of EPS Whole-Home New Construction. Forecasted EPS homes are segmented by the level of performance above code.

Proposals should:

- Illustrate a high level of understanding of the new construction markets in Oregon and Washington, including knowledge of energy codes, construction techniques, technology trends, housing forecasts and how influences in the market can impact forecasts and future program design;
- Provide a strategy for supporting budgeting and forecasting activities, including an estimated measure buildup detailing future savings and incentive costs for 2018 and 2019 specific to each utility service territory, which includes gas market transformation savings; and
- Propose a strategy for creating a project pipeline tool and other resources needed to improve program forecasting.

2.3 Market Engagement and Field Services

The PDC will work with builders and verifiers to support the continuation and advancement of EPS in new residential construction. The PDC will provide support to engage verifiers throughout Energy Trust territory in Oregon and Southwest Washington. The PDC is expected to leverage regional residential program staff to perform field-based needs, if deemed more cost-effective. The PDC will provide feedback and support to the PMC, but will not be directly responsible for delivering general marketing or measure development activities.

Proposals should:

- Propose a strategy that drives Energy Trust participation across all utility territories with a focus on rural and under-participating markets, plus innovative tactics to support participation;
- Propose a plan of engagement that crosses all builder types (production, custom, owner/builder) and provide strategies to overcome traditional barriers to participation;
- Create a strategy that provides high levels of technical, training and field support to verifiers and builders; and
- Identify how PMC field staff in local and regional markets can support verifier and builder engagement. This is an opportunity for the PDC to propose strategies to leverage the relationships cultivated by PMC regional field staff and provide training resources and feedback to achieve a comprehensive outreach and engagement strategy.

Task 3: IT Services

All customer information, projects and incentive payment requests are currently recorded and maintained in Energy Trust's CRM and Project Tracker systems as the systems of record. Energy Trust will require the selected EPS Whole-Home New Construction PDC to utilize the Axis system to review project submissions. Figure 2: Incentive Processing Flow Chart outlines coordination between the PMC and PDC within the incentive payment and project recognition workflow. The EPS Whole-Home New Construction PDC will submit projects to Energy Trust's Project Tracker system via the Axis database. PDC workflows should occur inside the Axis system, which is integrated with Energy Trust's CRM and Project Tracker systems. Proposals should:

- Propose a strategy for project review and submissions that will include details on workflow from Project Tracker that originate from the Axis database for compliance with internal controls policies (detailed in PMC Task 3.4: Operations and Controls);
- Provide support and suggestions for Axis platform enhancements; and
- Provide examples of additional PDC activities that require IT support and/or integration.

Energy Trust will sponsor Axis user licenses for PDC staff and provide the appropriate credentials for each user's role. The PDC will not incur any licensing fees to utilize the Axis system. The PDC may provide input to Energy Trust on recommended platform enhancements to the Axis environment and will be encouraged to view Axis as the principal workflow and quality management tool.

The PDC will be expected to comply with the relevant portions of Energy Trust IT requirements outlined in [Appendix K](#). It is anticipated the PDC will receive training and user authorizations for Energy Trust business systems for the purpose of improving insight into the PMC's workflow and enhancing collaboration between the PDC and PMC.

Task 4: Coordination

4.1 Collaboration with the PMC

The PDC will work with the PMC to support budgeting, forecasting, field services, reporting, marketing and other PMC functions. For the purpose of demonstrating ability to collaborate with external organizations, respondents should address this request by demonstrating how they intend to coordinate with the PMC in the event the PMC is a separate, independent organization.

Proposals should:

- Demonstrate capacity to coordinate with the PMC to provide additional technical support to new verifiers and/or regions in Energy Trust's service territory that have a history of lower participation;
- Provide examples of additional PMC collaboration opportunities/activities that will support efficient new construction;
- Illustrate communication methods and ability to collaborate on program delivery with external organizations;
- Demonstrate ability to coordinate with PMC on applicability of stand-alone offerings and identify when they are best suited for the customer; and
- Provide examples of successful past experiences in which the respondent has collaborated with other organizations to deliver a coordinated budget, and detail what strategies will be deemed useful for coordination with PMC.

Respondents may provide examples of additional PMC collaboration opportunities/activities that will support the success of the energy-efficient new construction market.

4.2 Incentive Processing and Reporting

Figure 2: Incentive Processing Flow Chart outlines coordination points between the PMC and PDC within the incentive payment and project recognition workflow. The EPS Whole-Home New Construction PDC will review, approve and deliver projects to PMC; the PMC is responsible for entering projects into Energy Trust's Project Tracker system, and for complying with internal controls policies detailed in PMC Task 3.4. Upon completion of review, PMC staff will either release submitted projects for payment or re-route the project to the PDC to correct any deficiencies. In addition to payment processing, the PDC will support the PMC in reporting progress updates and providing savings and incentive forecasts.

Proposals should:

- Propose a framework for information sharing and reporting EPS project status and progress with PMC, Energy Trust and other stakeholders;
- Demonstrate an approach to coordinate with the PMC to submit project information for incentive payment and support PMC to achieve Energy Trust internal control protocols;
- Provide a strategy for integrating budgeting and forecasting activities to support the PMC's portfolio management activities; and
- Propose a framework for information sharing and reporting.

5.4 Price Proposal (4 pages)

Energy Trust currently budgets annually and tracks expenses and energy savings by Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas and Avista utility service territories in Oregon, as well as NW Natural service territory in Washington.

Both PMC and PDC respondents should complete the pricing and savings proposal templates provided. Further details are provided below concerning the guidelines depending on the type of respondent. The pricing and savings proposals should include the following:

- **Program Delivery Price Proposal.** This price proposal should include all costs associated with implementation of the overall program, including staff time and other direct costs that may be required to fulfill all the task obligations.
- **Program Savings and Incentive Price Proposal.** The savings and incentive portion of the price proposal should directly correspond to the overall savings that the respondent anticipates for 2018 and 2019. Respondents should reference [Appendix E](#) to adequately complete this workbook. Historic, current and future measure details are available in [Appendix F](#).

5.4.1. PMC Delivery Price Proposal

PMC respondents should submit a price proposal for their services following [Appendix D: PMC Savings and Pricing Template](#). The PMC is required to incorporate four overarching tasks: 1) transition, 2) management, 3) delivery and 4) coordination. Where subtasks have not been specified, the respondent is encouraged to add relevant subtasks. If a respondent is bidding on both PMC and PDC services, then the respondent should create independent,

stand-alone PMC and PDC cost estimates for the PMC services as well as PDC services. If a respondent is bidding on only PMC services, then the respondent should provide best estimates and document assumptions for what it might cost a PDC to deliver both Option 2a and Option 2b. This allows the respondent to illustrate how the respondent would approach the portfolio balancing and management required of the selected PMC.

PDC and PMC worksheets should clearly delineate how each respective price proposal would be structured in the event only a subset of services are awarded. If a respondent believes efficiencies and cost savings may be achieved through contracting multiple PMC and PDC services with a single entity, the respondent may address these additional benefits in the narrative section of the response. [Appendix D: PMC Savings and Pricing Template](#) should be completed as stand-alone, independent bid(s) for each PMC or PDC service.

Respondents should assume:

- PMC Task 1: Transition is expected to start August 1, 2017;
- All other tasks will start January 1, 2018 and end December 31, 2019;
- Other direct costs should be priced according to associated subtasks;
- PMCs are expected to coordinate with PDCs and should identify associated PDC coordination costs in the delivery budget (identified as a subtask within the worksheet);
- Expenses should be transparent and the total weighted average hourly rate for all staff and subcontractor staff should be easily identifiable; and
- All expenses, including those associated with innovations, should be incorporated into the price proposal.

5.4.2. PMC Savings and Incentive Price Proposal

PMC respondents should complete a savings and incentive price proposal. The savings and incentive price proposal should be developed by referencing [Appendix E](#), [Appendix F](#) and [Appendix G](#) and use reportable savings values. These appendices provide historic and current measures and associated savings as well as Energy Trust's estimate of future energy savings for the residential program. PMC respondents should include forecasted incentive and delivery costs as well as savings for both Retail Midstream Promotions PDC and EPS Whole-Home New Construction PDC activities as part of the measure buildup. If a respondent is bidding on only PMC services, then the respondent should provide best estimates and document assumptions for savings and incentive expectations of the PDC scope(s). The total sum of expected savings and incentive costs identified in the measure buildup should be captured as consolidated, fuel-specific metrics in the summary tab of [Appendix D: PMC Savings and Pricing Template](#).

Respondents should assume:

- There will be no savings or incentives attributed to transition activities in 2017;
- For Oregon, savings and incentives for 2018 should be limited to measures that are currently approved;

- For Washington, respondents are encouraged to consider new gas measures for and approaches for multifamily to increase savings for 2018 and 2019. Potential multifamily measures for SW Washington are in [Appendix F](#);
- Projections for 2019 may include anticipated new measures;
- Gas market transformation have been pre-populated in [Appendix D: PMC Savings and Pricing Template](#);
- Gas furnace savings will decline by 90 percent in Avista territory due to the sunset of market-rate furnace incentives in early 2018, and have been pre-populated; and
- Low and high case lighting savings have been pre-populated.

5.4.3. PDC Delivery Price Proposal

PDC respondents are required to follow [Appendix D: PDC Pricing and Savings Template](#). Each PDC option is required to be priced separately. For example, if you are a PDC interested in both of the two options, price each option separately in the event only one PDC option is awarded.

Respondents bidding on Option 2a: Midstream Retail Promotions should include:

- PDC transition tasks during the latter part of 2017; and
- Pricing for all major tasks and activities for both 2018 and 2019 in Oregon and Southwest Washington.

Respondents bidding on Option 2b: EPS Whole-Home New Construction should include:

- PDC transition tasks during the latter part of 2017; and
- Pricing for all major tasks and activities for both 2018 and 2019 in Oregon and Southwest Washington.

5.4.4. PDC Savings and Incentive Price Proposal

The PDC respondent should complete a savings and incentive price proposal for either Option 2a: Retail Midstream Promotion, Option 2b: EPS Whole-Home New Construction or both. As stated earlier, respondents should reference [Appendix E](#), [Appendix F](#) and [Appendix G](#) and use reportable savings values to develop a comprehensive estimate of future energy savings.

Respondents should assume:

- There will be no savings or incentives attributed to transition activities in 2017;
- High and low lighting scenarios are the future lighting savings potential for 2018 and 2019;
- Savings and incentives for 2018 should be limited to measures that are currently approved, and
- Projections for 2019 may include anticipated new measures.

5.5 Qualifications (6 pages)

5.5.1. Project Team Qualifications and Experience

Proposals should describe respondent's experience in successfully developing and implementing comparable residential energy-efficiency programs and how the respondent is capable of effectively meeting the goals of Energy Trust's residential program. Proposals should include a description of the respondent's team (including subcontractors), including relevant experience, tenure and geographic locations of respondent's designated lead program manager and other key personnel. Respondent may include resumes of key personnel as appendices. Resumes should highlight experience relevant to this RFP and each resume should not exceed one page in length. Resumes do not count toward the overall page count.

If a respondent's team includes subcontractors to develop and/or implement components of PMC services and/or PDC services, then the proposal should describe the assurance of such support and the experience of subcontractors in designing, developing and implementing similar programs. Proposals should include a letter of commitment to the proposed team by each subcontractor or consultant. Letters of commitment should be appended, and will not count toward the section or overall page count. If a respondent is not currently located in Oregon, respondent should include a staffing plan for how the respondent would build and deliver services in Oregon, including timing.

Proposals should describe how the respondent's project team and personnel functions would be integrated to actively manage all tasks and responsibilities identified in Sections 5.2 and 5.3. Respondents bidding on both PMC and PDC services should treat each section independently, stating how the project team would be structured in the event Energy Trust awards the respondent only a subset of services. Respondents bidding on multiple contracts are welcome to provide additional detail outlining efficiencies or benefits that may occur if Energy Trust were to select respondent to provide a combination of PMC and PDC services.

Proposals should describe respondent's qualifications for and experience in collecting market, customer and participant demographic data, and developing baseline and benchmarking data to support reaching a diverse market of customers. Specifically, respondents should describe how they have effectively collected demographic data and leveraged that data to develop strategies serving key segments.

5.5.2. References

Proposals should identify, in one page or less, any relevant existing programs respondent has developed and/or operated. Proposals should include a minimum of three references, including name, title, address, telephone number and email, for parties knowledgeable about respondent's company generally. Energy Trust encourages respondents to provide an IT reference to illustrate their capabilities in integration and adoption of IT systems.

5.5.3. Required Licenses and Certifications

In no more than one page, proposals should disclose whether any of the work proposed would require any state or federal approved license or professional certification and/or any third-party license or professional certification.

If respondent or any of its team members do not have the required licenses or professional certifications, respondent should specify plans for obtaining any necessary licenses and professional certifications or explain why such licenses or professional certifications would not be needed.

Potential license or professional certification requirements include, but are not limited to licenses or certifications from:

- Oregon Construction Contractors Board;
- Oregon Board of Architect Examiners;
- Oregon State Board of Examiners for Engineering and Land Surveying;
- Oregon Building Codes Division;
- Oregon Department of Education;
- Department of Consumer and Business Services; and/or
- Washington State Department of Labor and Industries.

5.6 Administrative (5 pages, excluding appended items)

5.6.1. Conflict of Interest Disclosure

In one page or less, respondent should disclose any direct or indirect, actual or potential conflicts of interest respondent or proposed subcontractors has or would have with Energy Trust. A direct or indirect conflict of interest is any situation in which an individual, or a member of their family or close business or personal acquaintance, is employed by Energy Trust or the OPUC, or may be reasonably construed to have a direct or indirect personal or financial interest in any business affairs of Energy Trust, whether because of a proposed contract or transaction to which Energy Trust may be a party or may be interested or is under consideration, or whether such conflict is purely conceptual, because of similarity of business interests or affairs. If no such conflict exists, then the proposal should explicitly so state. The determination of whether a conflict of interest exists is left to Energy Trust at its sole discretion.

5.6.2. Insurance

Proposals should include all insurance information in two pages or fewer. Energy Trust requires all PMCs to maintain workers compensation insurance, adequate commercial general liability insurance coverage (including contractual liability and products and completed operations coverage), automobile liability insurance, errors and omissions/professional liability insurance, cyber liability insurance, pollution liability/hazardous substances insurance and any other statutory insurance coverage required. PMC's professional liability with errors and omissions coverage needs to specifically cover the professional services performed for Energy Trust.

Proposals should include a complete description of respondent's insurance coverage for performing program work, including but not limited to:

- Whether such coverage is on a comprehensive or commercial form;
- Whether such coverage is on a claims made or occurrence basis;
- All endorsements excluding coverage of any nature, if any; and
- All limits, including aggregate limits and the current remaining coverage amounts under those limits.

5.6.3. Financial Package

Proposals should include a financial statement package that is no more than two pages (excluding appended items) including, at minimum:

- A plan for financing the program, such as sources of working capital and payment plans for subcontractor reimbursement;
- Details of the risk management instruments and strategies that respondent employs for operating programs of this scope;
- A signed copy of the most recently completed full-year financial statement reviewed or audited by an outside independent accounting firm, including balance sheet, income statement and cash flow statement. (Provide a complete copy of the independent auditor or accountant's report, including footnotes, along with contact information and authorization to contact. Also provide a copy of any management letter or recommendations issued by the independent firm, which may be appended);
- A copy of the most recently completed interim or unaudited financials, noted as such (may be appended);
- Include the same information required by this section for any subcontractors that will play a significant role in program implementation and handling of program funds (if applicable);
- If the plan for financing the program includes external sources of funds, such as a bank line of credit, provide copies of in-force agreements;
- Three credit references;
- Bank reference information and authorization for Energy Trust or its representatives to contact regarding verification of financial information;
- List Tax Identification Number (this information, plus an authorization for a financial credit check, will be required for finalists);
- List of all legal or administrative proceedings pending and concluded for the respondent within the last five years that relate to procurement or performance of any public or private contracts;
- Statement about whether the respondent or predecessors or any principal of the firm has been insolvent or declared bankruptcy within the past five years; and
- D-U-N-S® Number from Dun & Bradstreet, if available.

5.7 Diversity, Equity and Inclusion (2 pages)

Energy Trust strives to create a culturally attentive organization with diverse employees and contractors who contribute a range of perspectives, experiences, skills and ideas. Energy Trust staff believe differences make the organization stronger and spark creativity and innovation. Energy Trust is interested in engaging an increasingly diverse population of customers, contractors, employees and beneficiaries of the services provided. Review the [Diversity Initiative](#) fact sheet for more details.

Energy Trust is interested in information on how the respondent would engage a diverse set of customers in providing the services sought by this RFP. In responding to previous sections of the RFP, respondents are asked to address how they will engage all eligible customers through delivery approaches including bilingual call center services, marketing and outreach strategies, trade and program allies, and capability in the collection of demographic data on participants.

Additionally, Energy Trust is interested in respondents' organizational experience with diversity, equity and inclusion initiatives or experience as a contractor complying and meeting goals of diversity, equity and inclusion initiatives. Energy Trust anticipates further development of its diversity initiative over this contract period and is interested in understanding respondents' experience that Energy Trust can leverage.

Proposals should describe respondent's experiences developing and executing diversity, equity and inclusion initiatives and/or policies within its own organization or complying with diversity, equity and inclusion initiatives of other organizations, including, but not limited to, the following:

- A description of any specific activities or projects worked on during the last 36 months demonstrating ways in which respondent promoted diversity, equity and inclusion in its own organization;
- State or federal certifications, awards or recognition for respondent's organizational policies and practices relating to diversity, equity and inclusion; and
- Past compliance or ability to track on the diversity of subcontractors.

6. Proposal Submittal Process

6.1 Schedule

Posting of Request for Proposals	March 24, 2017
Introduction to Energy Trust informational session (Pre-Solicitation Webinar)	March 30, 10 a.m.
Deadline to submit written questions and requests for information	March 31, 5:00 p.m.
Posting of responses to submitted questions	April 6, 5:00 p.m.
Question and Answer Webinar	April 7, 10:00 a.m.
Intent to Respond	April 7, 5:00 p.m.
Proposal Submission Deadline	May 8, 5:00 p.m.
Invitations for interviews issued to finalists	May 22, 2017
Interviews conducted	May 24 – June 9, 2017
Selection and notification to respondents	June 26, 2017
Board meeting to request authorization for contracting with selected respondent	July 26, 2017

All times listed are Pacific Daylight Time (PDT).

6.2 Intent to Respond

Energy Trust will only accept proposals from parties who have submitted an Intent to Respond form ([Appendix C](#)) no later than the date and time shown in the schedule above. Form should be delivered via email to Kate Hawley at kate.hawley@energytrust.org.

Email should include in the subject line the option(s) on which the respondent is bidding, as well as a reference to this RFP (i.e., "Intent to Respond - Option 1: Residential RFP).

Confirmation of receipt will be sent via reply email within one business day.

6.3 Questions and Requests for Additional Information

Any questions and/or requests for clarification or additional information regarding this RFP should be submitted via email and received by Energy Trust by the date and time listed in the schedule to Kate Hawley at kate.hawley@energytrust.org.

These emails should include a subject line "Request for Clarification—Residential RFP" Questions submitted by email and received prior to the stated deadline will be answered on Energy Trust's website by the date shown in the schedule. Energy Trust staff is not available

for verbal conversations with individual bidders and will not respond to additional requests for information after the date listed in the schedule.

Confirmation of receipt will be sent via reply email within one business day.

6.4 Energy Trust Webinars: Pre-Solicitation, Question and Answer

Energy Trust invites potential bidders to participate in two webinars, a Pre-Solicitation Webinar and a Question and Answer Webinar.

The Pre-Solicitation Webinar will provide an overview of the origins of Energy Trust, a brief introduction to the residential offerings and dialog around the RFP structure and guidelines. There will be time for questions and discussion following the presentation. The Question and Answer Webinar will be an open forum for respondents to ask questions of Energy Trust.

Register with GoToWebinar by using the active links below:

- [Pre-Solicitation Webinar](#). March 30 at 10 a.m. PDT
- [Question and Answer Webinar](#). April 7 at 10 a.m. PDT

Contact Kate Hawley at kate.hawley@energytrust.org if you are having trouble registering. All attendees will be expected to identify themselves.

6.5 Proposal Submittal and Method of Delivery

All proposals should be clear, complete and concise. Pages should be numbered, sections should be clearly titled and fonts should be no smaller than 11-point. Energy Trust requests that proposals are printed double-sided on 8.5-inch by 11-inch recycled paper and packaged without spiral bindings or non-recyclable binders/folders.

Respondents should submit eight (8) hard copies and one electronic copy of the complete proposal. The electronic copy can be submitted as a PDF or secure Word file. For proper consideration, one submitted hard copy must contain original signatures on the cover and signature page ([Appendix B](#)). Respondents may deliver their proposal to Energy Trust by hand, U.S. mail or courier service to its agent at the address listed below. Faxed submittals will not be accepted. Electronic copy should be emailed to Kate Hawley at kate.hawley@energytrust.org.

Energy Trust will accept proposals no later than the date and time indicated in the **Schedule**. Energy Trust will not be obligated to consider information received after this deadline. Submit proposals to:

Kate Hawley, Contractor
Energy Trust of Oregon
421 SW Oak St, Suite 300
Portland, OR 97204

Confirmation of receipt will be sent via reply email within one business day.

6.6 Withdrawal and Modification of Proposals

Respondents may withdraw their proposal and submit a revised proposal prior to the response deadline. After the response deadline, Energy Trust will not accept respondent-initiated changes unless Energy Trust, in its sole discretion, makes a determination otherwise. Respondents may withdraw their proposal from consideration at any time.

6.7 Revisions to RFP

If it becomes necessary to revise any part of this RFP, Energy Trust will issue an addendum and provide the addendum to all parties who submitted an **Intent to Respond**. Potential respondents should contact Energy Trust if any inconsistencies or ambiguities are found in the RFP. Clarification given by Energy Trust may become an addendum to the RFP.

6.8 Validity and Deadlines

Proposals should specify the date through which the proposal is valid. At a minimum, proposals should be valid for 180 days from the proposal receipt deadline.

7. Proposal Evaluation Process and Criteria

This section explains how Energy Trust will evaluate proposals. It describes the evaluation stages and scoring criteria for proposals.

7.1 Proposal Selection Criteria

Proposal selection will be the sole responsibility of Energy Trust. A team of reviewers consisting of Energy Trust staff and energy experts from external organizations will evaluate the proposals. All external reviewers sign confidentiality agreements related to their review. Proposals may be eliminated from consideration at Energy Trust's sole discretion for any reason including, but not limited to:

- The respondent did not return an **Intent to Respond** form;
- The proposal is substantially incomplete or exceeds page limits;
- The proposal is not responsive to the objectives and requirements of this RFP;
- The respondent firm or team has not demonstrated financial stability;
- The proposal is inconsistent with Energy Trust policies or requirements;
- The proposal does not meet financial criteria; and/or
- Energy Trust determines that a conflict of interest exists.

7.2 Proposal Evaluation and Notification for Interview

Energy Trust will review the proposals as received and will evaluate each in accordance with the scoring criteria identified in Section 7.3 below. Interviews may be scheduled with the short-list finalists. Energy Trust will re-score following interviews and initiate negotiations with the leading respondent(s) whose proposal(s) ranked highest in the evaluation process.

7.3 Scoring Criteria

The following selection criteria, and any other criteria which Energy Trust deems, in its sole discretion, to be relevant, will be used to rank and select proposals. The selection criteria below will be applied to proposals that are chosen for interviews. Respondents may choose to apply for both the PMC and all of PDC contracts, the PMC contract alone or the PMC contract with one or two PDC contracts.

Scoring Criteria 1 – PMC Services

Criteria	Weight	Description
Cost and Energy Savings	40%	Proportion of the total implementation and delivery budget as compared to the incentive budget. Considerations include labor rates for management and program activity, overall resulting total resource test and utility cost test, transparency and clarity in projections, and reasonableness of each of the cost elements. Proposals will be penalized for underestimating cost factors to reduce the bid amount. Proposals will also be evaluated based on proposed savings goals.
Strength of Proposal	30%	Responsiveness of the proposal to this RFP, including strength of approach, responsiveness to specific objectives, creativity in solving problems, ingenuity in creating and leveraging market opportunities, vision for implementer transition and consolidation from three programs to a single program; approach to collaboration with Energy Trust staff and other programs.
Strength and Cohesion of PMC Team	15%	Demonstrated management experience and technical capability to address the many issues in this RFP for the design, implementation, marketing/outreach and management of the program, including collection and use of demographic data.
Collaboration	10%	Quality of strategy and plan regarding how the PMC will work with market actors, stakeholders and/or PDC contractors.
Diversity, Equity and Inclusion	5%	Demonstrated experience and success in organizational diversity, equity and inclusion program design and implementation.

Respondents that apply for more than one PDC contract will be individually scored on the merits of each PDC proposal using Scoring Criteria 2.

Scoring Criteria 2 – PDC Services (Retail Midstream Promotions and EPS Whole-Home New Construction)

Criteria	Weight	Description
Cost and Energy Savings	40%	Proportion of the total implementation and delivery budget as compared to the incentive budget. Considerations include labor rates for management and program activity, and reasonableness and credibility of cost elements. Proposals will be penalized for underestimating costs factors to reduce the bid amount. Proposals will also be evaluated based on proposed savings goals.
Strength of Proposal	30%	Responsiveness of the proposal to this RFP, including strength of approach, responsiveness to specific objectives, creativity in solving problems, ingenuity in creating and leveraging market opportunities, and transition plan.
Strength of PDC Team	15%	Demonstrated management experience and technical capability to successfully deliver the tasks listed in the PDC section above. Proven experience collaborating with the stakeholders associated with the retail midstream offerings, including distributors, retailer, manufacturers and industry associations. Proven experience collaborating with the stakeholders associated with the new construction EPS offering, including builders, subcontractors, verifiers, manufacturers, realtors and home builders associations. Proven experience collaborating with necessary elements to achieve proposed objectives.
Collaboration	10%	Quality of description of strategy and plan to collaborate on program delivery with external stakeholders including the PMC, market actors and other stakeholders; provided a strategy to support budgeting and forecasting abilities; provided a framework for information sharing.
Diversity, Equity and Inclusion	5%	Demonstrated experience and success in organizational diversity, equity and inclusion program design and implementation.

8. Provisions

All submitted proposals are subject to the following provisions:

8.1 Agreement to All Terms

By submitting a response to this RFP, the respondent represents that it is authorized to submit a response, all information provided in the response is true and correct, and explicitly understands the following provisions of this RFP and all other provisions set forth in this RFP.

8.2 Right to Accept or Reject

Energy Trust reserves the right to make multiple awards, reject any and all proposals and to waive any nonconformity in proposals received; to accept or reject any or all of the items in the proposal; or to award the contract in whole or in part as it is deemed in Energy Trust's best interest. Energy Trust may also choose to negotiate any details of proposals prior to contracting.

8.3 Criminal Record and Credit Check

Energy Trust might require respondents selected as finalists to this RFP to consent to a combined criminal record and credit check to proceed in the process. Energy Trust will obtain the respondent's consent to proceed with these checks.

8.4 Confidentiality

Except in the case of litigation or other legal disclosure and/or audit requirements, Energy Trust will not disclose information submitted in response to an RFP to any third party.

8.5 Ownership of Responses

All materials submitted in response to this RFP shall become the property of Energy Trust and will not be returned to the respondent.

8.6 No Verbal Addendums

No verbal agreement or conversation made or had at any time with any officer, agent or employee of Energy Trust, nor any oral representation by such party shall add to, detract from, affect or modify the terms of this RFP. Any addendum to this RFP will be in written form.

8.7 Proposal Costs

Each proposal prepared in response to this RFP will be prepared at the sole cost and expense of the respondent and with express understanding that there will be no claims whatsoever for reimbursement from Energy Trust.

8.8 Waiver of Claims

The respondent waives any right it might otherwise have to bring any claim, whether in damages or equity, against Energy Trust, Energy Trust Board of Directors or any of Energy Trust's agents, employees or contractors, with respect to any matter arising out of any process associated with this RFP.

8.9 Energy Trust Rights Reserved

Energy Trust reserves the right, in its sole discretion, to reject any or all proposals in whole or in part, to waive any minor irregularities or informalities in a proposal, and to enter into any agreement deemed to be in its best interests. In addition to any other enumerated reserved rights and/or options as stated in this RFP, Energy Trust may in its sole discretion do any one or more of the following:

- Determine which proposals are eligible for consideration in response to this RFP;
- Disqualify proposals that do not meet the requirements of the program;
- Negotiate with respondents to amend any proposal;
- Select and negotiate and/or enter into agreements with respondents who are most responsive to the RFP and whose proposals best satisfy the interests of Energy Trust and not necessarily on the basis of price alone, or any other single factor;
- Issue additional subsequent solicitations for proposals, including withdrawing this RFP at any time and/or issuing a new RFP that would supersede and replace this one;
- Vary any timetable or schedule, add or change any provisions discussed herein;
- Conduct any briefing session or further RFP process on any terms and conditions;
- Suspend or modify the RFP process at any time, and/or
- Enter into relationships with more than one respondent.

8.10 Resulting Contract

This RFP does not constitute an offer to contract with any party for any purpose. Energy Trust does not consider any response to this RFP to constitute an agreement to enter into any contract. Execution of a written contract with Energy Trust will be necessary to perform any of the work described in this RFP or any responding proposals. No award will be considered a commitment, and no obligations or legal relations shall exist between Energy Trust and any selected respondent(s) until a final and binding written contract has been executed by and between Energy Trust and the respondent(s). Key terms in any resulting contract might include the following: appropriate license and certification requirements; timely and accurate invoicing requirements; requirements stating that written contracts with any of the subcontractors performing any portions of the program are required and must include provisions requiring such subcontractors to adhere to requirements incumbent upon the contractor in its contract with Energy Trust; intellectual property provisions ensuring that work or product developed for the program shall be the property of Energy Trust; conflict of interest disclosure requirements; confidential information nondisclosure requirements;

indemnification for third-party claims and limitation of liability provisions; and insurance requirements.

Time is of the essence, and prolonged contract negotiations will not be undertaken. In general, Energy Trust strongly prefers contracts that are consistent with Energy Trust's standard terms and conditions; negotiations for such contracts can typically be completed quickly. Any party involved in these contract discussions can terminate negotiations at any time for any reason. If it appears that contract negotiations are not proceeding in a timely manner, Energy Trust may opt to terminate the discussions and select another respondent.

9. Appendices

[Appendix A: Roles and Responsibilities](#)

[Appendix B: Cover and Signature Page](#)

[Appendix C: Intent to Respond Form](#)

[Appendix D: PMC Pricing and Savings Proposal Template](#)

[Appendix D2: PDC Pricing and Savings Proposal Template](#)

[Appendix E: Cost-Effectiveness Governance, Key Assumptions and Roles](#)

[Appendix F: Measures and Savings Data Workbook](#)

[Appendix G: Future Savings](#)

[Appendix H: Trade Ally Networks and Field Support](#)

[Appendix I: Marketing Activities](#)

[Appendix J: Customer Service and Call Center](#)

[Appendix K: IT Requirements](#)

[Appendix L: Midstream Promotion Details](#)

[Appendix M: Audit and Quality Control Requirements](#)

[Appendix N: Southwest Washington Operations](#)