



## REQUEST FOR PROPOSALS (RFP) FOR MANAGEMENT REVIEW

Energy Trust of Oregon, Inc. (Energy Trust), an Oregon non-profit, 501(c)(3) corporation, seeks proposals for a management review to be completed by August 21, 2019. Energy Trust is seeking proposals for an independent management review and evaluation as required by the grant agreement between Energy Trust and Oregon Public Utility Commission.

### 1. Energy Trust Background

Energy Trust of Oregon, Inc. is an independent nonprofit organization dedicated to helping utility customers benefit from saving energy and generating renewable power. Our services, cash incentives and solutions have helped Oregon customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas, Avista, and Southwest Washington customers of NW Natural, save more than \$2.3 billion on their energy bills since 2002. The cumulative impact of our leadership and results has been a contributing factor in our region's low energy costs and in building a more sustainable energy future. In Oregon, Energy Trust is accountable to the Oregon Public Utility Commission, under a grant agreement to deliver services and benefits to customers of investor-owned utilities. More information about Energy Trust's background, funding sources, strategic and action plans, policies and programs are available on our website at [www.energytrust.org/about](http://www.energytrust.org/about).

### 2. RFP Background

Energy Trust provides marketing, technical assistance, and incentives for a variety of energy efficiency and renewable energy measures for customers of Portland General Electric and Pacific Power, and efficiency programs for NW Natural, Cascade Natural Gas, and Avista throughout their Oregon service territories. Energy Trust also serves customers of NW Natural in Southwest Washington. Energy Trust's efficiency and direct-use renewable energy programs serve all investor-owned utility customers for electricity, and all but the larger industrial customers for gas. Energy Trust's renewable energy programs provide support for a range of renewable generation resources that produce less than 20 MW of power per site.

The Oregon Public Utility Commission grant agreement with Energy Trust calls for Energy Trust to contract for an independent management review and evaluation every five years. Specific grant agreement language is as follows:

*"d. Management Review and Evaluation. The Energy Trust will contract for an independent management review and evaluation not less frequently than every five years (the "management Review"). The first such Management Review will be completed not later than three years after the Effective Date. The Management Review will be designed to review the efficiency and effectiveness of Energy Trust operations under this Agreement and make specific suggestions for improvement.*

- i. *The Management Review will review the administrative and operational costs of the Energy Trust and provide recommendations to improve efficiency and effectiveness.*

*The Management Review will include an analysis of cost allocations between administration, management and programs and offer suggestions for appropriate changes.*

- ii. *The Management Review will review programs operated by the Energy Trust and compare them to similar or related programs operating elsewhere. The Management Review will offer suggestions for improvement.*
- iii. *A copy of the completed Management Review will be provided to the PUC, accompanied by the Energy Trust's response to suggestions made."*

### **3. Scope of Work**

In consultation with the Oregon Public Utility Commission, the Energy Trust Board of Directors has specified that the management review address the following three areas:

- A. Review systems and procedures in place to ensure shared costs, such as facilities, information technology, and administration are appropriately and fairly allocated between Energy Trust's primary programs administered with public purpose charge funds provided to Energy Trust under its grant agreement with the OPUC, and a small number of other programs funded by other sources such as Oregon Community Solar and NW Natural in Southwest Washington. In addition, review policies and procedures for billing for services.
- B. Review current practices for tracking time against various programs and projects and recommend best practices and tools. Consider tracking time by program, project, and task. Consider implications for cost accounting, resourcing decisions, billing for services, and to assist communicating with stakeholders regarding the cost of special projects and analyses. Provide some guidance on considerations for implementing such a system.
- C. Review current practice and provide best practices in our industry regarding the proportion of effort staff should spend on program innovation and design versus day-to-day delivery and program operations activities. Help draw relationships between current savings acquisition and design for future savings innovation. Provide best practices or benchmarks of ratios that might relate to this balance between developing for the near future versus process for the current state. Consider the near- and long-term impact of activities related to programs funded with sources other than public purpose charge funds on the efficiency and effectiveness of Energy Trust primary program operations.

### **4. Diversity, Equity and Inclusion**

Energy Trust strives to create a diverse, equitable and inclusive organization with responsive employees and contractors to achieve energy acquisition goals, serve customers, and engage trade allies and other partners. Diversity, equity, and inclusion work at Energy Trust is guided by a Diversity, Equity and Inclusion Operations Plan that includes specific goals and approaches for diversity, equity and inclusion activities throughout the organization's work.

In responding to this RFP, respondent is asked to disclose whether their company is women-owned or minority-owned, whether or not formally certified as such on Oregon's COBID registry or other similar registries. In addition, Energy Trust is interested in 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.

### **5. Schedule**

A recap of key dates is as follows:

RFP Open/Posted	March 6, 2019
Intent to Respond Due	March 13, 2019
Questions Submitted	March 19, 2019 noon
Answers Posted to Energy Trust website	March 22, 2019
Proposals Due	March 28, 2019 noon
Interviews	April 8-19, 2019
RFP Award	April 22, 2019
Final Contract	May 3, 2019
Field Work	May – July 2019
Initial Draft Delivered	August 1, 2019
Revised Draft Delivered	August 14, 2019
Final Report Delivered	August 21, 2019

## 6. Proposal Responses

Respondents shall provide electronic proposals (including attachments) in response to this RFP. Such proposal shall be no longer than 25 pages and shall include information relating to at least the following categories:

- Respondent’s proposed approach to addressing and completing the three topic areas as described in the **Scope of Work** section above, including if / how partnering with another organization;
- Respondent’s relevant prior experience and expertise in conducting similar management reviews, with description, in particular, of experience relating to organizations engaged in related work;
- Whether respondent is women-owned or minority-owned, and respondent’s relevant experience and past work developing, initiating, and practicing Diversity, Equity and Inclusion;
- Respondent’s relevant past work for current and previous clients, and contact information for such clients;
- Experience of individuals who will comprise the respondent’s proposed team, including names, titles, hourly rates, and proposed time allocated for the Energy Trust project for each individual;
- A proposed project plan describing resources and scheduling requirements to complete the review and report by August 21, 2019;
- Respondent’s rate schedule for time and materials pricing or proposed pricing structure if other than for time and materials pricing;
- Disclosure of any direct or indirect, actual or potential conflicts of interest with Energy Trust; and,
- Appendix A signed by an authorized agent of the respondent.

## 7. Evaluation of Proposals

Proposals will be judged by Energy Trust on the quality of their content. Specifically, Energy Trust will evaluate responses according to how well the proposals demonstrate:

- Responsiveness to the Proposal Responses section above
- Experience and expertise in similar management reviews
- Experience developing/working with and/or practicing Diversity, Equity, and Inclusion
- Ability to complete the review and report by August 21, 2019
- Cost
- Familiarity with programs promoting energy efficiency and renewable energy

development

## 8. Submission Requirements

All Respondents must submit on (1) electronic copy containing the information, and in the format, required below to [ManagementReview@energytrust.org](mailto:ManagementReview@energytrust.org).

All submitted responses must contain the following three documents in order to be considered for approval:

**Format:** The electronic copy should be in Microsoft Word format and emailed. Please follow the proposal format and ensure that it is completed in its entirety.

**Response Answers:** Answer completely all of the questions and requests for information set forth in **Section 6** above. Also, complete, date, sign, and attach to the submitted proposal **Attachment A** to this RFP. All answers and requested responses, as well as an Attachment A, signed by an authorized representative of the Respondent are mandatory. Incomplete proposals may be disqualified. **While you must clearly answer the questions in the RFP, make every attempt to be brief and to the point in your responses.** Any relevant supplemental information should be included as additional attachments. If a Respondent does not have a response to a request for information, the Respondent should enter "No Proposal" for that specific section of the RFP.

Respondents should submit responses regarding all of the review areas described in the "Scope of Work" above. If respondent plans to subcontract any part of this work, respondent must provide subcontractors' qualifications, etc.

### 8.1 Withdrawal or Revision of Bid Proposal

- 8.1.1 Any bid may be withdrawn prior to the scheduled time for the opening of bid proposals. Written notice should be received by Energy Trust.
- 8.1.2 A bid, however, may not be modified, withdrawn, or cancelled by the bidder for 180 calendar days following the time and date designated for the opening of bids, and the bidder to agree in submitting their bid.
- 8.1.3 Bids submitted early may be modified only by notice to the party receiving bids. Such notice shall be in writing over the signature of the bidder, must have been emailed and received on or before the date and time set for opening of bids.

### 8.2 Instructions for Submitting Proposals

- 8.2.1 If Energy Trust deems it necessary to revise any part of this request or if additional data is necessary to provide an exact interpretation of provisions of this request, revisions will be issued no later than three days prior to the date for receipt of bids. It is the responsibility of any person/persons downloading information from Energy Trust's website to revisit the website three days prior to the bid opening to address any addenda issued. Acknowledgment for the receipt of such addenda must be included in the bid response.
- 8.2.2 Questions and inquiries will be accepted in email form only. Material questions will be answered in writing and will be posted on its website, provided, however, that all questions must be received by 12:00 noon Tuesday, March 19, 2019 for response. All questions shall be directed to [ManagementReview@energytrust.org](mailto:ManagementReview@energytrust.org).
- 8.2.3 All attachments to the RFP requiring execution by the Respondent are to be returned with the proposals. These documents will become part of the final agreement.

### 8.3 Confidentiality

Except as required under law or for regulatory purposes Energy Trust will maintain confidentiality of all marked proprietary and confidential information.

#### **8.4 No Commitment**

This RFP does not constitute an offer by Energy Trust, nor does it commit Energy Trust to enter into an agreement or similar undertaking with the candidate or any organization associated with the Respondent. Energy Trust reserves the right to enter into relationships with more than one respondent. Energy Trust also reserves the right to suspend or modify the RFP process or to issue a new RFP for services that would supersede and replace this one. No binding obligation shall be created unless Energy Trust or its representative and the concerned parties execute a binding agreement.

#### **8.5 Conflict of Interest Disclosure**

Disclose any direct or indirect, actual or potential conflicts of interest with Energy Trust. A “direct or indirect conflict” is defined as any situation in which an individual or member of their family or close business or personal acquaintance, is employed by Energy Trust or the Oregon Public Utility Commission, 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, provide an explicit statement to that effect. The determination of whether a conflict of interest exists is left to Energy Trust at its sole discretion.

#### **8.6 Ownership of Responses**

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

#### **8.7 Confidentiality**

Respondents shall clearly identify those proprietary portions of their responses that they do not want revealed to third parties and label such portions as “Confidential Information.” Except as required under Energy Trust policy, law or for regulatory purposes Energy Trust will maintain confidentiality of such information.

#### **8.8 Respondent Expenses**

Respondents are solely responsible for their own expenses in preparing a response and for any subsequent negotiations. Energy Trust will not be liable to any Respondent for any claims, whether for costs or damages incurred by the respondent in preparing the response, loss of anticipated profit in connection with any final contract or any other matter whatsoever.

#### **8.9 Additional Information**

Energy Trust may request additional information prior to final selection.

#### **8.10 Intent to Respond**

Firms interested in responding to the RFP should send an email explaining their intention by the deadline shown in **Section 5** of the RFP. The email should also include the name and contact information for the person in the responding organization who will handle all RFP-related communication.

#### **8.11 Submission Deadline**

Proposals must be received in Energy Trust's office no later than noon, Thursday, March 28, 2019. Proposals received after this scheduled RFP closing time will not be considered. Once submitted, proposals will not be returned to respondents.

#### **8.12 Right to Accept or Reject**

This RFP is not an agreement to purchase goods or services. Energy Trust is not bound to enter into a contract with any qualified respondent. Energy Trust reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time. Further Energy Trust reserves the right to waive any nonconformity in submissions received, to accept or reject any or all of the items in the submission and award any ultimate contract in whole or in part as it is deemed in Energy Trust's best interest.

## Attachment A: Representations and Signature Form

I, the undersigned, declare that:

1. I am an authorized agent of the Respondent and have authority to submit and execute this document and to make the following representations on behalf of the respondent.
2. The information provided in this proposal is true and correct to the best of my knowledge.
3. I have read this RFP in its entirety and agree unconditionally to all of its conditions and requirements.
4. I understand and accept that the approval or rejection of this proposal is within the sole discretion of Energy Trust.
5. I understand and accept that there is no legal commitment by Energy Trust for banking services until approval of this proposal by Energy Trust, and until all legal due diligence has been undertaken and an authorized legal contract has been duly and properly executed.
6. I authorize Energy Trust and its agents to investigate the business and financial credit history of the Respondent, and authorize the release of all said information to Energy Trust solely for the purpose of evaluation of proposals submitted in response to this RFP. Notwithstanding any other provisions of the RFP, such financial history shall be considered confidential.
7. I agree that I will report immediately in writing to Energy Trust any changes to the information contained herein at any time while the Respondent's proposal is under consideration for selection.

***The information contained in this proposal and any part thereof, including its exhibits, schedules, and other documents and instruments delivered or to be delivered to Energy Trust is true, accurate, and complete. This proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead Energy Trust as to any material fact.***

Date:

Respondent Name:

Authorized Signature:

Name and Title (please print):