Energy Trust of Oregon

Request for Proposals for Production Efficiency Program Implementation Services

RFP Issue Date: March 1, 2022

Intent to Respond Submittal Deadline: March 14, 2022, 5:00 p.m. (PPT)

Proposal Submittal Deadline: April 13, 2022, 5:00 p.m. (PPT)

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1. Introduction

Energy Trust of Oregon, Inc. (Energy Trust) is seeking up to two prime energy-efficiency program implementers to manage and deliver the Production Efficiency program for industrial and agricultural customers of all types and sizes.

Firms responding to this Request for Proposals (RFP) may propose as a prime contractor to deliver 1) the Custom track, including the program's Strategic Energy Management (SEM) offerings, 2) the Standard track, or 3) the full program (both tracks). Energy Trust will select either one prime contractor to deliver the full program, or two separate prime contractors to deliver the two separate program tracks.

The prime contractor(s) will hold the contract directly with Energy Trust and will be responsible for providing program implementation services as described in this RFP. The prime contractor will be responsible for managing its subcontracted team members that may perform portions of the program services and for meeting all contracted performance obligations.

Prime bidders are encouraged to team with other firms to provide a complete and compelling package of services designed to reach and assist all potential program participants, trade allies, and vendors, and to equitably deliver the services across Energy Trust's service area. Energy Trust has a goal of providing opportunities for minority-owned, woman-owned, service-disabled veteran-owned, and emerging small business enterprises that are certified by the Oregon Certification Office for Business Inclusion and Diversity (COBID[1]).

Demonstrated commitment to diversity, equity, and inclusion (DEI) is an important component of this RFP, which includes the following goals:

- A Diverse Contractor Spend Goal of at least 20%. The proposal must demonstrate that bidder's program implementation services will utilize COBID-certified minority-owned, women-owned, service-disabled veteran-owned, and/or emerging small business enterprises (Diverse Contractors) in an amount equal to or exceeding 20% of bidder's proposed contract payments.
- A DEI Service Incentive Spend Goal of at least 20%. Applicable to Custom track and full program proposals only. The proposal must demonstrate that bidder's program implementation services will utilize Diverse Contractors in an amount equal to or exceeding 20% of bidder's proposed service incentive payments.

These requirements apply to all proposals, including proposals from COBID-certified prime bidders.

See **Supplier Diversity Requirements for the Production Efficiency Program** for details.

[1] https://www.oregon.gov/biz/programs/COBID/Pages/default.aspx

The energy-efficiency program implementation services described in this RFP are currently delivered through four separate program delivery contractor agreements which will expire on December 31, 2022. To provide seamless customer service to program participants, Energy Trust expects to have a transition agreement in place with the incoming prime contractor(s) by September 2022, and all required contracting and transition work completed to implement full delivery of the program implementation services by January 1, 2023.

The anticipated duration of the program implementation services contract(s) is two (2) years, with the option of up to three (3) one-year extensions. Energy Trust's current program implementers are not prohibited from responding to this RFP.

A. RFP Schedule

Table 1 below provides the due dates (and times, as applicable) for each of the scheduled events for this RFP.

Table 1: RFP Schedule

Event	Due Date and Time
Posting of Request for Proposals	March 1, 2022
Pre-bid Webinar: Production Efficiency informational session	March 7, 2022 10:00 a.m.
Deadline to submit written questions and requests for clarification	March 14, 2022 5:00 p.m.
Intent to Respond/Interest in Teaming form submittal deadline	March 14, 2022 5:00 p.m.
Interest in Teaming List published on Energy Trust website	March 17, 2022
Posting of responses to submitted questions/requests for clarification	March 21, 2022 5:00 p.m.
Proposal submittal deadline	April 13, 2022 5:00 p.m.
Invitations for interviews issued to finalists	Week of May 9, 2022
Interviews with finalists	May 16-20, 2022
Bidder notifications	Week of July 11, 2022
Board meeting to request authorization for contracting with recommended bidder(s)	July 20, 2022

All times listed are Prevailing Pacific Time (PPT). Energy Trust reserves the right to modify this schedule – see **Energy Trust Rights Reserved**.

B. Definitions

These terms are defined as follows for the purposes of this RFP:

Contract payments and service incentive payments. There are two types of payments made to implementers of the Production Efficiency Program:

- Contract payments: Program implementation contracts specify the annual funding for program implementers' work on program management, delivery, marketing, outreach services, and are paid to the prime contractor as contract payments.
- Service incentive payments: Program implementation contracts additionally make annual service incentive funding available for payments to the prime contractor for delivery of technical analysis studies for potential custom project measures for eligible participant sites and for delivery of specified SEM coaching and energy modeling services to enrolled SEM participants.

Diverse Contractor. For the purposes of this RFP, a Diverse Contractor refers to a company on an implementation team (including a prime contractor) that meets one or more of the definitions established under State law in ORS Chapter 200 for the following categories, and either certified by, or having filed an application for certification with, Oregon's Certification Office for Business Inclusion and Diversity (COBID):

- Minority-owned businesses (MBE)
- Woman-owned businesses (WBE)
- Service-disabled veteran-owned businesses (SDV)
- Emerging Small Business (ESB)

Diverse customers / diverse businesses. Energy Trust's diversity, equity, and inclusion work focuses on ensuring that all customers can directly benefit from our services, including people with low and moderate incomes, communities of color and rural communities. The Production Efficiency program is committed to serving all customers and desires to advance equitable access to the program for any business that may experience particular challenges in receiving program benefits, including but not limited to: businesses owned or led by people who are Black, Native American or Alaska Native, Latinx, Asian or Pacific Islander, Middle Eastern, those who identify as Women, and businesses located in rural areas. In this RFP, the term diverse customer refers to any and all of these customers.

Industrial and Agriculture. Energy Trust identifies businesses in the industrial and agriculture sectors as sites where the facility or business processes, treats, assembles, mines, produces, repackages, bottles for outside distribution, grows something, or has a cold storage distribution center.

Program implementer. This RFP refers generally to the program implementer as the prime contractor and its subcontracted team members who deliver the program services.

C. 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 Oregon customers of the following five utilities: Portland General Electric (electric), Pacific Power (electric), NW Natural (natural gas), Cascade Natural Gas (natural gas) and Avista (natural gas) save nearly $8.9 billion on their energy bills (See **Appendix A: Energy Trust Service Territory**). Energy Trust also serves customers of NW Natural in Washington. 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. Read more at https://www.energytrust.org/about/explore-energy-trust/.

Energy Trust programs are designed to acquire cost-effective electric and natural gas energy-saving resources. Energy Trust operates without preference toward manufacturer, contractor, or distributor and is fuel neutral. Fuel neutrality means that while Energy Trust and its program management and delivery contractors can provide information on the performance and payback of any equipment and may provide incentives for cost-effective energy-efficiency upgrades for gas or electric equipment, they do not advise energy users to select a particular fuel nor provide incentives for the fuel conversion itself.

To acquire cost-effective electric and natural gas savings, Energy Trust offers financial incentives and technical and design services to help customers improve the energy efficiency of their homes and businesses. Energy Trust requires that all measures be cost-effective to qualify for incentive funding. You can find additional information about cost-effectiveness and the Cost-effectiveness Fact Sheet on Energy Trust's website.

Energy Trust operates under a 2020-2024 Strategic Plan that focuses on maximizing its energy efficiency and renewable energy investments for the benefit of customers. The plan lays out five areas of focus that should be considered in responses to this RFP:

- Provide relevant programs, information, and services for all customers
- Strengthen the value Energy Trust delivers by linking clean energy to utilities responding to changing customer energy needs
- Provide objective information and analyses to support energy policies
- Maximize public benefits by leveraging additional funding
- Enhance Energy Trust's ability to quickly and effectively respond to changes, needs and opportunities

Energy Trust strives to create a diverse, equitable, and inclusive organization to achieve energy acquisition goals, serve customers, and engage trade allies and other partners. Energy Trust's board of directors has adopted a Diversity, Equity and Inclusion Policy, and the organization finalized a Diversity, Equity and Inclusion Operations Plan in 2018 that includes specific goals and approaches for diversity, equity, and inclusion activities. As of February 2022, the 2022 DEI Operations Plan was in development.

Certain requirements in this RFP are reflective of Energy Trust's ongoing commitment to activities that will achieve organizational diversity, equity, and inclusion goals. Bidders responding to this RFP will:

- Propose delivery approaches to achieve desired outcomes related to diversity, equity, and inclusion in the Production Efficiency program.
- Utilize COBID-certified contractors to meet or exceed the RFP's minimum Diverse Contractor Spend Goal for delivery of program implementation services.
- Utilize COBID-certified contractors to meet or exceed the RFP's minimum DEI Service Incentive Spend Goal to provide service-incentive funded Custom track technical studies and Strategic Energy Management coaching and modeling services.

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 https://www.energytrust.org/wp-content/uploads/2016/10/grant_agreement.pdf.

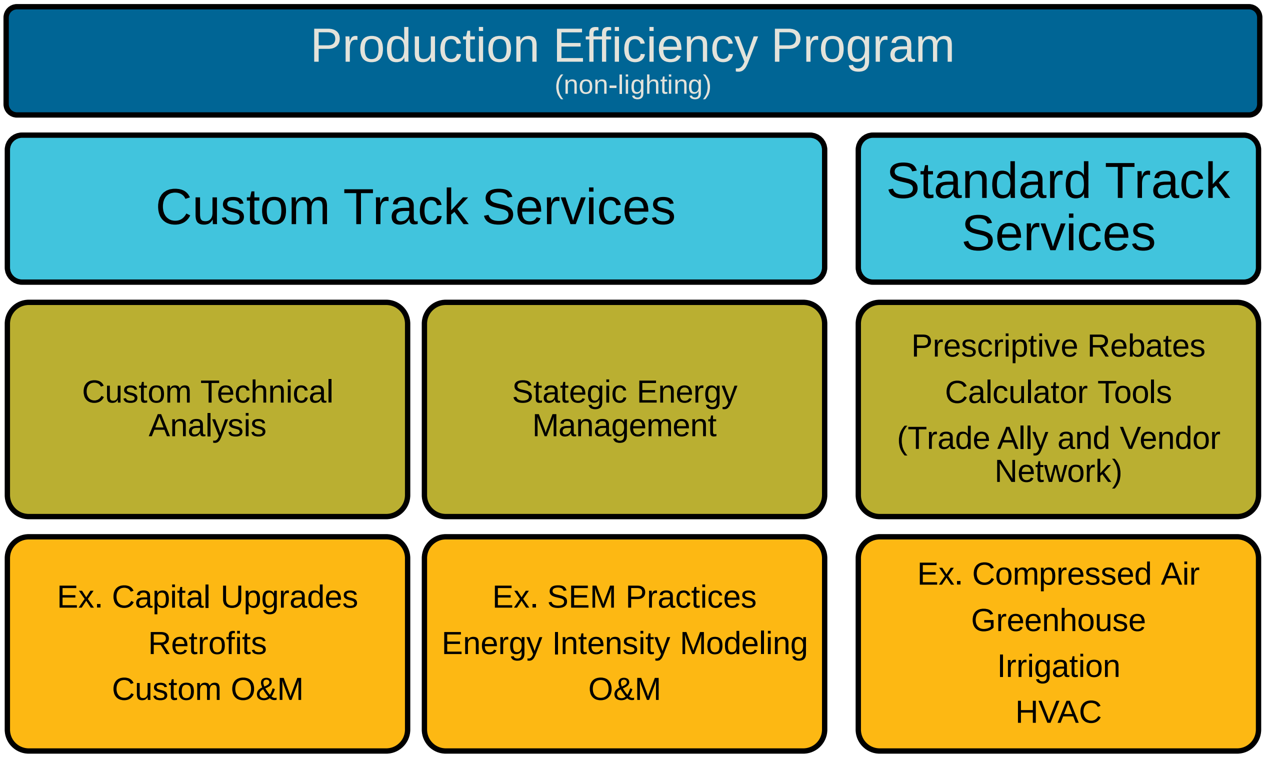
D. Production Efficiency Program Overview

The Production Efficiency program provides electric and gas energy efficiency solutions for all sizes and types of eligible businesses in the industrial and agricultural sectors, helping these energy intensive businesses achieve cost-effective savings on an ongoing basis.

Energy Trust's Business Lighting program offers incentives for energy efficient lighting and lighting controls for industrial and agriculture customers. The Production Efficiency program implementer(s) delivering the Production Efficiency program as described in this RFP will coordinate closely with the Business Lighting implementer.

The Production Efficiency program is structured into two tracks:

- **Custom track** provides comprehensive capital upgrades and operations and maintenance improvements delivered via one-on-one customer outreach and technical support, as well as delivery of Strategic Energy Management offerings.
- **Standard track** offers prescriptive and calculated offerings and services delivered via trade ally installation contractors and vendors.



The program is designed and managed by Energy Trust staff and delivered to market by contractors and other market actors. See **Appendix G: Production Efficiency Trends Report** for historical program performance.

Currently, four program implementers manage and deliver the two program tracks: one implementer manages the Standard track across Energy Trust's service area and three implementers manage the Custom track in three separate regions across Energy Trust's service area. In the contract(s) resulting from this RFP, the program will be managed as one region, with either one prime contractor managing both program tracks or two prime contractors managing the Custom and Standard tracks separately.

Appendix E: Production Efficiency Management provides and overview of Energy Trust's the roles and responsibilities regarding the management of the Production Efficiency program.

E. Custom Track Services

To deliver the program's energy efficiency services and incentives, the prime contractor for the Custom track is responsible for providing account management, project development and technical expertise, as well as delivery of the program's Strategic Energy Management (SEM) offerings. Program implementer representatives act as primary account managers to industrial sites by promoting relevant program offerings and developing long-term customer relationships. This includes providing program participants with referrals and assistance with other beneficial program offerings outside of the Custom track including Business Lighting and Standard track offerings, as well Energy Trust's renewable energy program services and incentives.

Table 2: Custom Track Roles and Responsibilities Overview

Offerings	Offering Summary	Delivery Method
Custom Capital and Custom Operations and Maintenance	Custom project measures include capital upgrades, replacements, retrofits, and custom operations and maintenance (O&M) improvements. Custom capital projects typically take a year or more to complete, while some O&M projects complete in as little as a couple of months. Custom projects require a technical analysis study (TAS), completed by the program implementer's energy engineer/analyst with specific experience in the customer's industry and/or with the industrial system being studied. Energy Trust pays service incentive funding directly to the program implementer for these technical studies, on a study-by-study basis. Savings and incentive payments for Custom capital and O&M projects are calculated in the technical analysis study and verified after installation. This is prior to the payment of customer cash incentives.	Custom program implementer representatives are typically client relationship managers with sales and energy efficiency experience. They function as account managers supporting customers through the life of an efficiency project from identification through verification and facilitate program participation with a diverse range of customers, providing excellent customer service. The account manager provides the energy engineer/analyst with the scope of the potential Custom project measures. The energy engineer/analyst collects data, and following program templates and guidelines, writes the TAS, which includes project cost, calculated savings, and incentive estimates. The account manager then works with Energy Trust staff to help approve the TAS. Energy Trust staff, or its third-party technical reviewer is responsible for (1) reviewing and approving the TAS before it is provided to the customer, for (2) issuing incentive offers, and (3) approving project verification reports. The account manager is the lead author on project verification reports, with support from the energy engineer/analyst.

Offerings	Offering Summary	Delivery Method
Strategic Energy Management (SEM)	Energy Trust introduced SEM in 2009 to help industrial facilities of all types and sizes implement a holistic approach to energy management. Through SEM, manufacturers can reduce energy use immediately and establish a strong foundation for future continuous energy improvement. SEM offers participants two options: • First Year SEM is typically delivered in a cohort of different businesses. • Continuous SEM is typically delivered to individual sites who have completed First Year SEM and is available for sites that want to expand their practice of SEM in their facility on a longer-term basis (up to approximately five years). Energy Trust has its own proprietary SEM curriculum, which is described in Energy Trust's guidelines for SEM Coaches (these guidelines will be available to bidders, along with the Energy Intensity Modeling Guidelines). SEM engagements are 12-14 months long. Savings are calculated and claimed at the end of the engagement, ideally through a top-down regression-based energy model. SEM delivery activities provided by the account manager are payable	The account manager holds the primary relationship with SEM participants and is responsible for recruiting SEM participants, assisting with enrollment and kick-off activities, providing technical support to participants throughout the engagement, and reviewing energy intensity models and reports completed during a customer's SEM engagement. Service incentive-funded SEM coaching and modeling activities include workshop delivery, one-on-one communications, and regular site visits, as detailed in Energy Trust's guidelines for SEM coaches. The SEM coach informs Energy Trust of participant progress and any issues that arise during the engagement. The SEM coach will also assist in the recruitment process. The SEM coach/modeler also develops energy intensity models in accordance with the Energy Intensity Modeling Guidelines (and will use Energy Trust's performance tracking tool platform to share with customers) and prepares the annual savings reports. The account manager role and SEM coaching/modeling role must be performed by different individuals within a team for the same project. Energy Trust staff provides high-level management of all SEM

Offerings	Offering Summary	Delivery Method
	via delivery contract budget, while SEM coaching and modeling services provided to customers are payable via service incentive budget.	implementation, provides approvals on recruitment decisions, leads program design changes, and is responsible for reviewing and pre-approving proposed curricula deviations. Technical management responsibilities include the approval of all energy intensity models, action plans, and final reports.

F. Standard Track Services

The Standard track offers prescriptive rebates and calculated incentives with wide-reaching applicability across industrial and agricultural market sectors. Measures and incentives are typically based on equipment size (e.g., per horsepower, cfm, units, and others).

The Standard track is delivered primarily through enrolled Energy Trust trade allies and other vendors, leveraging their long-term customer relationships as a primary influence on customer decision-making. Since 2008, more than 1,500 contractors, suppliers, and stakeholders have supported the delivery of Standard track measures to customers. Table 3 provides additional information about the makeup of these contractors and suppliers.

Table 3: Vendor and Trade Ally Descriptions

Type	Description	Participation
Trade Ally	A contractor who has completed the Trade Ally application process which verifies the contractor has appropriate qualifications, licensing, and insurance to perform the program services	~150 enrolled trade allies, including some overlap with stakeholder category
Vendor	A supplier/retailer, contractor, or other business that provides program outreach or services and is not enrolled in Energy Trust's Trade Ally Network	~250 active in past 3 years
Stakeholder	Industry and trade organizations that support program outreach to their members and/or target audiences	See **Appendix N: Organizations Related to Industry and Agriculture** for examples

The Standard track program implementer is responsible for recruiting, training, and managing the Production Efficiency program trade allies and vendors, delivering Standard Track offerings, and leading the development of new measures and maintains existing measures. These responsibilities are described in Table 4 below.

Table 4: Standard Track Roles and Responsibilities Overview

Role/Offering	Offering Summary	Delivery Method
Standard Prescriptive Rebates	Prescriptive measures have predetermined savings values and incentives. These measures are developed using generalized inputs for savings, costs, and quantifiable non-energy benefits relative to a baseline to screen for cost effectiveness up-front and determine the savings and incentives. They are delivered as rebates paid directly to the customer after purchasing qualifying equipment. Rebates are currently available for irrigation equipment, compressed air equipment, greenhouse equipment, welders, insulation, condensing boiler (HVAC application), battery charger, steam traps, radiant heaters, battery chargers.	The program implementer works with vendors such as equipment suppliers, as well as trade allies to provide information about the available rebates. Vendors and trade allies promote the rebates to their customers and provide program collateral and rebate application forms to customers at the point of sale. When qualifying equipment is purchased, the customer completes the rebate application form and submits it to Energy Trust via the program implementer. The application is reviewed for accuracy and completion before Energy Trust approves the incentive is paid to the customer.
Standard Calculated Incentives	Calculated measures require estimates for key variables (e.g., equipment size, operating hours, operating conditions, and others) and customer site characteristics as inputs to determine cost effectiveness and to estimate savings and incentives, instead of a detailed technical study. Unlike prescriptive rebates, pre-approval is required before customers purchase and install equipment. The Production Efficiency program uses Microsoft Excel-based	Trade allies/vendors are the primary driver for calculated measures. They identify projects, develop the savings and incentive estimates for their customers, and complete the installation of the project. The program implementer’s role in delivering calculated incentives is to support trade allies/vendors in completing the program’s calculator tools, confirm the project is cost effective, provide an incentive offer for the customer, and follow up with the trade ally/vendor throughout the

Role/Offering	Offering Summary	Delivery Method
	calculator tools to estimate the project savings and the incentive offer for the customer based on the above inputs. Calculated incentives are currently available for irrigation system upgrades, industrial pumping equipment, compressed air systems (<125hp), compressed air leak repair, cooling tower fan VFD, refrigeration controllers, high speed doors, dairy vacuum pump variable frequency drives (VFD), fan upgrades, greenhouse envelope and boiler upgrades, indoor agriculture insulation, process hot water boiler.	project to monitor progress. After project completion, the program implementer and Energy Trust review project documentation for accuracy and completeness and process the incentive payment. All projects are verified by reviewing invoices and other project documentation; approximately 10% of projects are verified in-person at project sites.
Direct Install and Other "Closed Network" Measures	The Standard track offers a limited number of measures that utilize closed trade ally networks to promote and deliver specialized services to customers. These measures currently include: • Direct install pipe insulation • Compressed air leak repair • Municipal water leak repair Trade allies delivering these measures have specialized qualifications and receive training from the program before providing these services.	The program implementer develops program and trade ally requirements for these measures and develops forms and other program materials. The implementer recruits and trains trade allies to deliver these offerings to their customers in accordance with specific program requirements. Direct install measures are offered at no cost to the participant and incentives are paid to the trade ally after project completion.
Measure Development	The Standard track catalog of measures includes prescriptive rebates and calculated incentives that are applicable across industrial and agricultural market sectors.	The program implementer works with Energy Trust's Measure Development Manager, Program Manager, and Planning Engineers to perform the processes for

Role/Offering	Offering Summary	Delivery Method
	Each efficiency measure is developed by analyzing savings, costs, and any non-energy benefits relative to the baseline condition. Energy Trust provides Microsoft Word and Excel templates for documenting the measure analysis and cost-effectiveness analysis. Each measure has specific savings, maximum incentives, and implementation or delivery requirements. Existing measures are updated every three years to keep current with program and market conditions, including changes to savings, costs, program designs or delivery channels. New measures are introduced on an ongoing basis by program implementers in collaboration with Energy Trust. Measures are retired when the market has transformed for that measure or if a measure is not cost-effective. See **Appendix H: Standard Track Measures** for the current measure catalog.	measure development and maintenance. This includes activities such as generating ideas for new measures, providing insight on measure-related research, developing new measures, updating existing measures, and communication to the market (and other Energy Trust program teams) about new measures or measure changes. Energy Trust estimates that approximately 1 FTE spread across multiple personnel (including subject matter experts and program/project management) is needed to complete this work on an annual basis. The program implementer also develops and maintains the program's Microsoft Excel-based calculator tools that are used to estimate savings and incentives for calculated measures, including associated forms, workflows, and participant and trade ally/vendor requirements for each measure.

G. RFP Objectives

Energy Trust is seeking up to two prime energy-efficiency program implementers to manage and deliver the Production Efficiency program's Custom and Standard tracks for industrial and agricultural customers of all types and sizes.

The Production Efficiency program implementer(s) will have a broad range of industrial and agriculture energy engineering knowledge, sales skills, market intelligence, and will understand how to work consultatively with industrial and agriculture customers, trade ally installation contractors, and vendors to deliver excellent customer service and promote energy saving projects that leverage Energy Trust's diversified offerings.

The Production Efficiency program implementer(s) coordinate with Energy Trust's Business Lighting program to ensure customers receive comprehensive services for their facilities.

Over the coming years, Energy Trust's programs will be challenged to become more responsive to changing market conditions. Changes in technologies, codes and standards, and market practices may reduce the cost-effectiveness of projects; key measures that deliver electric and gas savings will expire; and the average savings per project is expected to decline. New savings opportunities from existing customers will decline over time. Equity in program design and outreach will continue to be a focus for all Energy Trust programs to serve customers that have historically been excluded from energy efficiency and renewable energy programs.

To address these challenges, the Production Efficiency program will need to deepen existing customer and trade ally/vendor relationships to encourage repeat participation, as well as establish new relationships. The program must prioritize and engage customers and communities that have not been served in the past. The program implementation team will also need to develop new measures, new market approaches, and create efficiencies in program design and delivery.

Bidders should consider the following Energy Trust objectives in designing a response to this RFP. Proposals should align with Energy Trust's 2020-2024 Strategic Plan and address how the bidder will meet Energy Trust's goals with efficient and effective implementation.

- Deliver electric and natural gas energy saving projects to help meet Energy Trust's energy savings and Supplier Diversity goals in 2023 and beyond
- Implement streamlined offerings and consistent go-to-market approaches that result in excellent experiences for customers, trade allies, and vendors
- Understand and anticipate barriers for all market segments and customer types across Energy Trust's service area; develop solutions that overcome those challenges; and create new opportunities for energy savings and other benefits to customers and their communities
- Leverage and expand the pool of Oregon Certification Office for Business Inclusion and Diversity (COBID)-certified vendors and trade allies to deliver program services to customers
- Expand participation with diverse customers and communities as identified by Energy Trust and the program team
- Collaborate and coordinate with other Energy Trust program management and delivery contractors to ensure customers receive comprehensive customer service and are guided toward the solutions that best meet their needs
- Anticipate potential savings declines in electric and natural gas offerings and identify, develop, and deliver new measures that provide increased savings and participation

2. Proposal Format and Instructions

Bidders responding to this RFP may propose to deliver 1) the Custom track (including SEM), 2) the Standard track, or 3) the full program (both tracks). Energy Trust will select either one prime contractor to deliver the full program, or two separate prime contractors to deliver the two separate program tracks.

Section 3:

Proposal Content describes proposal requirements, divided into seven parts. Bidders will complete certain parts, depending on whether they are bidding on an individual track or the full program, as shown below.

See **Section 4: Proposal Submittal and Method of Delivery** for details on the electronic proposal submission requirements.

Full Program Proposals – complete all parts

Part 1	Part 2	Part 3	Part 4	Part 5	Part 6	Part 7

Custom Track Proposals – complete parts 1-2, 5-7

Part 1	Part 2			Part 5	Part 6	Part 7

Standard Track Proposals – complete parts 1, 3, 5-7

Part 1		Part 3		Part 5	Part 6	Part 7

Page Limits

Please make your proposal concise, use plain language (e.g., avoid complicated language and jargon), and adhere to the page limits listed in Table 5 below. Some sections request or allow for additional materials to be appended to the proposal (e.g., resumes, letters of commitment, marketing samples). Appended materials are not counted in the page limits below.

Table 5: Page Limits by Section

Part	Page Limit
1: All Proposals	
Cover Page, Table of Contents, Executive Summary, combined	4
Diversity, Equity, and Inclusion Approaches	5
All other sections in Part 1, combined	11
2: Custom Track Implementation Proposals	10
3: Standard Track Implementation Proposals	10
4: Full Program, Additional Requirements	5
5: Pricing and Savings Proposal	4
6: Qualifications	10
7: Administrative Materials	5

3. Proposal Content

Part 1: All Proposals

*This part of the proposal is to be completed by all teams. See **Proposal Format and Instructions**.*

Page Limit: 20 pages

A. Cover Page

Include a cover page with your proposal that clearly identifies the legal business name of the entity submitting the proposal as prime bidder, along with contact information and a completed **Appendix C: Representations and Signature Page** signed by a duly authorized officer or agent of the prime bidder submitting the proposal.

B. Table of Contents

Response must include a table of contents.

C. Executive Summary

Provide an executive summary that includes the following:

- Demonstrates understanding of the RFP objectives and requirements
- Summarizes why your team would be the best candidate to deliver the services described in this RFP
- Summarizes your understanding, approach and experience regarding diversity, equity, and inclusion

D. Diversity, Equity, and Inclusion Approaches

Energy Trust is seeking delivery approaches that will provide value equitably to all customers. Energy Trust is also seeking to improve customer data collection and data-driven approaches to support outreach activities and for monitoring and reporting on the diversity, equity, and inclusion activities.

Visit https://energytrust.org/about/explore-energy-trust/diversity-equity-and-inclusion/ for more information about Energy Trust's diversity, equity, and inclusion plans and goals.

The Production Efficiency program has identified the following desired outcomes related to diversity, equity, and inclusion:

- Serve and support small/medium[2] industrial and agricultural customers in rural areas
- Serve and support diverse customers (as defined in **Definitions**)
- Support economic growth and resiliency for communities in rural areas
- Support and expand the role of minority-owned, women-owned, service-disabled veteran-owned businesses, and emerging small business vendors and trade allies that deliver services and projects for the program.

The selected program implementer(s) will work closely with Energy Trust to develop detailed plans that expand and build on these outcomes. In your proposal, describe your team's approach to:

- Identifying, engaging, and developing relationships with the customers and trade allies described in the outcomes above and developing program offers to meet their needs
- Using an equity lens to develop program offers to meet the needs of customers
- Creating a multicultural and multilingual outreach team that reflects communities Energy Trust serves
- Developing relationships with diverse communities by working with trade associations, business groups, community-based organizations, and by developing other innovative approaches to community engagement
- Data collection and reporting on diversity, equity, and inclusion efforts, including metrics that quantify activity/impact and metrics that assess to what extent DEI activities are achieving the intent of the DEI plan and outcomes

In 2022, Energy Trust is working with a DEI consultant to conduct an initial assessment of the Production Efficiency program from an equity standpoint and to engage with customers, community leaders, and business groups to better understand the desires, needs, and challenges experienced by customers who have not been served by the program in the past. These activities will inform our work to adapt the Production Efficiency program to reach diverse customers.

Energy Trust expects to build on these engagements to develop ongoing relationships with customers and stakeholders who can advise on equitable program design and other

[2] Energy Trust is working to revise/enhance the definition of small/medium customers to provide more specific information for targeting these customers. The current definition of small/medium customer is a site that uses less than 1 average MW (8,760,000 kWh) annually (if eligible electric service at the site) and uses less than 150,000 therms annually (if eligible natural gas service at the site). Rural is defined as a site located in an area with a population less than 50,000 and within indexes 2-5 on the urban-rural index created by Energy Trust, as informed by the USDA's Rural-Urban Commuting Area Code classification scheme (See Section 2.1.3 in the 2018 Diversity, Equity and Inclusion Data and Baseline Analysis at https://energytrust.org/wp-content/uploads/2018/12/2018_DEI_Data_Baseline_Analysis.pdf)

approaches to reach diverse customers. The selected program implementer(s) will work closely with Energy Trust and any advisors so that program design changes can be developed into effective outreach strategies and program implementation.

E. Budget and Savings Goals Development

Describe how, as prime contractor, you would perform the following budget and savings goal development responsibilities:

- Assist Energy Trust in the development of annual incentive and delivery budgets and savings goals for each utility
- Provide documentation of the methods used for developing draft budgets, techniques for predicting market uptake and estimating delivery costs, sources, and methods of obtaining market intelligence to inform the budgeting process, and tools used for budgeting
- Manage program activities to achieve annual savings goals within the established delivery and incentive budgets

F. Forecasting and Pipeline Management

Describe how, as prime contractor, you would implement monthly, quarterly, and future-year forecasting and project pipeline management, including:

- Methods and tools to track anticipated savings, delivery costs, and customer and service incentives to goal and budget on a monthly, quarterly, and annual basis
- Methods for using market intelligence, project pipeline data, and experience to forecast year-end savings and potential shortages or overages on savings and budget
- Methods for developing multi-year projections for the program to monitor emerging energy savings technologies, trends in cost-effectiveness, or other relevant indicators that may inform future action plans and budgets
- Strategies to mitigate any forecasted variances to approved goals and budgets
- Documentation of forecasting methods
- Assurance that all project data in Energy Trust's project tracking systems are up to date

G. Invoicing and Reporting

Describe staffing responsibilities and overall business capacity to support accurate and timely invoicing and reporting requirements, including:

- Monthly invoices accounting for all labor (prime contractor and subcontractor labor hours and costs) and other direct charges incurred the previous month, including breakdown of program delivery costs by track and supporting documentation (e.g., payroll reports, certified expense reports or receipts). *Note: SEM coaching and modeling services, while included in the monthly invoice, will require additional data entry into Energy Trust's Project Tracking system for payment to implementer as service incentives. Invoicing for* *technical studies is project-specific and is also paid through the Project Tracking system as service incentives.*

- Monthly documentation of payments to Diverse Contractors and invoices from those subcontractors as supporting documentation to track Diverse Contractor Spend and DEI Service Incentive Spend Goals, in a format specified by Energy Trust.
- Monthly reporting on program activities and results such as incentive spending and progress to savings goals by utility and measure type; detailed outreach activities and market intelligence; progress updates on significant projects; outcomes from diversity, equity, and inclusion activities; and other relevant program implementation information
- Quarterly and annual reporting on program achievements, challenges, lessons learned, and plans for future quarter/year activities
- Ad hoc reporting and data requests from Energy Trust

H. Operations and Controls

Describe your plans and capabilities related to the aspects of program operations and controls listed below.

Project and Incentive Payment Processing

- Process all incentive payments for completed projects using Energy Trust's Project Tracking System, according to Energy Trust requirements, including the following tasks:
    - Create electronic project files
    - Verify participant's eligibility (including determining self-direction eligibility)
    - Verify that the incentive application, calculators, and forms meet program requirements
    - Collect complete, accurate, and verifiable tax identification information for incentive payments ensuring W9 procedures meet Energy Trust requirements
    - Support concurrent audit of incentive payments that exceed a specified amount or any requests where the program implementer is the incentive recipient
    - Deliver checks per Energy Trust procedures, including hand-delivery of certain incentive checks
- Ensure project and payment processing passes quality control checks prior to Energy Trust approval, including, but not limited to
    - Review all project documentation (invoices, spec sheets, etc.) for completeness, legibility, and accuracy
    - Ensure accurate data entry of customer information, incentive form information, and payment details with spot-checks and statistical checks for validation of accuracy and completeness
    - Meet agreed-upon service level agreements related to completed application, missing information, and payment processing turnaround time.
- Maintain data integration across bidder's internal systems and Energy Trust systems to avoid duplicative data entry, whenever possible

Recordkeeping and Audit Requirements

- Maintain project information directly in Energy Trust's systems of record or in bidder's system(s) integrated with Energy Trust's systems of record
- Maintain project files in accordance with documented requirements and procedures
- Cooperate with Energy Trust quarterly internal audits that check the program's adherence to written policies and provides opportunities to discuss process improvements
- Support Energy Trust annual external audits by (i) keeping its own financial records according to generally accepted accounting principles, (ii) keeping accurate and complete records of how Energy Trust's funds are spent, (iii) responding to requests for information related to audits and to any other authorized external information requests
- Work with Energy Trust to implement program changes based on audit findings
- Comply with standard data retention and data destruction protocols
- Provide samples of record-keeping procedures in an appendix to your proposal (appended items will not count toward the page limit).

Forms Management

- Develop and manage program forms used to document program participation requirements, workflows, and incentive agreements consistent with Energy Trust's requirements
- Use DocuSign forms or similar online workflows for information gathering and process management, including any web service integration
- Create fillable forms in either of the following formats: PDFs (Adobe Acrobat) or Adobe InDesign

Program Analytics

- Perform statistical and quantitative data analyses to support program forecasting, design, operations, reporting, and other goals or activities, as requested. (Note: Energy Trust uses SQL and R).
- Perform analyses to create market characterizations and/or customer segments and provide information about the data and methods used. If requested, collect market and/or customer data to support market characterizations and/or customer segments.
- Use data visualization tools to support program forecasting, design, operations, reporting, and other goals or activities (Note: Energy Trust uses Power BI).
- Develop and maintain supplemental datasets and/or databases to support program forecasting, design, operations, reporting, and other goals or activities.

Quality Control

Explain your approach and plan to ensure the accuracy of data entry and required program and project documentation, as described below. Describe quality control challenges your team has encountered and overcome. Describe the team's program implementation compliance audit results for a program similar in size and scope to the program services in this RFP. Costs associated with quality control and compliance activities must be considered in budgeting for this proposal, including:

- Developing and maintaining documentation for all procedures, protocols, forms, processes, and policies regarding the program delivery, program management, quality control, customer service, and compliance activities for the program in a quality control plan
- Conduct site visits and verification reviews for purposes of quality control, including coordinating with customers on scheduling, safety, and site access requirements
- Develop and comply with protocols for processing and delivering incentive payments
- Ensure that security protocols are in place to maintain customer confidentiality

I. Customer Service

Energy Trust expects that program implementers (and all subcontractors) align with our established customer service values:

- **Simplify:** Keep it simple and clear. Know your audience and address them appropriately. Avoid internal jargon and help customers understand the process from start to finish.
- **Assist:** Always be helpful – even if the customer is not eligible for Energy Trust offers. Every customer should receive information, referrals, or guidance. Always strive to answer questions, offer referrals to other organizations, and above all, provide useful, accurate information.
- **Provide Expertise:** Be aware of all the services Energy Trust offers. Determine what offerings are best for the customer. If you are not the expert on these offerings, or if a different program is supposed to serve this customer type, provide a quick and seamless referral to the appropriate person or program. Assist in providing a "one-stop shopping" experience for the customer.
- **Navigate:** Listen to your customers – attentively and actively – and target their options while navigating them through to action. Take the time to identify customer needs by asking questions and concentrating on what the customer is really saying. If we offer too much information or too many options, customers may be stopped in their tracks.
- **Deliver:** Follow through with what you promised or offered. For example, if you tell a customer you will get back to them within four hours, do it – even if you do not have an answer to their question yet. Make sure you close the deal.

Explain how you will meet Energy Trust's expectations for customer service and maintain high customer satisfaction. If you are bidding on the full program or the Standard track only, please also include trade allies and vendors as "customers" and discuss how you will ensure the quality of their experience in working with the program.

For all bidders, discuss how you will:

- Ensure an equitable experience and access to program resources for all customers, including non-English speakers
- Dedicate email and toll-free phone-based support for customer inquiries (and vendor/trade ally inquires, if applicable to your proposal) during normal business hours of 8:00 a.m. to 5:00 p.m.; route inquiries to Production Efficiency team members, as well as transfer inquiries to other programs when appropriate; meet contracted service level agreements related to pick-up time, voicemail return, written customer communications, call recording and monitoring, and other customer service standards
- Document and resolve all issues and complaints, escalating issues (in accordance with Energy Trust's case escalation procedures) and collaborating with Energy Trust staff or other program teams to resolve complaints
- Adhere to Energy Trust's customer service protocols, guidelines, and customer service values and contribute to Energy Trust-led conversations about customer experience strategy and projects
- Ensure subcontractors working on the program team meet Energy Trust's customer experience and delivery standards
- Participate, as requested, in process improvement projects or trainings to improve service to Energy Trust customers

J. Collaboration and Coordination

Describe your plan to work with other Energy Trust program implementers, Energy Trust internal support teams, and external stakeholders to successfully deliver all program services. Explain the approach to collaboration and coordination and frequency of activities below.

Energy Trust's Other Programs and Implementation Teams

- Align incentives, requirements, messaging, and market engagement strategies for measures or offerings that are available across multiple programs
- Develop strategies for deepening customer relationships, making referrals to other programs (e.g., Business Lighting, Existing Buildings, New Buildings and Renewable Energy programs), and providing a seamless customer experience with one point of program contact where possible
- Transfer forms, phone calls, and emails to the appropriate Energy Trust program if inquiries or materials are received in error
- Marketing and outreach strategies, including joint stakeholders and industry events
- Support for trade allies that work with multiple Energy Trust programs

Energy Trust Internal Support Teams

- Participate in audit and quality assurance efforts for the program, including program impact and process evaluations by participating in interviews, identifying, and encouraging customers and trade allies to participate in interviews, and providing data assistance

- Incorporate evaluation findings for continuous improvement of the program
- Develop new measures and update existing measures
- Develop and update program forms and collateral
- Develop and update calculators and any other program tools or processes used to administer the program, such as associated forms, workflows, and participant and trade ally/vendor requirements for each measure
- Participate in monthly and quarterly forecasting efforts for the program
- Participate in process improvement efforts for the program
- Participate in user acceptance testing of Energy Trust systems used by the program
- Support trade ally enrollment through outreach, walking enrollees through the application process, and entering applicable data into Energy Trust's customer relationship management system

External Stakeholders

- Coordinate delivery and marketing efforts with vendors and trade allies, engineering consultants, subcontractors, utilities, trade associations, and other organizations as needed
- Support Energy Trust in coordinating with external stakeholders including, but not limited to, Bonneville Power Administration (BPA), Regional Technical Forum (RTF), Northwest Energy Efficiency Alliance (NEEA), Oregon Department of Energy (ODOE), and others

K. Information Technology (IT)

Describe how you will use Energy Trust's systems of record to manage and deliver the program, (e.g., Customer Relationship Management (CRM), Project Tracker (PT) systems), including:

- Details on any additional technologies or software applications that will be used to deliver the program and how they will be integrated with Energy Trust systems
- How you will set up, test, monitor, and maintain integrations between the bidder's IT systems and Energy Trust systems
- The technical team available to implement and support the system integration
- Security protocols that will be implemented to protect all confidential information

Describe the team's approach and capabilities to perform effective IT project management, including:

- Examples of successful IT development and integration projects
- Describe security protections governing any client data input into its systems
- Approach to monitoring information security in your company's environment
- List all industry certifications for IT security, including but not limited to SOC 2 and ISO 27001/27002 compliance or certification

- List date and high-level results of most recent independent information security assessment
- Discuss how you will comply with the Energy Trust Information Technology requirements outlined in **Appendix J: Information Technology Requirements**

Proposals should include all expenses related to IT implementation for the services proposed in **Appendix D: Pricing and Savings Proposal Template**.

L. Transition Plan

Energy Trust anticipates a transition period from September through December 2022. Energy Trust would expect a new program implementer to continue the program in its current form, beginning on January 1, 2023. Any significant changes or enhancements to the program should be planned for no earlier than the second half of 2023.

Describe your plan to ensure a successful launch on January 1, 2023, with minimal change or disruption to customers, trade allies, or other program partners. The following information describes Energy Trust's expectations for the current and incoming program implementer(s) activities during the transition, to inform your proposal.

During the transition period, the current program implementers will be responsible for:

- Delivering 2022 energy savings to Energy Trust, including close-out of 2022 projects, which may occur into January of 2023
- Information transfer, training, and relationship and project hand-offs to the incoming implementation team(s), including transferring project files for all current and past projects
- Completing SEM recruitment activities, including getting signed customer enrollment agreements, for the Fall SEM (10/1/22) engagement launches
- Submitting Continuous SEM enrollment requests by mid-November 2022 for engagements beginning on February 1, 2023
- Completing all active technical studies by December 31, 2022
- Completing end-of-year changes to marketing materials, forms, calculator tools, and any other tools or processes used to administer the program

The incoming program implementer transition plan must include specific tasks and deliverables to implement an efficient and coordinated transition of the Production Efficiency program, as appropriate to the contract award (e.g., Standard track, Custom track, full program), that covers the following activities:

- Execute a transition staffing plan to ensure adequate ramp-up time and training for program team members, including Contracting Plan activities, as applicable. While Energy Trust expects to see Diverse Contractors included in the transition plan, the Diverse Contractor Spend and DEI Service Incentive Spend requirements do not apply to the transition contract value.

- Participation in program orientation sessions and training on program requirements, processes, forms, and tools
- Participate in training on Energy Trust's Budget, CRM and PT systems, Utility Customer Information (UCI), confidentiality/sensitive data requirements, customer experience and complaint management, and other processes and systems
- Work with Energy Trust and the current implementers to transition customer accounts and strategic relationships, including:
  - Transition all in-process customer projects with forecasted completion dates in 2023 or beyond, and in-process Continuous SEM engagements that began on February 1, 2022
  - Transition trade ally and vendor relationships
  - Transition relationships with trade associations, industry groups, community-based organizations, etc.
  - Begin technical analysis studies for custom project opportunities identified during the transition period
- Coordinate with existing implementer and Energy Trust on transition of and training on all program forms, calculator tools, and any other tools or processes used to administer the program, such as associated forms, workflows, and participant and trade ally/vendor requirements
- Coordinate with existing implementers and Energy Trust to receive all project documentation including quality control plans and relevant desktop procedures
- Update or develop program documentation:
  - All bidders: Develop the first draft of the 2023 Action Plan which is the implementer's annual plan for how to encourage market participation, increase program influence, meet energy savings goals, manage the pipeline of committed projects, among other activities for the track (the final 2023 Action Plan is due in February 2023)
  - Single track bidders (Custom only, Standard only): Draft the 2023 Quality Control Plan which describes protocols for quality assurance of energy savings calculations; implementation processes and timelines such as participant eligibility verification, project processing and file management, safety, site verification; compliance procedures for customer service and complaint resolution; and confidentiality, security, and handling of incentive checks (the final 2023 Quality Control Plan is due in February 2023)
  - Full program bidders: Develop an outline and draft sections of the program implementation manual (PIM) that documents all procedures, protocols, forms, processes and policies regarding the program delivery, program management, quality control, customer service and compliance activities for a program (the final PIM is due in March 2023)
- Set up and test IT systems and any necessary integrations between the implementer's IT systems and Energy Trust systems.
- Coordinate with Energy Trust marketing and communications staff on plans for communicating about the transition and to update marketing and/or website content required for 2023

- Coordinate with existing implementer and Energy Trust on transition of and training on all calculator tools and documentation used in the Standard track, if applicable.
- Set up phone and email communication channels for customer and trade ally/vendor support
- Establish collaboration protocols for working with other Energy Trust program implementers
- Establish monthly invoicing, reporting templates, and forecasting procedures
- Discuss incentive payment structures with Energy Trust compliance audit reviewer to ensure necessary procedures and controls are in place
- Work with Energy Trust to finalize Production Efficiency 2023 and 2024 energy savings goals and program budget
- Work with Energy Trust to develop the 2023 prime contract scope of work
- For Custom track and full program bidders: Begin delivery of Fall First Year and Continuous SEM engagements that launch on October 1, 2022, and complete in 2023, including one-on-one customer kick-off meetings, standardized workshop delivery, and other tasks identified in Energy Trust's guidelines for SEM Coaches
- Begin general outreach and day-to-day operations by participating in program management and outreach activities and meetings with current implementers and Energy Trust, for example
    - Work with the current implementer(s) to understand and manage all aspects of participant project recruitment and development
    - Develop a system for managing active participant projects
    - Work directly with current outreach team members to acquire knowledge about projects in the pipeline including project contacts, history, and status
    - Make introductions and develop participant, trade ally, and vendor relationships as applicable

Include information about the transition team members, as well as your experience implementing other program transitions of like scale and scope, in the **Part 6: Qualifications** portion of your proposal.

Include your proposed budget for the 2022 transition work in **Appendix D: Pricing and Savings Proposal Template.**

M. Transition Implementation Schedule

Provide a transition implementation schedule, in the form of a Gantt chart, for the four-month transition period in 2022 and any startup or development activities planned for 2023. You may use an oversized page for your Gantt chart.

Energy Trust anticipates transition activities will begin in coordination with the selected implementer(s) and the existing implementers by September 1, 2022.

Energy Trust expects the selected team to begin full program implementation as of January 1, 2023. Transition activities and any additional startup or development activities contemplated beyond December 31, 2022, must be accounted for in your proposed 2023/2024 Pricing and Savings budgets.

Part 2: Custom Track Implementation Proposals

*This part of the proposal is to be completed by teams bidding on the full Production Efficiency program or on the Custom track only. See **Proposal Format and Instructions**.*

Page Limit: 10 pages

A. Customer Engagement, Outreach and Ongoing Project Support

Energy Trust places a high value on the experience of customers seeking information about and participating in our programs. Production Efficiency maintains high customer satisfaction rates. Program implementer representatives perform the role of account manager for all customers and develop strong working relationships to help them access all applicable Energy Trust services and incentives. Program implementers also provide technical energy expertise that helps customers reduce energy consumption at their sites.

Respondents must describe their approach for a streamlined experience to help customers navigate through and select appropriate Energy Trust offerings. This approach should include activities ranging from initial contact to project identification to project completion. The proposal should identify how the bidder intends to reach new participants or customers that have not been involved with the program on an ongoing basis.

The plan must address how the bidder plans to meet Energy Trust expectations and program goals in the following areas:

- Describe the engagement strategies to reach customers
- Provide examples of how you have been successful in communicating the business case for energy efficiency to customers
- Describe outreach strategies to broaden participation with diverse customers (as defined in **Definitions**)
- Illustrate how to collect, utilize, and analyze data resources available from Energy Trust, or potentially third-party services, to develop greater market characterization and targeted outreach, including data that can support Energy Trust tracking towards its diversity goals
- Provide a customer recruitment strategy for SEM addressing specific opportunities and challenges with recruitment of new customers for First Year SEM and existing participants for Continuous SEM
- Discuss how you would share local market intelligence with Energy Trust program managers to help inform program design decisions

- Describe the diverse network of stakeholders and market actors with which you would collaborate in delivering the program, including both statewide and local stakeholders
- Describe how you will collaborate and coordinate with the Standard track implementer, if applicable, and Energy Trust's Business Lighting program implementer to best meet the needs of customers

B. Custom Track Management and Delivery

The program implementer assists customers implementing qualifying cost-effective Custom projects to help them apply for and receive Energy Trust incentives. The program implementer is responsible for energy savings achievements that meet Custom savings goals. Proposal should demonstrate the bidder's ability to manage delivery of Custom projects.

Describe how you would deliver on the following program goals:

- Achieve 2023 and 2024 utility-specific savings goals (See **Part 5: Pricing and Savings Proposal** for program budget information)
- Strategies to engage customers for Custom projects within Energy Trust's entire service area, highlighting unique circumstances in different regions, including:
  - Bring in deeper savings at more mature, large customer sites with a long history of working with Energy Trust
  - Engage large customer sites that have historically been less active with Energy Trust programs
  - Reach and serve diverse customers as described in **Diversity, Equity, and Inclusion Approaches**
- Identify the barriers and challenges related to the program implementation approach identified in your proposal, and how you will overcome them

Custom Track Personnel Requirements

A designated "Custom track lead" must be identified in the proposal. This person will meet regularly with an Energy Trust program manager on all aspects of Custom track delivery. While the program's SEM offerings are considered part of the Custom track, an additional role identified below will be required to manage day-to-day SEM delivery.

To serve all parts of Energy Trust service area equitably and effectively beyond the Portland metropolitan region, the program requires Custom track account managers or outreach personnel to reside in and serve the areas below (minimum one per area unless otherwise noted). All proposed personnel must have industrial energy efficiency experience as detailed in **Appendix F: Technical Capability Matrix**.

- Eastern Oregon (east of Hood River)
- Willamette Valley (Eugene, Corvallis, Albany area)
- Central Oregon (Deschutes, Crook and Jefferson counties)
- Medford/Grant's Pass/Roseburg area (two personnel minimum)

- Klamath/Lake counties (may be served by personnel residing in Medford area or Central Oregon)

Personnel requirements should be reflected in the detailed personnel plan and organizational chart requested in **Project Team Qualifications and Experience**.

C. SEM Management and Delivery

The program implementer will be responsible for delivering First Year SEM and Continuous SEM through two discrete roles – account manager and SEM coach/modeler, as discussed in **Custom Track Services**. All SEM coaching and modeling services are paid as service incentive payments, while account manager support of SEM is paid as delivery contract payments. More detail on the distinction between service incentives and delivery is included in **Appendix D: Pricing and Savings Proposal Template** and **Appendix I: Program Implementation Contracting Overview.**

Energy Trust has been delivering SEM offerings for more than twelve years and customer enrollment remains high. Energy Trust typically enrolls 20-25 First Year SEM participants each year with a fall launch on October 1. Energy Trust typically enrolls between 25-35 Continuous SEM participants with a winter launch on February 1. Savings are recognized at the completion of these engagements the following calendar year.

To be considered for SEM, a participant typically must spend at least $50,000 annually on their eligible electricity and/or gas bills. Based upon historical performance, SEM participants achieve energy savings averaging 3.75% of their electric baseload in First Year SEM and 2% of their electric baseload in Continuous SEM. Gas savings have historically been difficult to acquire through SEM engagements but remain a focal point for SEM delivery.

During the COVID-19 pandemic, nearly all SEM activities have been handled remotely including virtual delivery of all First Year SEM workshops. While virtual delivery has been effective and has reduced delivery costs, bidders should anticipate in-person SEM delivery activities in 2023. It is likely that some virtual, or even virtual/in-person hybrid cohorts may be retained in order to allow participation from more remote regions of the state. This should be considered in your SEM proposal.

The proposal must address the following:

- Detail how you will use the SEM curriculum, tools, and materials developed and owned by Energy Trust to deliver SEM guidance, training, and technical support to help participants identify and achieve verifiable energy savings
- Describe the strategies your team will employ to influence customer behavior and company culture, both for participants experiencing SEM for the first time and for those enrolled in multiple-year engagements, including common barriers encountered at sites and how your team addresses these barriers

- Describe how your SEM delivery tactics provide for an inclusive environment and encourages participation from diverse customers and how diversity is accounted for in your SEM recruitment strategies
- Provide recommendations on how Energy Trust could achieve deeper SEM savings in a maturing market

SEM Personnel Requirements

A designated "SEM lead" must be identified in the proposal. This person will meet regularly with an Energy Trust program manager on day-to-day delivery of the program's SEM offerings.

Personnel requirements should be reflected in the detailed personnel plan and organizational chart requested in **Project Team Qualifications and Experience**.

D. Custom Engineering, Project Analysis and Technical Support

As mentioned, the program implementer will be responsible for supporting a project through the entire project life cycle – identifying and scoping an opportunity, completing a technical analysis study (TAS), explaining the value of the potential energy efficiency measures and prioritizing them for implementation, and upon project completion, performing a verification and writing the verification report.

Energy Trust has several different technical analysis study templates, the most common of which are the TAS and the Streamlined TAS, which are completed before an incentive offer is issued. Those templates, along with the verification report template, are available in **Appendix K: Custom Project Templates**. The Streamlined TAS was developed in 2019 for smaller and simpler custom capital and operations and maintenance projects where less rigorous technical analysis and documentation is required. Approximately 40% of custom technical analysis studies use the Streamlined TAS template.

Like the delivery of SEM coaching and modeling services, the TAS and Streamlined TAS costs are paid to the program implementer as service incentive payments, while the verification report is a delivery expense captured under contract payments. More detail on the distinction between service incentives and delivery is included in **Appendix D: Pricing and Savings Proposal Template** and **Appendix I: Program Implementation Contracting Overview**.

The program implementer will also be responsible for maintaining the existing Microsoft Excel-based Custom and SEM project workbooks which contain all the necessary program forms and cost effectiveness calculations (utility and total resource cost test). The program implementer will be required to perform cost effectiveness checks on each custom measure and will only propose technical studies on projects that are likely cost-effective.

Demonstrate your ability to perform energy engineering, project analysis and technical support, including but not limited to the following:

- Describe how your team will complete project scoping at a customer's site to identify cost-effective energy savings opportunities
- Describe how your team will ensure quality control and persistence of energy savings measures through the project's life cycle, including technical analysis study development and review and post-installation verifications to confirm that equipment has been installed and is operating according to design specifications

E. SEM Energy Engineering, Project Analysis and Technical Support

During First Year SEM, the SEM coach/modeler is required to develop an energy intensity model for each participant site to calculate energy savings during the engagement and provide performance feedback to the participant using Energy Trust's performance tracking tool platform that is currently being developed. SEM coaches/modelers use the Energy Intensity Modeling Guideline to align their modeling process with Energy Trust requirements and best practices. The Energy Intensity Modeling Guideline is used with both First Year SEM and Continuous SEM offerings.

In Continuous SEM, the SEM coach/modeler refines the model developed in First Year SEM, or may make more significant modeling changes, as necessary. The SEM coach/modeler will be expected to use Energy Trust's performance tracking tool platform during delivery. This will require compliance with terms of use for a licensed, proprietary third-party vendor tool. The SEM coach/modeler will be responsible for developing the model, training the participant on how to use and access the model on the performance tracking tool platform, as well as updating the model with production and energy data through the online platform.

Describe the following:

- Your technical approach to energy intensity modeling within the industrial sector utilizing Energy Trust's Energy Intensity Modeling Guideline, including the types of modeling software used
- How the SEM coach trains and shares feedback with participants utilizing energy models
- Your approaches to identify and analyze gas-saving project opportunities

F. Marketing Support for Custom Track

If Energy Trust selects separate program implementers to manage and deliver the Custom track and the Standard track, each program implementer will be responsible for supporting Energy Trust's program marketing team. For bidders proposing on the full program, skip this Section F and complete the Marketing section in ***Part 4A:*** **Marketing Management*.***

Energy Trust's program marketing team takes an integrated approach to marketing, and close coordination between the marketing and implementation team(s) is essential. The Custom track program implementer will support the marketing team to develop and deploy marketing strategies, including the following responsibilities:

- Provide technical content and review, market insights and context, and customer contacts necessary to inform the development and implementation of marketing materials and activities to reach customers, trade allies and other market actors
- Utilize Energy Trust's Business Customer Reports to reconnect with customers and build trust with new staff at the customer's site
- Represent the program at relevant events that reach new customer segments in the entire Energy Trust service area, representing Energy Trust in a professional manner with a consistent, neutral, and unbiased position with respect to fuels, contractors, distributors, manufacturers and retailers
- Provide feedback on effectiveness of events, including trade shows, to help inform decisions about future participation
- Provide information for published outreach and collateral
- Coordinate with Energy Trust staff on collaborative efforts with other organizations

In this section, describe your approach to and experience working with a marketing team to:

- Provide subject matter information, customer insights, and market intelligence to marketing team for the purpose of creating marketing materials and activities to reach customers and other market actors
- Provide information for publications such as quarterly reports and materials for stakeholder meetings
- Represent an energy efficiency program at industry or other relevant events that reaches new customers for the program
- Identify new opportunities to promote an energy efficiency program, coordinate with the program marketing team to pursue opportunities

G. Program Enhancements (optional)

Energy Trust encourages proposals for program enhancements that maintain and expand Energy Trust's position as a leader in energy efficiency for industrial and agricultural operations. Proposed changes to current program offerings should demonstrate benefits to Energy Trust by reducing costs, increasing savings, broadening participation and/or addressing market challenges.

Areas to consider include, but are not limited to:

- Describe how you would streamline implementation of offerings to gain efficiencies within the Custom and SEM offerings, including approaches for small- and medium-sized customers
- New strategies or tactics to serve and expand access to customers described in **Diversity, Equity, and Inclusion Approaches**
- Identify new savings opportunities through new or emerging technologies for the Production Efficiency program

Note that any significant changes or enhancements to the program should be planned for no earlier than the second half of 2023.

Bidders should include pricing for program enhancements activities as options in **Appendix D: Pricing and Savings Proposal Template.**

Part 3: Standard Track Implementation Proposals

This part of the proposal is to be completed by teams bidding on the full Production Efficiency program or the Standard track only. See **Proposal Format and Instructions***.*

Page Limit: 10 pages

A. Standard Track Management and Delivery

Describe how you will perform program management and delivery activities for the Standard track, including:

- How you will achieve 2023 and 2024 utility-specific savings goals (See **Part 5: Pricing and Savings Proposal** for program budget information)
- Methods to identify target customers, including diverse customers described in **Diversity, Equity, and Inclusion Approaches**, as well as geographically and by industry type
- Barriers, challenges, and risks in your program delivery approach and how you will overcome or mitigate them

Standard Track Personnel Requirements

- A designated “Standard track lead” must be identified in your proposal. This person will meet regularly with an Energy Trust program manager on all aspects of Standard track delivery.
- The program has benefited from having Standard track team members located outside of the Portland metro area and will require two resident personnel in southern and central Oregon (at least one in each area, e.g., Medford and Bend). These personnel provide a program presence in the rural Oregon communities of southern and central Oregon, while performing their roles on the program team which may include a combination of project engineering, outreach to trade allies/vendors (and some agriculture customers), and measure development work. These personnel collaborate with Custom track outreach personnel and other Energy Trust outreach representatives (especially Business Lighting) who operate in these same areas.

Personnel requirements should be reflected in the detailed personnel plan and organizational chart requested in **Project Team Qualifications and Experience**.

B. Vendor and Trade Ally Outreach and Engagement

Describe your approach and plans for managing, recruiting, training, and supporting vendors and trade allies who will engage with the program and program participants, including:

- Cultivate strategic and long-term relationships with trade allies/vendors who will deliver the Standard track offerings, including industry and trade associations who can support program outreach and engagement
- Deliver communications, training, education, and program updates to vendors and trade allies, including consistent and accurate information regarding promotions, program changes, incentive information, program and technical specification requirements
- Develop criteria and processes to identify qualified trade allies for certain closed trade ally network offerings (e.g., direct install measures), and plans for developing, supporting, and managing closed trade ally networks
- Explain how you will leverage trade allies and vendors to drive program energy savings and to achieve outcomes described in **Diversity, Equity, and Inclusion Approaches**
- Describe how you will recruit and support minority-owned, women-owned, service-disabled veteran-owned businesses, and emerging small business to provide program services as trade allies or vendors
- Discuss the business case for vendors and contractors to become part of Energy Trust's Trade Ally Network and propose a strategy to recruit these businesses to enroll

C. Ongoing Project Support

Describe how your team will provide ongoing project support to ensure projects successfully move through the project pipeline from lead to completed project, including:

- Supporting trade allies and vendors in developing calculated projects by mentoring them on how to use the calculator tools and/or completing the tools on behalf of the trade ally/vendor
- Maintaining or building momentum with trade allies and vendors to achieve energy savings goals and to mitigate any forecasted shortfalls in savings
- Working with trade allies and vendors to gather customer and market insights to help inform outreach materials, marketing, and measure development (existing and new measures)
- Collaborating and coordinating with the Custom track implementer, if applicable, and Energy Trust's Business Lighting program implementer to best meet the needs of customers

D. Measure Development

Standard track measures are developed and maintained following Energy Trust's established measure development process. Program implementers are expected to follow this process which includes the following responsibilities:

- Attend training on Energy Trust measure development processes and key concepts
- Vet and develop new measures and technical protocols according to the Energy Trust measure development process and in coordination with Energy Trust's Measure Development Manager, Program Manager, and Planning Engineers
- For new measures, provide a description of program or offer design and any applicable market intelligence, develop preliminary estimates of cost-effectiveness, establish preliminary results using the utility and total resource cost tests to assess whether the proposed measure can possibly meet Energy Trust's cost-effectiveness requirements
- Manage and maintain existing measures according to the Energy Trust measure development process and in coordination with Energy Trust's Measure Development Manager, Program Manager, and Planning Engineers
- Update measures for changes in baseline performance, measure costs, measure performance, mandatory standards, or changes in code; revise analyses based on new information on market characteristics or results of evaluation reports, coordinated research projects, or outside research from entities such as the Regional Technical Forum (RTF), Bonneville Power Administration (BPA), or others
- Define program designs, market conditions, measure specifications, end use applicability, estimated range of costs, measure life, savings, and non-energy benefits including citations for all sources and assumptions
- Assess, in approximate terms, the range of outcomes for cost and savings
- Respond to requests for additional data collection
- Work with Energy Trust to document the final assumptions in the form of Measure Approval Documents (MADs), including a cost-effectiveness screening calculator completed in the format provided by Energy Trust
- Understand Energy Trust's cost-effectiveness procedures (including utility and total resource cost test and regulatory framework)
- Document potential measures that were reviewed but rejected to avoid duplicate future efforts, or alternatively to highlight when rejected measures might become viable if future conditions change

Describe your team's approach to energy-efficiency program measure development as described below.

- Approach to identifying and developing new measures and maintaining existing energy efficiency measures, including:
  - Demonstrating market knowledge of customers and trade allies to propose new measures and updates to existing measures to increase savings and customer participation through prescriptive and calculated measures
  - Proactively identify research needs and potential research strategies for new and existing measures, including primary and secondary research
  - Using the total resource cost test and utility cost test to assess whether a proposed measure can possibly meet Energy Trust's cost-effectiveness requirements

  - Specifying program designs, delivery channels, baseline types, end use applicability, estimated range of costs, measure life, savings and non-energy benefits including citations for all sources and assumptions
  - Documenting final assumptions, research citations, and other supporting resources
- Methods for monitoring and updating measures for changes in baseline performance, measure costs, measure performance, mandatory standards, changes in code, or based on other new information on market characteristics, results of evaluation reports or outside research
- Expectations for ongoing learning and skills development for technical team members

E. Energy Engineering, Analysis and Technical Support

Describe your team's plan and approach to the following energy engineering and analysis activities:

- Process for developing and maintaining energy savings calculator tools that are used to estimate energy savings and incentives, including developing requirements documentation and submission to developers, version control, and deployment, including a description of a current or past project on which your team has developed a complex Microsoft Excel workbook using Microsoft VBScript (Visual Basic Script) and optional XML output
- Development of additional tools, automations, or workflows needed to create program forms and documentation from calculator tool outputs (e.g., offer letters to participants that show project information, estimated savings, project costs, and estimated incentive)
- Strategies for training and supporting trade allies/vendors in the use of the calculator tools used to estimate energy savings or incentives
- Approach and protocols for performing pre- and post-project verifications and obtaining site access and performing walk-throughs, when needed

F. Marketing Support for Standard Track

*If Energy Trust selects separate program implementers to manage and deliver the Custom and the Standard track, each program implementer will be responsible for supporting Energy Trust's program marketing team. For bidders proposing on the full program, skip this Section F and complete the Marketing section in **Part 4A: Marketing Management.***

Energy Trust's program marketing team takes an integrated approach to marketing. Close coordination between the marketing and implementation teams is essential. The Standard track program implementer will support the marketing team to develop and deploy marketing strategies, including the following responsibilities:

- Provide technical content and review, market insights and context, and customer contacts necessary to inform the development and implementation of marketing materials and activities to reach customers, trade allies and other market actors

- Utilize Energy Trust's Business Customer Reports to reconnect with customers and build trust with new staff at the customer's site
- Represent the program at relevant events that reach new trade allies/vendors/customers in the entire Energy Trust service area, representing Energy Trust in a professional manner with a consistent, neutral, and unbiased position with respect to fuels, contractors, distributors, manufacturers and retailers
- Provide feedback on effectiveness of events, including trade shows, to help inform decisions about future participation
- Provide information for published outreach and collateral
- Coordinate with Energy Trust staff on collaborative efforts with other organizations

In this section, describe your approach to and experience working with a marketing team to:

- Provide subject matter information, customer insights, and market intelligence to marketing team for the purpose of creating marketing materials and activities to reach trade allies/vendors, customers, and other market actors
- Provide information for publications such as quarterly reports and materials for stakeholder meetings
- Represent an energy efficiency program at industry or other relevant events that recruit and engage trade allies and vendors for the program
- Identify new opportunities to promote an energy efficiency program; coordinate with the program marketing team to pursue opportunities

G. Program Enhancements (optional)

Energy Trust encourages proposals for program enhancements. Proposed changes to current program offerings should demonstrate benefits to Energy Trust by reducing costs, increasing savings, broadening participation, and/or addressing market challenges.

Areas to consider include, but are not limited to:

- New Standard track measures or delivery approaches (e.g., emerging technologies, midstream measures, direct install measures)
- Customer outreach and marketing strategies, especially data-driven approaches
- Strategies or tactics to engage trade allies and vendors that are minority-, women-, service-disabled veteran-owned, and emerging small businesses
- Data collection and data management processes to enhance demographic and firmographic data on participants and potential participants
- Creating a pathway for new contractors and vendors to participate in the Standard track (e.g., training, mentorship)
- Other program administration enhancements or improvements

Note that any significant changes or enhancements to the program should be planned for no earlier than the second half of 2023.

Bidders should include pricing for program enhancements activities as options in **Appendix D: Pricing and Savings Proposal Template**.

Part 4: Full Program, Additional Requirements

This part of the proposal is to be completed by teams bidding on the full Production Efficiency program. See **Proposal Format and Instructions***.*

Page Limit: 5 pages

A. Marketing Management

If a single implementer is selected to implement the full Production Efficiency program, the team will be required to provide a full-service marketing function including the following responsibilities:

- Develop annual marketing implementation plans that drive customer acquisition for the Production Efficiency program, including metrics for measuring success
- Acquire and apply market intelligence and/or data resources to inform and enhance marketing activities
- Create measure- and/or product/service-specific materials and/or activities that promote Energy Trust incentives and services to general and/or targeted vertical sector customers, trade allies/vendors, or other market influencers
- Follow Energy Trust's standardized customer-facing presentation materials and brand guidelines in all marketing and outreach material, including integrating Energy Trust's approach for inclusive, multicultural marketing
- Receive approval from Energy Trust's program marketing team for all program marketing materials and follow Energy Trust business processes for updating collateral and website content
- Coordinate with other programs, as appropriate, on marketing for offers that serve a broader range of customers or trade allies/vendors
- Support Energy Trust-managed business-to-business marketing efforts (i.e., Run Better campaign) as appropriate and requested
- Support public relations, which is managed by Energy Trust program marketing team

Describe your team's capabilities and approach to resource, plan, and execute annual program marketing activities or other key deliverables designed to drive adoption among customers of Production Efficiency's Custom and Standard tracks, and reach trade allies, vendors and industry and trade groups, and other stakeholders. This should include, but is not limited to:

- Experience of marketing team members in developing and implementing strategic marketing plans including, but not be limited to, design, writing, and production of marketing materials, advertising, media buying, social media, event management, direct marketing, and marketing analytics

- How the marketing team would acquire and apply market intelligence and/or data resources to inform and enhance marketing activities
- Ability to support public relations activities

Energy Trust customers often engage with multiple offerings and programs. In addition to implementing marketing activities for Custom and Standard tracks, Production Efficiency marketing team must be a strong collaborator with Energy Trust and with Energy Trust's other program implementers to meet customer needs. Address how the proposed marketing team will collaborate with and support other Energy Trust programs, such as Business Lighting, Existing Buildings, New Buildings, and Renewable Energy programs.

B. Program Management, Outreach, and Operational Efficiencies

Energy Trust anticipates that a team delivering the full program (Custom and Standard tracks combined) will be able to offer certain benefits including the possible following examples:

- Consistency and quality of customer and trade ally/vendor experiences
- Streamlined account management or outreach activities
- Technical team members working across tracks
- Operational/administrative efficiencies
- Cost savings

In this section, explain the benefits that can be achieved when both Custom and Standard tracks are delivered by your proposed team structure. Also discuss any known risks to this approach and how your team will mitigate the risks.

Any associated reductions in personnel hours and/or cost savings for each benefit must be included in **Appendix D: Pricing and Savings Proposal Template**.

Part 5: Pricing and Savings Proposal

*This part of the proposal is to be completed by all teams. See **Proposal Format and Instructions**.*

Page Limit: 4 pages

Energy Trust budgets annually on a calendar year basis and tracks and reports expenses and energy savings for Portland General Electric, Pacific Power, NW Natural, NW Natural Schedule 360 Demand Side Management, Cascade Natural Gas and Avista utility service territories in Oregon. Gas Transportation customers and Avista Interruptible rate schedules are not currently served by Energy Trust. Services to these customers should not be included in your proposals.

Use the **Appendix D: Pricing and Savings Proposal Template** (in Microsoft Excel format) according to the instructions included in the template to prepare a Pricing and Savings Proposal for the program implementation services. The bidder is required to complete the 1) Summary, 2)

Delivery Price, 3) Additional Inputs & Key Metrics, 4) Personnel Summary and 5) Contracting Plan tabs. Where subtasks have not been specified, you are encouraged to add relevant subtasks.

In addition to submitting the Pricing and Savings Proposal Template, provide a narrative explaining the assumptions for your proposal. A summary of savings by measure is not required for your proposals, though any information you would like to include addressing sources of savings should be included in your proposal narrative. Any proposal that doesn't include complete information or use the format as directed by Energy Trust may be disqualified.

As described in the Pricing and Savings Proposal template, the program implementer budget will include program services that will be billed as either delivery or service incentives. The template will provide delivery and service incentive totals to assist with your Diverse Contractor tracking that you will show in the Contracting Plan tab.

If you are proposing program enhancements, the respondent must include the optional delivery costs in the "Program Enhancements" section of the Delivery Price tab and must include pricing assumptions in the price proposal narrative. These enhancements may expand on or streamline aspects of the program offerings. If the enhancement is reducing program cost, show the pricing as a negative number, and if it is additional program work, show the pricing as a positive number. Similarly, if the respondent is bidding on the full program, any program management, outreach, or operational efficiencies should be expressed as a negative number in the "Full Program Bids Only" section of the Delivery Price tab.

Bidder must assume:

- The transition is expected to start September 1, 2022.
- All other tasks will start January 1, 2023.
- Other direct costs should be priced according to associated subtasks.
- Expenses should be transparent and the weighted average hourly rate for all personnel and subcontractor personnel should be easily identifiable. The template is set up to calculate average billing rates by track and in total, so you must ensure this functionality remains in place.
- Energy Trust does not permit any mark up on any direct costs or on any service incentive billings payable to subcontractors, and strongly prefers that other subcontractor labor or other costs are not subject to any proposed mark-up. If you are proposing a mark-up on any proposed subcontractor billings for labor or other costs, you must clearly identify and explain the proposed mark-up amount in this section of the proposal.
- The customer cash incentives associated with each track and utility are built into the Pricing and Savings template as a cost per unit of energy savings. These cash incentive run rates are what was used in the 2022 board-approved budget and are being used to ensure consistency between proposals.

Include proposed electric and gas savings goals for 2023 and 2024. For your reference in Table 6 are Energy Trust's 2022 energy savings goals by offering and utility.

Table 6: 2022 Budgeted Working Savings by Utility

	Working savings (kWh)		Working savings (therms)		
Track/Offering	PGE	Pacific Power	NW Natural	Cascade Natural Gas	Avista
Custom	33,000,000	22,600,000	865,000	73,000	56,000
SEM	9,380,000	8,980,000	28,000	1,000	-
Standard	12,660,000	7,005,000	575,000	67,500	61,500

*Working savings numbers are savings before evaluation factors and transmission and distribution losses or credits are applied.

Part 6: Qualifications

This part of the proposal is to be completed by all teams. See ***Proposal Format and Instructions.***

Page Limit: 10 pages

A. Project Team Qualifications and Experience

Staffing Plan and Organizational Chart

Describe the staffing needed to deliver the proposed program. Identify all key personnel by name, position, primary responsibilities, summary of qualifications, and expected full-time equivalent (FTE) for each title. Please assume 1,872 annual billable hours for each FTE included in your proposal. Provide an organizational chart, including clearly labeled subcontractors that would deliver portions of the program services.

Demonstrate how your plan will deliver program outreach and services in Energy Trust's rural geographic territories, especially eastern, central, and southern Oregon (see notes below on specific staffing requirements). If the prime bidder or any subcontracted team members are not currently located in Oregon, include a plan and timing for how you would build a presence and deliver services in Oregon.

Include resumes of key personnel as appendices (appended items do not count against proposal page limits). Resumes should highlight experience relevant to this RFP and should not exceed one page each in length.

Include a letter of commitment to the proposed team from each subcontractor included in your proposal in an appendix (appended items do not count against proposal page limits). Proposed subcontractors are not required to commit to an exclusive teaming arrangement with a single prime bidder.

Please note these personnel requirements mentioned previously in the RFP:

Custom Track	SEM	Standard Track

• A designated "Custom track lead" must be identified
• Account managers or outreach personnel to reside in and serve the areas below (minimum one per area unless otherwise noted).
  ○ Eastern Oregon (east of Hood River)
  ○ Willamette Valley (Eugene, Corvallis, Albany area)
  ○ Central Oregon (Deschutes, Crook and Jefferson counties)
  ○ Medford/Grant's Pass/Roseburg area (two personnel minimum)
  ○ Klamath/Lake counties (may be served by personnel residing in Medford or central Oregon)
	• A designated "SEM lead" must be identified
	• An account manager cannot also perform the SEM coach role or be the energy engineer/analyst on the same engagement.
		• A designated "Standard track lead" must be identified
		• Two resident personnel in southern and central Oregon (at least one in each area) to perform a combination of project engineering, outreach to trade allies/vendors (and some agriculture customers), and measure development work.

Team Experience

Describe your team's experience in developing and implementing comparable energy efficiency program services and how the team can meet the program implementation requirements described in this section. Include subcontractor experience.

Program Delivery and Implementation

- Energy efficiency industrial program implementation experience, including past program performance
- Program management expertise in setting and achieving energy savings goals within an assigned region or market sector, tracking project status, forecasting, and managing project activity to an incentive budget

- Development and implementation of quality control plans and procedures, especially as related to program documentation and analysis
- Program planning, development, and implementation to expand participation to meet diversity, equity, and inclusion goals

Customer Engagement

- Experience with industrial customers in Oregon and the Pacific Northwest, including the number and types of companies with which your team has worked
- Experience with industrial companies outside Oregon and the Pacific Northwest
- Experience working with diverse industrial stakeholders in the Northwest, as defined in **Definitions**.
- Experience in establishing multicultural and multilingual outreach teams that do customer engagement and account management and/or trade ally and vendor recruitment

SEM Experience

- Number of SEM engagements that the team or its members have implemented under contract to an energy efficiency program or directly to a customer over the last five years, including recruitment efforts and results
- Team or team member experience creating and implementing energy intensity models for SEM engagements at industrial sites, specifying whether these models were used as the basis for claiming energy savings
- Team or team member experience in producing and conducting workshops in a classroom setting (both in-person and virtual) and/or through large events
- Technical capabilities in industrial systems and the ability to identify related energy efficiency opportunities

Technical Experience

- Experience identifying cost-effective energy efficiency measures, performing energy efficiency technical analyses, and performing post installation verifications at industrial sites. Be specific about strengths in particular industries or system types.
- Technical team qualifications in energy engineering, detailed project analysis, and technical support for industrial energy efficiency.
- Provide examples of prior measure development work (e.g., developing program measures to fit specific program designs or delivery channels, developing measures based upon insights from outreach and trade ally engagements). Address whether your measure development experience includes use of a technical reference manual, and if so, whether your team developed the manual content. For measure development experience not using a technical reference manual, describe experience selecting and developing measures, including selecting baseline types and documenting savings, cost and non-energy benefits calculation methods and relevant research.
- Experience developing Microsoft Excel-based or other calculation tools for energy efficiency measures. Include a list of the measures for which you have developed

calculation tools and describe any additional tools you have developed to streamline workflows for creating program forms or other project documentation using tool outputs.

- Experience developing requests for qualification (RFQ) processes and reviewing trade ally qualifications and technical criteria for offerings delivered by closed trade ally networks.
- Complete **Appendix F: Technical Capability Matrix** with the years of experience for each of the typical systems found in an industrial facility and provide an example of a technical study as an appendix (appended items do not count against proposal page limits).

Marketing Experience

For Single track implementers (Custom only, Standard only):

- Experience supporting the development and implementation of marketing materials and activities to reach customers and market actors, including providing market insights and context, involving customers and market actors to provide their stories and experiences with the program, helping to source imagery for materials, and reviewing content during the development process
- Experience representing a business or program at events that reach new customers and/or market actors, such as workshops, conferences, trade shows, etc. Include any examples of how you provided feedback on the effectiveness of events to help inform decisions about future participation
- Experience supporting public relations efforts

For full program implementers:

- Experience developing annual marketing implementation plans that drive customer acquisition for a business or program, including metrics for measuring success
- Experience acquiring and applying market intelligence and/or data resources to inform and enhance marketing activities
- Examples of how you have created product/service-specific materials and/or activities for general and/or targeted customer groups, other market actors
- Experience working with standardized marketing guidelines and established approval processes
- Experience following standardized customer-facing presentation materials, brand guidelines and approval processes
- Examples of your experience collaborating with other teams or programs to develop and implement marketing plans or campaigns
- Experience supporting public relations efforts

You may provide relevant marketing examples as an appendix (appended items do not count against proposal page limits).

Program Administration

- Experience with project processing (e.g., data entry, application processing, record keeping, and quality control)
- Experience with process management and continuous improvement efforts
- Experience with IT systems management and integration

B. Diversity, Equity and Inclusion Qualifications and Experience

Describe your team's experience developing and executing diversity, equity, and inclusion (DEI) initiatives and/or policies, including, but not limited to, the following:

DEI Hiring Practices and Policies

Energy Trust seeks to contract with organizations that share its commitment to building a diverse, equitable, and inclusive workplace and business environment. Describe your specific experience developing and executing DEI initiatives and/or policies within your company, including:

- Use **Appendix L: Employment Data Template** to specify the gender and racial/ethnic makeup of prime bidder and subcontractor companies. For companies with 100 staff members or more, also include your most recent EEO-1 form submitted to the Equal Employment Opportunity Commission as an appendix to your proposal (appended items do not count against proposal page limits).
- Provide specific examples of activities, projects, or plans worked on or developed during the past 36 months that demonstrate how prime bidder company promoted DEI in the areas of (1) recruitment, hiring, retention, and promotion, (2) training and professional development, (3) company operations and strategy, and (4) any other relevant company policies or initiatives
- Describe specific activities the prime bidder and key team members have implemented to expand their professional networks with diverse customers (as defined in **Definitions**).
- Indicate if prime bidder company is certified with Business Oregon's Certification Office for Business Inclusion and Diversity (COBID) as one or more of the following: Minority Business Enterprise, Women Business Enterprise, Service-Disabled Veteran, Emerging Small Business.
- Provide information regarding any state or federal certifications, awards, or recognition for your organizational policies and practices relating to DEI.

DEI Program Implementation Experience

Energy Trust seeks program implementers with experience delivering energy efficiency programs that reach all customers, including those not previously served, and to track results of such programs.

Describe the team's experience including:

- Program strategies your team has implemented for other energy efficiency programs that prioritized certain customers that had historically been underserved, and that expanded program participation with those customers
- Examples of specific program activities to increase the participation of diverse customers (as defined in **Definitions**)
- Using an equity lens to develop program offers to meet the needs of diverse customers
- Methods to collect, analyze and report disaggregated market, customer, and participant demographic and firmographic data to baseline, and to benchmark and track participation of prioritized customer groups

Experience in Subcontracting with Diverse Firms

Energy Trust seeks program implementers who share a commitment to advancing opportunities for minority-owned and woman-owned businesses, service-disabled veteran businesses, and emerging small businesses, to become valued service providers in the energy efficiency industry. In this section, describe your supplier diversity experience, including:

- Provide a summary of the prime bidder's supplier diversity program, including the system used for tracking and reporting on the diversity of its subcontractors. If prime bidder does not have an existing supplier diversity program, explain why not.
- Describe prime bidder's efforts to increase business with woman-, minority-, service-disabled veteran-owned and emerging small businesses. Discuss any plans to expand these efforts.
- Provide a summary of how the prime bidder company mentors woman-, minority-, service-disabled veteran-owned, and emerging small business subcontractors. If none, explain why.
- State what percentage of prime bidder's total contracting and procurement spend for the prior year (2021) was with woman-, minority-, service-disabled veteran-owned, and emerging small businesses. If you are unable to provide this information, describe the systems and plans respondent will have in place to provide these data if selected as the successful bidder on this RFP.
- Describe any experience prime bidder and team members have in engaging with community-based organizations, including ethnic business organizations, in Energy Trust's service area, for program outreach or other services.

C. Supplier Diversity Requirements for the Production Efficiency Program

Pervasive, discriminatory barriers have impeded businesses owned by women and people of color (and others) from full and fair participation in contracting opportunities in the energy efficiency industry. Energy Trust recognizes its responsibility to work toward eliminating these barriers. Our Supplier Diversity program is meant to create pathways for minority-, women-, and service-disabled veteran-owned businesses, and emerging small businesses to enter the energy efficiency industry, build their businesses, and take significant roles on Energy Trust contracts, including as prime contractors.

Energy Trust has a goal of providing opportunities for minority-owned, woman-owned, service-disabled veteran-owned, and emerging small business enterprises that are certified by Oregon COBID, referred to as Diverse Contractors (See **Definitions**) in this RFP.

In RFP responses, Energy Trust expects to see:

- A variety of Diverse Contractors that will best help us meet the communities in our service area with meaningful roles on the implementation team
- A proposed pathway to further increase contract spend with Diverse Contractors over future years of the program

Energy Trust's supplier diversity requirements are intended to create attractive opportunities for Diverse Contractors to enter and/or grow in the energy efficiency field. Proposals should thoughtfully address challenges that Diverse Contractors may experience, with plans that proactively support their success. Examples include, but are not limited to:

- Considerations for how to expand or flex a Diverse Contractor's role to maintain their expected involvement, if there were a change in program plans that would reduce a Diverse Contractor's initial role on the team
- Establishment of protocols for attributing Diverse Contractor contributions and work (e.g., Diverse Contractor co-branding/logos on presentations and presenting their work whenever possible)

Energy Trust will periodically meet with Diverse Contractors to ask for feedback on their role and experience on the team, find out what's working and what could be improved, and to check that the commitments made by prime contractors are maintained and/or changes to commitments are fairly communicated and agreed upon.

For this RFP, Energy Trust requires that a minimum of 20% of the contract value goes to Diverse Contractors. There are two components that make up the contract value (See **Appendix I: Program Implementation Contracting Overview** for more information):

1. Diverse Contractor Spend Goal: Contract payments for delivery, marketing, outreach, and technical support for the Custom (including SEM) and Standard tracks
2. DEI Service Incentive Spend Goal: Service incentive payments for the delivery of customer-specific SEM coaching and modeling services, as well as development of technical analysis studies that are required for each custom project

Energy Trust requires that tracking of the 20% be done separately for each of the two contract value categories listed above. Both 20% of the contract payments and 20% of the service incentive payments must go to Diverse Contractors as defined in this RFP. An excess of 20% in one category may not be applied to meet the requirements for the other category for goal achievement purposes.

Other state or federal diversity certifications will not be counted toward the Diverse Contractor requirements in this RFP. To be counted as part of the Diverse Contractor requirement, firms must be certified or have their certification in process when a proposal is submitted, and all certifications must be completed and verified by the selection date for this RFP, as shown in the **RFP Schedule**.

Prime bidders must develop a Contracting Plan using the template provided as **Appendix M: Contracting Plan Template**, which specifies how you would, as prime contractor, contribute to achievement of Energy Trust's goals of contracting with Diverse Contractors during the initial two-year contract term and strategies for increasing the total contract spend and percentage for Diverse Contractors each year of the potential contracting term. You will also provide details on your Contracting Plan in **Appendix D: Pricing and Savings Proposal Template**.

All Diverse Contractors are expected to remain in good standing with Oregon COBID throughout the course of the contract regardless of whether they are a prime contractor or a subcontractor. All COBID certifications will be reviewed by COBID Certification Staff for authenticity.

Energy Trust aspires to use Oregon resident contractors to meet its DEI goals (e.g., existing or new businesses domiciled in Oregon and/or regularly maintaining a place from which business is physically conducted in Oregon).

The selected prime contractor(s) will agree to implement their Contracting Plan as part of their contract with Energy Trust. Such plan and implementation efforts will be measured as a criterion for annual contract goal achievement purposes (associated with potential retainage and/or performance compensation) and for evaluating potential extensions beyond the initial two-year contract term. See **Appendix I: Program Implementation Contracting Overview** for more information.

The successful bidder will be required to designate a responsible individual for administering the plan and will provide regular reporting on the annually established Diverse Contractor Spend Goal and DEI Service Incentive Spend Goal under the contract.

*Note: Energy Trust encourages teams to work with community-based organizations (CBOs) and other stakeholders that represent a specific geographic region, such as an isolated rural area, or a group with a shared goal, such as building a sustainable community. Teaming with CBOs or other stakeholders will not count toward the Diverse Contractor Spend Goal or the DEI Service Incentive Spend Goal requirements for this RFP. See **Appendix N: Organizations Related to Industry and Agriculture** for a list of the types of organizations that program implementer(s) might engage for market insights and to promote the Production Efficiency program offerings.*

D. References

Provide contact information for parties knowledgeable about your energy efficiency program implementation services:

- Three references from parties knowledgeable about the prime bidder's experience with industrial program delivery like the work described in this RFP, including at least one person who directly worked with the prime bidder on a prior IT integration project and can speak to your capabilities in integration and adoption of IT systems and IT security

For Custom track and full program proposals, also include:

- One additional reference who is knowledgeable of the team's experience in delivering SEM services like those described in this RFP

References must include name, title, address, telephone number, and email. Energy Trust is especially interested in references who have had experience working directly with key team members identified in the proposal.

Energy Trust may request additional references.

E. Required Licenses and Certifications

In no more than one page, disclose whether any of the work proposed (Custom track, Standard track, or full program) would require any type of State of Oregon and/or other state or federal approved license or professional certification and/or any type of third-party license or professional certification.

Disclose relevant licenses and certifications of individuals on proposed team. If the prime bidder or any of its team members do not have the required licenses or professional certifications, specify plans for obtaining the necessary licenses and professional certifications or explain why such licenses or professional certifications would not be needed.

Part 7: Administrative Materials

*This part of the proposal is to be completed by all teams. See **Proposal Format and Instructions.***

Page Limit: 5 pages

A. Conflict of Interest Disclosure

In one page or less, disclose any direct or indirect, actual, or potential conflicts of interest you or your proposed subcontractors has or would have with Energy Trust. A direct or indirect conflict of interest is any situation in which the bidder or 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 in which it 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 direct or indirect, actual, or potential conflict is identified for disclosure, the proposal should explicitly so state. The determination of whether a conflict of interest exists is left to Energy Trust at its sole discretion.

Bidder’s disclosure must specifically address any existing contracts that bidder or bidder’s proposed subcontractor team members currently have in place for performance of any portion of Energy Trust program services, including any participation in Energy Trust’s trade ally network.

B. Insurance

In two pages or fewer, provide a description of bidder’s proposed insurance coverage for performing the 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
- All limits, including aggregate limits and the current remaining coverage amounts under those limits.

Additional information may be appended if needed (appended items will not count toward the page limit). For reference purposes and to inform Pricing Proposal development, Energy Trust’s prime contracts for program implementation services typically require, at a minimum, the following types and amounts: workers’ compensation insurance including employer’s liability coverage in compliance with statutory requirements, occurrence-based commercial general liability insurance coverage (including contractual liability and products and completed operations coverage) with at least $1,000,000 per occurrence/$2,000,000 aggregate, automobile liability insurance with at least $1,000,000 per accident, umbrella coverage (in excess of the employers liability, commercial general and automobile liability insurances) of at least $5,000,000 per occurrence/aggregate, errors and omissions/ professional liability insurance with at least $2,000,000 per claim/aggregate, cyber liability insurance with an annual total limit of at least $1,000,000), pollution liability/hazardous substances insurance of at least $1,000,000. Additional requirements apply. Appropriate insurance would need to be in place by transition contracting.

C. Financial Package

Include a financial statement package of no more than two pages (excluding appended items) including, at a 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 you employ 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's 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)
- 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
- 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 prime bidder within the last five years that relate to procurement or performance of any public or private contracts
- Statement about whether the bidder or predecessors or any principal of the firm has been insolvent or declared bankruptcy within the past five years
- D-U-N-S® Number from Dun & Bradstreet, if available

4. Proposal Submittal Process

A. Intent to Respond and Interest in Teaming

All firms planning to submit a proposal in response to this RFP must complete and submit Section 1 of **Appendix B: Intent to Respond and Interest in Teaming**. This ensures that Energy Trust can communicate any updates or changes to the RFP to all bidders who are preparing proposals. Firms who submit proposals without submitting Section 1 of Appendix B may be disqualified.

All firms interested in teaming with other potential bidders on this work are encouraged to submit Section 2 of **Appendix B: Intent to Respond and Interest in Teaming**. Firms that indicate interest in teaming will be included in a list on Energy Trust's website at: https://energytrust.org/about/explore-energy-trust/rfps-rfqs/. This list is meant to help facilitate connections between bidders.

Email your completed form by the date and time shown in RFP Schedule to: IndustrialSolicitations@energytrust.org.

The email should include in the subject line a reference to this RFP (e.g., Intent to Respond – Production Efficiency RFP). Confirmation of receipt will be sent via reply email within one business day.

B. Pre-Bid Webinar

Energy Trust invites all potential bidders to attend an informational pre-bid webinar. This session will provide potential bidders with information about Energy Trust, the Production Efficiency program and RFP requirements, program implementer roles and responsibilities, and interactions and coordination across Energy Trust and its program management and delivery teams. The presentation will be conducted via webinar and participation is encouraged.

The date and time of the pre-bid webinar is listed in RFP Schedule.

Register for the pre-bid webinar at:
https://us06web.zoom.us/webinar/register/WN_57vNbXYeRiSDdAHryjHZuw

C. Questions and Request for Clarification

Any questions and/or requests for clarification or additional information regarding this RFP, including any questions that may arise after the informational pre-bid webinar, should be submitted via email and received by Energy Trust by the date and time listed in RFP Schedule to IndustrialSolicitations@energytrust.org

These emails should include a subject line stating Request for Clarification – Production Efficiency RFP. Confirmation of receipt will be sent via reply email within one business day.

Questions received prior to the stated deadline will be consolidated and anonymized and will be posted with answers on Energy Trust's RFP website by the date shown in RFP Schedule. Energy Trust staff is not available for verbal conversations with individuals and will not respond to additional requests for information after the date listed in the schedule.

D. Proposal Submittal and Method of Delivery

Proposals should be clear, complete, and concise. Pages must be numbered, with sections clearly titled following same section numbering as shown throughout **Section 3: Proposal Content**, on 8.5" x 11" pages with font no smaller than 11-point. Include a scanned original signature or a digital signature on the required **Appendix C: Representations and Signature Page**.

Submit one electronic copy of the complete proposal as a searchable and accessible PDF file. Microsoft Excel-based appendices should be submitted separately in Microsoft Excel format.

Submit your proposal via email to: IndustrialSolicitations@energytrust.org.

Email should include a reference to this RFP (e.g., Proposal – Production Efficiency RFP).

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

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

E. Withdraw and Modification of Proposals

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

F. 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 that submitted an **Appendix B: Intent to Respond/Interest in Teaming**. Potential bidders should contact Energy Trust if any inconsistencies or ambiguities are found in the RFP. Clarifications given by Energy Trust may become an addendum to the RFP.

G. 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.

5. Proposal Evaluation Process and Criteria

A. Proposal Selection Criteria

Proposal selection will be the sole responsibility of Energy Trust. A team of reviewers consisting of Energy Trust staff and 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 prime bidder did not return an Intent to Respond/Interest in Teaming Form
- The proposal is substantially incomplete or exceeds page limits
- The proposal is not responsive to the objectives and requirements of this RFP
- The proposal does not meet Energy Trust's minimum requirements for Diverse Contractor Spend or DEI Service Incentive Spend
- The prime bidder 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

B. Proposal Evaluation and Notification for Interview

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

C. Scoring Criteria

The following selection criteria, and any other criteria that Energy Trust deems, in its sole discretion, to be relevant, will be used to rank and select proposals.

Table 7: Scoring Criteria for Proposal Ranking and Selection

Criteria	Weight	Description
Cost and Energy Savings	40%	Energy savings goals achievable and appropriate Budget aligned with program functions and proposed approaches to achieve goals Adequate FTE allocation for management and implementation Competitive labor rates, subcontractor costs, and other direct costs Competitive and reasonable transition costs
Diversity, Equity, and Inclusion	25%	Prime bidder is COBID certified and/or has demonstrated experience and success in the prime bidder's DEI hiring practices, policies, and staffing Demonstrated experience and success in DEI program design and DEI implementation is embedded throughout the proposal Strength of Contracting Plan and demonstrated experience and ability to deliver on the Diverse Contractor Spend and DEI Service Incentive Spend requirements

Criteria	Weight	Description
Strength and Cohesion of Respondent Team	20%	Demonstrated management experience and technical ability to address the many components included in this RFP for the implementation of the program services Demonstrated experience and success in industrial program management and delivery, including: • Budget and Savings Goals Development • Forecasting and Pipeline Management • Energy Engineering, Analysis and Technical Support • Measure Development and Evaluation Support • Trade Ally and Contractor Engagement • Marketing, as relevant to proposed scope • Outreach and Ongoing Project Support • Operations and Controls • Information Technology • SEM Recruitment and Delivery • Transition Plans/Schedule
Strength of Proposal	15%	Proposal demonstrates understanding of program objectives Proposal presents a compelling approach to meeting savings goals and positioning the program for long-term success Proposal demonstrates understanding of challenges facing the program, its customers, and potential customers and presents strategies and approaches to effectively overcome these challenges Proposal is concise and uses plain language to describe the bidder’s approaches to each section of the RFP

6. Governing Provisions

All submitted proposals are subject to the following provisions:

A. Agreement to All Terms

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

B. 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.

C. Criminal Record and Credit Check

Energy Trust might require bidders 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 bidder's consent to proceed with these checks.

D. 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.

E. 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 bidder.

F. 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.

G. Proposal Costs

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

H. Waiver of Claims

The bidder 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.

I. 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 bidder to amend any proposal
- Select and negotiate and/or enter into agreements with bidders 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
- Enter into relationships with more than one bidder

J. 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 would 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 bidder(s) until a final and binding written contract has been executed by and between Energy Trust and the bidder(s).

Key terms in any resulting contract would 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 on behalf of contractor are required and must include provisions requiring adherence to specified requirements incumbent upon the contractor in its contract with Energy Trust; intellectual property provisions ensuring that work 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 bidder.

Appendices

Appendix A: Energy Trust Service Territory

Appendix B: Intent to Respond/Interest in Teaming

Appendix C: Representations and Signature Page

Appendix D: Pricing and Savings Proposal Template

Appendix E: Production Efficiency Management

Appendix F: Technical Capability Matrix

Appendix G: Production Efficiency Trends Report

Appendix H: Standard Track Measures

Appendix I: Program Implementation Contracting Overview

Appendix J: Information Technology Requirements

Appendix K: Custom Project Templates

Appendix L: Employee Data Template

Appendix M: Contracting Plan Template

Appendix N: Organizations Related to Industry and Agriculture