



focus on energysm

Partnering with Wisconsin utilities

Targeted Markets Portfolio and
Select Mass Markets Programs
Energy Efficiency Program Implementation
Request for Proposals

REQUEST FOR PROPOSALS

ISSUED BY:



focus on energysm

Partnering with Wisconsin utilities

For

Targeted Markets Portfolio and Select Mass Markets Programs
Energy Efficiency Program Implementation

Proposal Due: Wednesday, January 11, 2012 at 3:00 pm CST

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Definitions

When capitalized, whether in singular or plural, the following words and phrases shall have the following meanings in construing this Request for Proposals.

- a. **Application(s)** means a request for a Focus on Energy incentive for an eligible Measure(s) submitted by a Customer or Trade Ally.
- b. **Bidder(s)** means an entity submitting a proposal under this RFP for the position of prime Program Implementer. The Prime Program Implementer will contract directly with Program Administrator.
- c. **Chain Store(s) and Franchises** means a commercial retail outlet of five (5) or more stores with a shared brand and central management.
- d. **Commission or PSC** means the Public Service Commission of Wisconsin.
- e. **Compliance Agent** means the entity that performs audits to ensure that the Program Administrator, Program Implementer, Program(s) and any Trade Allies comply with the Focus on Energy *Policies and Procedures Manual*.
- f. **Customer(s)** means a Customer of Wisconsin's investor-owned utilities, municipal utilities and co-ops that participate in Focus on Energy.
- g. **Eligible Cost(s)** means those costs that can be audited, are directly attributable to the Work, and allowable under the Focus on Energy *Policies and Procedures Manual*.
- h. **Ex Ante Values** means the energy savings values that were approved by the Focus on Energy evaluator and which are contained in the Focus on Energy Cost-Effectiveness Calculators.
- i. **Fiscal Agent** means the entity that in a fiduciary capacity, receives funds, distributes funds and accounts for statewide energy efficiency and renewable energy Programs specified under Wis. Stat. §196.374(2)(a).
- j. **Focus on Energy** means the statewide energy efficiency and renewable energy Programs specified under Wis. Stat. §196.374(2)(a).
- k. **Independent Evaluator or Program Evaluator** means-the third party entity contracted by the Commission to evaluate the performance of all Programs administered by the Program Administrator.
- l. **Large Energy Customer** means a Customer that has a monthly energy demand of at least 1,000 kilowatts of electricity or 10,000 decatherms of natural gas and, in any month, has



been billed at least \$60,000 for electricity, natural gas, or both for all of its facilities within a participating utility's service territory.

- m. **Market Sector(s)** refers to Customer classification as commercial, industrial, agricultural or schools and government.
- n. **Mass Markets Program(s)** means the energy efficiency and renewable energy programs offered to Customers of the Wisconsin energy utilities taking service on residential rates or tariffs. In addition, multi-family housing is part of the Mass Markets Program portfolio, regardless of whether Customers are on a residential or non-residential tariff.
- o. **Measure(s)** means an energy-using appliance, piece of equipment, or practice that will result in reduced energy usage at a comparable level of service.
- p. **Policies and Procedures Manual** means the manual, developed by the Fiscal Agent and Compliance Agent in conjunction with the Program Administrator, which provides the rules, regulations and policies of Focus on Energy to be followed by Program Implementer and others working for the Focus on Energy portfolio.
- q. **Program Administrator** means the entity that contracts with the energy utilities to develop and administer the statewide Program under Wis. Stat. §196.375(2)(a).
- r. **Program and Program Area** means the framework under which a Measure incentive or collection of Measure incentives is offered to a Customer.
- s. **Program Implementer** means an entity contracting with the Program Administrator to implement a Focus on Energy Program.
- t. **Small Energy User** means a Customer which has a monthly energy demand of 100 kW or less.
- u. **Statewide Energy Efficiency and Renewable Administration (SEERA)** means the organization created by Wisconsin energy utilities to fulfill their obligations under 2005 Wisconsin Act 141.
- v. **Targeted Markets Program(s)** means the energy efficiency and renewable energy programs offered to Customers of the Wisconsin energy utilities taking service on non-residential rates or tariffs, or agricultural Customers on residential rates or tariffs due to a residence attached to the farm operation.
- w. **Trade Ally or Allies** includes any independent organization that participates through the Program Implementer to enable the delivery of Focus on Energy programs to end use Customers, including, but not limited to, HVAC, insulation, and electrical contractors.

PART A

1.0 GENERAL INFORMATION

1.1 Introduction

The Focus on Energy Program Administrator is issuing this Request for Proposals (RFP) for the selection of independent Implementers, or teams of Implementers, to deliver energy efficiency programs for residential and non-residential Customers under the Focus on Energy Targeted Markets (Business) Core Programs and select Mass Markets (Residential) Programs. The purpose of this document is to provide Bidders with information to enable them to prepare and submit a proposal(s) to perform all necessary program implementation functions. The Focus on Energy Program Administrator intends to use the results of this solicitation to award contracts to successful Bidders for program implementation beginning April 1, 2012 through December 31, 2014. The contracts will begin prior to April 1, 2012 to allow for program design, transition and launch activities.

Focus on Energy is Wisconsin utilities' statewide energy efficiency and renewable resource program funded by the state's investor-owned energy utilities, as required under Wis. Stat. §196.374(2)(a), and participating municipal and electric cooperative utilities. Focus on Energy has been in existence since 2001 providing electric and natural gas programs to Wisconsin residents and businesses.

The Focus on Energy Program Administrator seeks experienced energy efficiency Program Implementers, or teams of Program Implementers, to deliver energy efficiency programs for the Wisconsin residential and non-residential sectors. Program Implementer(s) will: 1) collaborate with the Program Administrator in designing energy efficiency programs targeting select residential and non-residential sectors; 2) conduct cost-effectiveness evaluation of the Measure mix and the Program Area; 3) develop and implement marketing and outreach campaigns to encourage Customer participation; 4) engage the Trade Ally network; 5) process, but not pay for, incentives for Customers that complete eligible energy efficiency Measures; and 6) track and report on Program targets and goals.

1.2 Overview of Focus on Energy

Focus on Energy works with eligible Wisconsin residents and businesses to install cost-effective energy efficiency and renewable energy projects. Focus on Energy information, resources and financial incentives help Wisconsin residents and businesses implement projects that otherwise would not have occurred. Its efforts help Wisconsin residents and businesses manage rising energy costs, promote in-state economic development, protect our environment and control Wisconsin's growing demand for electricity and natural gas.

Focus on Energy currently provides various energy efficiency and renewable resource options and incentives to Customers via three (3) portfolios: Mass Markets Portfolio servicing the residential sector, including single-family and multi-family housing; Targeted Markets Portfolio servicing the commercial, industrial, schools, government, agricultural sectors, including Small Energy Users; and a Research

Portfolio providing grants to eligible entities to study the environmental and economic impacts of energy use in Wisconsin.

Additional information on the Focus on Energy programs can be found at www.focusonenergy.com. In addition, several documents have been provided as appendices to this RFP to further assist Bidders in formulating a response.

1.3 Background

The 2005 Wisconsin Act 141 (Act 141) established the requirement that Wisconsin investor-owned energy utilities collectively establish and fund a statewide energy efficiency and renewable resource program. To accomplish their duties under Act 141, the investor-owned energy utilities formed a non-profit organization called SEERA. Municipal utilities (munis) and rural electric cooperatives (co-ops) have the option to participate in this statewide program – all 82 munis and approximately half of the 24 co-ops have elected to participate. Act 141 requires SEERA to contract, on the basis of competitive bids, for development and administration of the programs. SEERA has selected Shaw Environmental and Infrastructure, Inc. (Shaw) as the Program Administrator for the period of May 2011 through December 2014. Program Implementer contracts awarded through this solicitation will be with Shaw.

1.4 Governance Structure of Focus on Energy

The primary roles and organizations that make up the Focus on Energy governance structure include:

- *Statewide Energy Efficiency and Renewable Administration (SEERA)*: This organization creates, funds and contracts for the administration of statewide energy efficiency and renewable energy programs.
- *Public Service Commission of Wisconsin (PSC)*: This is the independent state agency that regulates Wisconsin's public utilities and oversees Focus on Energy.
- *Fiscal Agent*: The fiscal agent is responsible for paying all approved invoices and incentives for Focus on Energy.
- *Compliance Agent*: The organization performs annual audits of Focus on Energy activities and expenditures to ensure that funds are spent prudently and consistently with Focus on Energy *Policies and Procedures Manual*.
- *Independent Evaluator or Program Evaluator*: The organization performs annual process and impact evaluations and assesses program and portfolio cost-effectiveness.
- *Program Administrator*: The current Program Administrator for Focus on Energy is Shaw Environmental and Infrastructure, Inc. The Program Administrator is responsible for working with the PSC to establish portfolio, Market Sector and individual program goals and budgets. It is responsible for bidding out all programs, selecting and negotiating contracts, and managing program and portfolio performance and goals. The Program Administrator is not allowed to implement programs in Wisconsin.
- *Program Implementers*: These organizations deliver energy efficiency and renewable energy programs to eligible Wisconsin Customers and are responsible for meeting the program goals as established by the Program Administrator and PSC.

1.5 Separation of Administration and Implementation Functions

As defined in PSC Administrative Code §137.03(1), the role of the Program Administrator is to “oversee a portfolio of energy efficiency and renewable resource statewide programs, in which other market providers and contractors implement Measures with end-use Customers.”

While the Program Administrator will not perform any implementation functions, it is responsible for the overall program structure, coordination, procurement and management of implementation contractors to achieve savings and performance goals.

2.0 INFORMATION FOR BIDDERS

The purpose of this RFP is to solicit and select Program Implementers for the energy efficiency programs listed in Section 2.1 - Eligible Programs. Bidders responding to this RFP will be permitted to submit bids for any of the programs listed in Section 2.1 and for any subsequent solicitation. However, the Program Administrator reserves the right to not award any one firm more than two (2) Program Areas under this RFP.

2.1 Eligible Programs

Through this solicitation, Focus on Energy is seeking proposals in the Program Areas listed in Table 1 below. Bidders may bid into one or more of the Program Areas but must submit one proposal for each Program Area, specifically, combining Program Areas into one proposal is not allowed.

Table 1: Eligible Program Areas

	Program Area	Description
1	Targeted Markets – Large Energy Customer Program	<p>The Targeted Markets - Large Energy Customer Program will offer prescriptive and custom incentives for high-efficiency Measures; custom Measure savings will depend on site-specific analysis. Bidders shall review the current list of Focus on Energy prescriptive measures (see Appendix E) and provide strategies to increase Customer uptake of cost-effective Measures.</p> <p>Bidders are required to detail plans describing how to effectively run a cost-effective Large Energy Customer Program serving Customers in the following Market Sectors, as applicable: agricultural, commercial, schools, local and non-local governments, and industrial facilities. In instances where a Customer’s Chain Store or Franchise is identified as a Large Energy Customer in one utility service territory the default will be to transfer that Customer to the Chain Store and Franchises Program.</p> <p>Bidders shall describe their approach to, and any experience, working with utility account representatives, or utility account managers, to effectively leverage utility relationships with Large Energy Customers for increasing Customer participation in</p>

	Program Area	Description
		<p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application intake, incentive processing, marketing, outreach, participation at events, technical review, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of Customers in this Program Area.</p> <p>In addition to providing plans for how to effectively run a cost-effective program serving Large Energy Customers Bidders are required to detail plans for fair and equitable geographic distribution throughout the state.</p>
2	<p>Targeted Markets – Chain Store and Franchises Program</p>	<p>The Targeted Markets - Chain Store and Franchises Program will offer custom and prescriptive incentives for high-efficiency Measures; custom Measure savings will depend on an analysis of the particular Chain Store or Franchise. Bidders shall review the current list of Focus on Energy prescriptive measures (see Appendix E) and provide strategies to increase Customer uptake of cost-effective Measures.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application intake, incentive processing, marketing, outreach, participation at events, technical review, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of Customers in this Program Area.</p> <p>Bidders are required to detail plans describing how to effectively develop Measure packages, prescriptive and custom, for specific Chain Stores and Franchises such as commercial retail businesses, chain restaurants, or department stores. Bidders shall provide plans for fair and equitable distribution throughout the state.</p>
3	<p>Targeted Markets – Comprehensive Program</p>	<p>The Targeted Markets Comprehensive Program will offer prescriptive and custom incentives to Customers in the following Market Sectors: agricultural, commercial, schools, local and non-local governments, and industrial facilities but not Large Energy Customers. Customers will include but not be limited to; dairy producers, growers, community colleges, food processors, commercial buildings, municipal facilities, and manufacturers and processors that are not Large Energy Customers. Bidders must separately describe how Customers in each Market Sector will be served effectively.</p> <p>Prescriptive incentives, or rebates, will be for high-efficiency Measures where the Measure savings do not depend on site-specific analysis. Bidders shall review the current list of Focus on Energy prescriptive measures (see Appendix E) and provide strategies to increase Customer uptake of cost-</p>



	Program Area	Description
		<p>effective Measures. Custom incentives will be for Measures where savings do depend on site-specific analysis. Bidders are required to detail plans describing how to effectively run a cost-effective Comprehensive prescriptive and custom incentive program serving the above identified Market Sectors.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application intake and processing, incentive processing, marketing, outreach, participation at events, technical review, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of Customers in this Program Area.</p> <p>Bidders are required to detail plans for fair and equitable geographic distribution throughout the state and for reaching underserved markets, such as local units of government. Bidders shall detail their approach to ensure that a minimum twenty percent (20%) of the incentive budget is directed to include both agricultural producers and local units of government.</p> <p>Additionally, Bidders shall describe their experience and approach for Program Area delivery paths especially coordination with and engaging the Trade Ally network.</p> <p>Finally, Bidders shall address any unique approach, technical qualifications, or expertise for serving Market Subsectors such as wastewater treatment facilities, hospitals, or lodging (hospitality) facilities statewide.</p>
4	<p>Targeted Markets – Small Energy Users Program</p>	<p>The Targeted Markets - Small Energy Users Program shall provide Customers with an on-site energy efficiency assessment, or audit, a limited list of direct install Measures, and higher incentives for select Measures. Bidders shall review the current list of Focus on Energy prescriptive measures (see Appendix E) and propose Measures applicable to Small Energy Users and strategies to increase Customer uptake of these cost-effective Measures.</p> <p>Bidders shall propose a cost-effective Small Energy Users Program which provides Customers with an on-site energy efficiency assessment that identifies measures to help Customer’s reduce their energy use. Bidders shall propose a select list of Measures such as low-flow aerators and compact fluorescent lamps (CFLs) that would be made available for direct install at Customer’s facility. Finally, Bidders shall propose enhanced incentives for Measures identified during the on-site assessment for</p>

	Program Area	Description
		<p>installation with an option for Customers to purchase Measures above the Focus on Energy incentive at pre-negotiated prices.</p> <p>Bidder’s proposals shall clearly identify the types of Small Energy Users targeted and associated Measures for these Customer types. Small Energy Users shall include independently owned and operated for profit businesses such as single store-front retail shops, locally owned restaurants, or doctor’s offices, as well as not-for-profit businesses and organizations such as places of worship, shelters, or community action agencies.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application processing, incentive processing, marketing, outreach, participation at events, technical assistance, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of the Customers in this Program Area.</p> <p>Finally, Bidders will provide detailed plans for fair and equitable distribution throughout the state to reach Small Energy Users in underserved areas.</p>
5	<p>Targeted Markets – New Construction Program (Non-Residential)</p>	<p>The Targeted Markets - Non-Residential New Construction Program will offer incentives for new or substantially renovated non-residential buildings that will achieve above-code savings. The Program shall offer a prescriptive track as well as a package of Measures that will achieve above-code savings. Incentives may be for the design team as well as the building owners.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application processing, incentive processing, marketing, outreach, participation at events, technical assistance, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of the Customers in this Program Area.</p>
6	<p>Targeted Markets and Mass Markets – Retro-Commissioning Program</p>	<p>Retro-commissioning (RCx) is a systematic, documented process that identifies low-to-moderate cost operational and maintenance improvements in existing buildings and brings the building’s energy performance up to the design intention. The Targeted Markets and Mass Markets - Retro-Commissioning (RCx) Program will provide Customers with building retro-commissioning services and incentives for Measures identified during the RCx process.</p> <p>For purposes of this RFP eligible Customers will have a peak energy use of</p>



	Program Area	Description
		<p>500 kW or more, a building energy management system, and a minimum of 25,000 square feet of conditioned space. Bidders shall propose a RCx Program which identifies opportunities for implementation of no-to-low cost energy-saving improvements. Bidders shall describe an approach to reach the following Market Sectors effectively: agricultural, commercial, industrial, schools, units of local government, and multi-family buildings. Bidders shall provide plans for fair and equitable distribution to reach Customers throughout the state.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application and incentive processing, marketing, outreach, participation at events, technical review, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of the Customers in this Program Area.</p>
7	<p>Mass Markets – Residential New Construction Program (Single-Family)</p>	<p>The Residential New Construction Program (Single-Family) will offer incentives for new or substantially renovated homes that achieve savings above code. Incentives may be either prescriptive or comprehensive.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application processing, incentive processing, marketing, outreach, participation at events, technical assistance, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of the Customers in this Program Area.</p> <p>Bidders shall provide detailed plans for fair and equitable distribution throughout the state.</p>
8	<p>Mass Markets – Multi-Family New Construction Program</p>	<p>The Multi-Family New Construction Program will offer incentives for new or substantially renovated multi-family dwellings that achieve savings above code. Incentives may be either prescriptive or comprehensive.</p> <p>Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application processing, incentive processing, marketing, outreach, participation at events, technical assistance, engaging Trade Allies, and Customer service. It is the Program Administrator’s expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of the Customers in this Program Area.</p> <p>Bidders shall provide detailed plans for fair and equitable distribution throughout the state.</p>

NOTE: Successful Bidders may be asked to offer enhanced offerings in the Wisconsin Public Services (WPS) territory, as follows:

- Targeted Markets – Direct Install for Schools (K-12) and Local Units of Government.
- Targeted and Mass Markets - Enhanced prescriptive and custom incentive offerings.
- Targeted Markets – Industrial Competitive Energy Bid.
- Targeted Markets - Agricultural Water-Energy Efficiency.

The budgets and savings for the WPS programs would be separately negotiated during the contract negotiation phase. Bidders shall not address WPS programs in their responses.

2.2 Programs Not Included in this RFP

At this time, Focus on Energy will not be seeking proposals in the Program Areas or Measures listed below. Successful Bidders may be asked to offer these Program Areas or Measures at a separate time; however these will be separately negotiated during the contract negotiation period. Bidders shall not address the below listed Program Areas or Measures in their responses.

- Mass Markets and Targeted Markets Program Areas and Measures:
 - Renewables.
 - Competitive Project Bidding (by qualified Customers).
 - Behavioral Programs.
 - Codes and Standards.
 - Programs uniquely tailored for specific Customer types that may not be effectively served by the core Targeted Markets Programs.
 - Financing.

In addition to the aforementioned, Focus on Energy reserves the right to obtain subject matter experts (SMEs) for servicing targeted Market Subsectors which may require additional expertise to achieve portfolio savings or increase statewide coverage. Examples of Market Subsectors include; food processing, pulp and paper, water and wastewater treatment facilities or hospitals.

2.2.1 Renewable Energy Resources

As required by statute, renewable energy resources will continue to be a component of Focus on Energy and incentives for businesses will be included in new Programs that are expected to be released in spring 2012. On November 7, 2011 the Commission approved a set of criteria that will be used to guide future inclusion of non cost-effective renewable energy technologies into Focus on Energy programs. Individual renewable energy technologies will be screened based on this approved criteria and the results of this screening, as well as the cost-effectiveness of Focus on Energy portfolios, will be used to determine which non cost-effective renewable energy technologies are incentivized through future program offerings.

2.3 Restrictions

2.3.1 Bidder Requirements

Bidders must demonstrate successful experience and expertise in the area(s) in which they are bidding. It is the Program Administrator's expectation that Bidders are knowledgeable in subject matter and have the technical expertise and capability to effectively serve Customers in these Program Areas. In addition, Bidders must have financial strength as outlined in Section 4.16. Bidders must have strong recommendations from previous clients. Finally, Bidders must provide evidence of high quality, well-documented program systems and processes to implement the programs.

Successful Bidders will be required to open an office in Wisconsin if they do not already have a Wisconsin presence.

2.3.2 Bidder Restrictions

The following restrictions are in effect for Bidders interested in submitting a proposal under this solicitation:

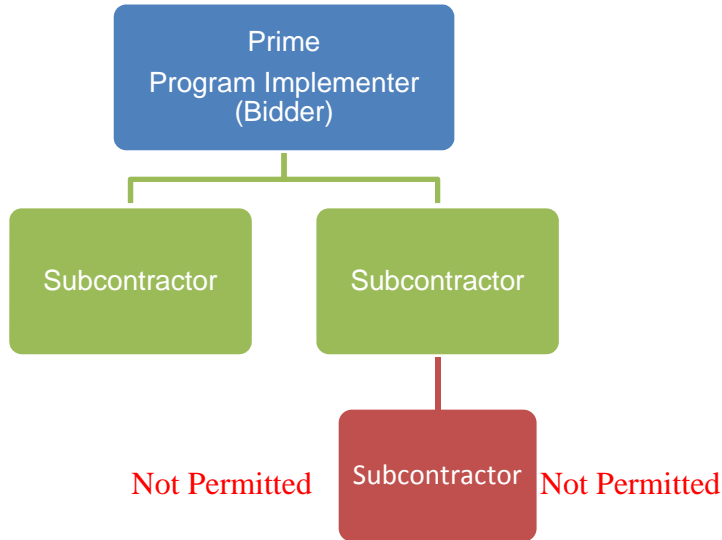
- Firms that are either prime or sub-contractors to Focus on Energy, including the Program Administrator, Independent Evaluator, Fiscal Agent or Compliance Agent are not eligible to bid on this RFP. However, current Focus on Energy Program Implementers are eligible to bid on this RFP.
- Firms that are implementing voluntary utility programs for Wisconsin utilities and firms that are implementing Commitment to Community (CTC) programs that serve Customers, either as prime or sub-contractors, may bid on this solicitation. However, in order to eliminate any perceived conflict of interest, a successful Bidder shall be required to choose to implement either the utility voluntary program/Commitment to Community program or the Focus on Energy program.
- Firms that are implementing American Recovery and Reinvestment Act (ARRA) initiatives in Wisconsin that serve Customers, either as prime or sub-contractors, may bid on this solicitation. However, Bidders must disclose this information in the proposal and should address any perceived or actual conflicts of interest or clarify how any conflicts of interest will be avoided.

The Focus on Energy Program Administrator reserves the right to select a Program Implementer for no more than two (2) Targeted Markets Program Areas solicited through this RFP, regardless of whether Bidder scores highest in more than two (2) Targeted Market Program areas.

2.3.3 Subcontractor Restrictions

Bidders can either be individual firms or firms that have partnered to respond. However, no more than one "layer" of subcontracting will be allowed for Bidders that decide on a partnership structure. As shown in the Diagram 1 below, the only acceptable partnership structure is for the prime Program Implementer, to have one tier of subcontractors. "Subs" of subcontractors is strictly prohibited.

Diagram 1. Accepted Partnership Structure



2.4 Cost-Effectiveness Calculator

Bidders must use the applicable Focus on Energy Cost-Effectiveness Calculator to calculate program cost-effectiveness, including the Total Resource Cost (TRC) test and Program Administrator Cost (PAC) test and program savings, including annual incremental and cumulative annual savings (kW, kWh, therms (thousand)).

A complete listing of applicable Focus on Energy Cost-Effectiveness Calculators is provided in Table 2 below.

Table 2. Applicable Focus on Energy Calculator, by Program Area

Program Area	Focus on Energy Cost-Effectiveness Calculator
Targeted Markets: Small Energy Users Program	Focus on Energy Targeted Markets Calculator – Small Energy Users Program.
Targeted Markets: Comprehensive Program	Focus on Energy Targeted Markets Calculator – Comprehensive Program Calculator

Program Area	Focus on Energy Cost-Effectiveness Calculator
Targeted Markets: Large Energy Customer Program, and Chain Stores and Franchises Program	Focus on Energy Targeted Markets Calculator - “Blank” Calculator Large Energy Customer Program, and Chain Stores and Franchises Program: Bidders will propose “prototypical” Custom Measures they forecast installing through the program. NOTE: Bidders who use the Targeted Markets “Blank” Calculator are encouraged to attend at least one of the Calculator webinar trainings.
Targeted Markets: New Construction	Focus on Energy Targeted Markets Calculator - New Construction (Non-Residential).
Targeted Markets and Mass Markets Retro-Commissioning	Focus on Energy Targeted Markets and Mass Markets Calculator – “Blank” Calculator for Retro-commissioning: Currently Focus on Energy does not offer a retro-commissioning program. Thus, Bidders will need to propose prototypical retro-commissioning Measures, and provide supporting documentation for those Measures. NOTE: Bidders who use the Targeted Markets and Mass Markets “Blank” Calculator are encouraged to attend at least one of the Calculator webinar trainings.
Mass Markets: Residential New Construction Program (Single-Family)	Focus on Energy Mass Market Calculator - Residential New Construction
Mass Markets: Multi-Family New Construction Program	Focus on Energy Mass Market Calculator - Multi-Family New Construction

Bidders can request the applicable Cost-Effectiveness Calculator(s) for the programs in this RFP by submitting an e-mail to FocusonEnergy.rfp@shawgrp.com. The subject line of the e-mail should read: *CE Calculator*, as shown below.

E-mail: focusonenergy.rfp@shawgrp.com
Subject line: CE Calculator
E-mail body: Refer to applicable Focus on Energy Cost-Effectiveness Calculator(s).

Upon Bidder's request, a copy of the Calculator will be sent by e-mail; however, if file size prohibits e-mail transfer, a secure FTP site will be used. The Cost-Effectiveness Calculator and bid updates will only be sent to those firms that register their intent to bid (see Section 2.8).

2.4.1 Cost-Effectiveness Calculator Training

Training on the Calculator will be available to Bidders on:

- Tuesday, November 29 at 1:00 -2:30 pm CST.
- Thursday, December 1 at 1:00 -2:30 pm CST.
- Monday, December 5 at 1:00-2:30 pm CST.

2.5 Enterprise System

SEERA in cooperation with the PSC is in the process of finalizing a comprehensive web-based data-tracking system. The Enterprise System will track and manage:

- Energy savings and usage.
- Customer relations.
- Energy efficiency and renewable energy projects.
- Incentive payments and processing.
- Incentive approvals.
- Customer, property and utility information.
- Marketing initiatives.
- Workflows.
- Contractor invoicing, budgeting approval and payment.

All Program Implementers will be required to use this system to enter and track projects, Customer information, and Trade Allies participating in Focus on Energy. All selected Program Implementers will be trained on how to use this system during the Training and Transitions phase as listed in Section 2.9 - Schedule.

2.6 Incentive Payments/Subcontractor Payments

All Customer incentive payments and subcontractor payments will be made to Customers and subcontractors by the Focus on Energy Fiscal Agent. Focus on Energy does not allow mark-ups on subcontractors or other costs (such as travel, postage, etc.).

2.7 Other Information

2.7.1 Goals

Focus on Energy currently operates under annual gross energy savings targets. However, by the end of calendar year 2011, the annual gross energy savings targets will be converted to lifecycle gross energy savings targets.

As a point of reference, the 2011 annual verified gross energy savings targets for the Targeted Markets and Mass Markets Portfolios (new construction only) are as follows:

2011 Targeted Markets Portfolio target¹:

- 69 MW
- 400 million kWh
- 14 million therms

¹ Target savings are absent a Small Energy Users program, which is not currently offered by Focus on Energy.

2011 Mass Markets Portfolio target²:

- 3.5 MW
- 6.5 million kWh
- 400,000 therms

² Target savings reflect new construction program share only.

For the purposes of this RFP, Bidders will be proposing three-year cumulative goals by program, corresponding to calendar years 2012, 2013 and 2014. Bidders should plan to achieve seventy-five percent (75%) of the 2012 target, as programs will begin on day one of the second quarter in 2012. Savings targets are not yet final for 2012, 2013 and 2014, but Bidders shall assume for planning purposes, the same annual target as 2011. Additionally, Bidders shall describe how energy savings can increase over a three year period with fixed budget (see Table 3 below).

2.7.2 Budget

For this RFP, the total target budget for all programs resulting from this solicitation is \$45 million for 2012. The budgets for 2013 and 2014 are not yet final; however Bidders should assume the Program area budgets listed in Table 3 for planning purposes in responding to this solicitation.

Actual Program Area budgets may be changed during the contract negotiation process based on total budget actually available, the costs of the various proposals received, the portfolio balancing process and other factors. Budgets for 2013 and 2014 may be adjusted based on actual program performance as well as performance of other programs in the Focus on Energy portfolios.

Table 3: Budgets by Year, by Program Area (For Planning Purposes)

Program Areas	2012 Budget (in millions of dollars)	2013 Budget (in millions of dollars) (Placeholder)	2014 Budget (in millions of dollars) (Placeholder)
Targeted Markets – Large Energy Customer Program	\$7	\$7	\$7
Targeted Markets – Chain Stores and Franchises Program	\$5	\$5	\$5
Targeted Markets – Comprehensive Program	\$19	\$19	\$19
Targeted Markets – Small Energy Users Program	\$4	\$4	\$4
Targeted Markets – New Construction Program: Non-Residential	\$2	\$2	\$2
Targeted Markets and Mass Markets– Retro-Commissioning Program	\$2	\$2	\$2
Mass Markets –	\$1.5	\$1.5	\$1.5

Program Areas	2012 Budget (in millions of dollars)	2013 Budget (in millions of dollars) (Placeholder)	2014 Budget (in millions of dollars) (Placeholder)
New Construction Program: Residential Single-family			
Mass Markets – New Construction Program: Residential Multi-Family	\$1.5	\$1.5	\$1.5
Total	\$42	\$42 (est.)	\$42 (est.)

Bidders in the Targeted Markets – Comprehensive Incentive Program must allocate at least twenty percent (20%) of the incentive budget to include both the agricultural sector (agricultural producers) and units of local government in their program design.

2.7.3 *Cost-Effectiveness: Measure-Level and Program-Level*

Focus on Energy requires that the total program offerings under the Targeted Markets Portfolio and the Mass Markets Portfolio result in an overall Total Resource Cost (TRC) cost-benefit ratio of a minimum of one (1.0) that is calculated consistently with the Commission’s decisions in the quadrennial planning process. Bidders are required to use the Focus on Energy Cost-Effectiveness Calculator to evaluate Program cost-effectiveness.

Focus on Energy does not require cost-effectiveness at the Measure level. However, when Bidders include Measures that are not cost-effective in their proposed Measure mix, business justifications must be provided for each non-cost-effective measure proposed.

2.7.4 *Contract Period*

Focus on Energy is seeking to deliver energy efficiency programs that will launch April 1, 2012 and will end December 31, 2014.

A copy of the General and Specific Terms and Conditions is provided in Appendix D. The Terms and Conditions are non-negotiable and successful Bidders will be expected to meet these requirements. Focus on Energy implementation contracts will be performance based, and failure to achieve verified gross kW, kWh, and therm targets, as negotiated during the contract negotiation period, will result in a labor holdback.

2.7.5 *Program Coordination*

A contract requirement for all Program Implementers is coordination with other Focus on Energy programs and initiatives, as well as coordination with other Focus on Energy Program Implementers, partners and stakeholders at the direction of the Program Administrator.

Coordination will include, but is not limited to, cross-selling other Focus on Energy offerings, sharing Customer leads where appropriate, and working collaboratively with other Program Implementers to engage Trade Allies.

In addition, Bidders may be responsible for offering specific incentives in the Wisconsin Public Service Corporation (WPS) service territory as a result of an Energy Efficiency Stipulation (WPS Stipulation) approved by the Commission in docket 6690-UR-119. Bidders are not required to include information on the design and delivery of the WPS Stipulation programs. However, successful Bidders must be prepared to work with the Program Administrator to offer these incentives to WPS Customers if necessary. The scope of services and fees for offering WPS Stipulation incentives will be negotiated separately and should not be included in response to this RFP.

2.8 Intent to Bid

Potential Bidders are required to submit an e-mail notification of intent to submit a proposal in response to this RFP. A confirmation receipt will be sent by the Program Administrator to the Bidder. This notice will also help the Focus on Energy Program Administrator plan and manage the bid process. A Bidder's e-mail notice of intent to bid should be submitted to:

To: Focus on Energy
Attention: Targeted Markets Portfolio and Select Mass Markets Programs
E-mail: focusonenergy.rfp@shawgrp.com
Subject line: Intent to Bid

2.9 Schedule

Listed in Table 4 below are key dates in this solicitation.

Table 4: Key Dates

Key Event	Key Date
RFP Release	Wednesday, November 16, 2011
<p>Intent to Bid (Required) Bidders responding to this RFP are requested to notify FocusonEnergy.rfp@shawgrp.com of their intent to bid.</p> <p>Bidders shall provide main contact person (name, address, phone, e-mail). Any further communications about the bid after this date will only go to Bidders that have expressed intent to bid.</p>	Ongoing
<p>Training on Focus on Energy Cost-Effectiveness Calculator (3 sessions)</p>	<p>Tuesday, November 29 at 1:00 -2:30 pm CST. Thursday, December 1 at 1:00 -2:30 pm CST. Monday, December 5 at 1:00-2:30 pm CST.</p>
<p>Bidder Questions Due to: FocusonEnergy.rfp@shawgrp.com</p>	Thursday, December 8, 2011 at 5:00 pm CST.

Key Event	Key Date
Focus on Energy Webinar - Answers to Bidder Questions. E-mail sent to all registered Bidders.	Wednesday, December 14, 2011 at 1:00 -2:30 pm CST.
Responses to FAQs and Updates on Website	Ongoing. Written response to FAQs will be continuously updated on the website at http://www.focusonenergy.com/About-Us/RFP_Postings/
Bidder Proposal Due	Wednesday, January 11, 2012 at 3:00 pm CST.
Notification of Request for Interview Interviews will be held week of February 6, 2012. Not all Bidders will be interviewed.	On or before January 30, 2012.
Notification of Successful Bidders Subject to Negotiations	On or before February 10, 2012.
Quick Launch Contract Will serve as bridge contract so that Program Implementer may begin work immediately for Program launch April 1, 2012.	On or before February 29, 2012.
Contract Negotiations/ Complete Contract Execution	Through June 1, 2012; Quick Launch contract then transition to implementation contract.
Program Implementer Training and Transitions Begin	On or before March 1, 2012.
Program Launch: Program Implementer will begin responsibility for: <ul style="list-style-type: none"> • Application intake from Customers for qualifying Measures. • Collateral material complete. • Marketing and outreach to Customers. 	April 1, 2012.

3.0 PREPARING AND SUBMITTING A PROPOSAL

3.1 General Instructions

Proposals should provide concise, yet complete, responses. Bidders that bid on more than one Program Area should submit a complete proposal package for each Program Area, covering all of the sections identified in Section 3.2 - Proposal Format.

Excessive length is discouraged. Certain sections have specific length limitations; see the Energy Efficiency Program - Proposal Checklist provided on the following pages. In addition, Bidders are encouraged to proactively present additional information and responses, not specifically requested, that help demonstrate understanding of the Program's objectives, as well as Bidder creativity, experience and expertise.

The proposal must be complete and accurate. In the event a Bidder chooses not to respond to any section of the RFP format, it should indicate its reason for the omission of a response in place of the appropriate section.

The submission of a proposal shall constitute the Bidder's acknowledgement and acceptance of all the terms, conditions, and requirements set forth in this RFP unless exceptions are noted specifically.

3.2 Proposal Format

Bidders should adhere to the proposal outline identified in the Energy Efficiency Program – Proposal Checklist. The Energy Efficiency Program - Proposal Checklist provides a checklist of items that must be included in the Bidder's response in order for it to be deemed responsive.

4.0 PROPOSAL SUBMISSION REQUIREMENTS

4.1 Time and Place for Submission

Below is information about the proposal due date, time, and place for submission:

Due Date:	Wednesday, January 11, 2012.
Time Due:	3:00 PM Central Standard Time
To:	Focus on Energy
Attention:	Targeted Markets Portfolio and Select Mass Markets Programs
E-mail:	FocusonEnergy.rfp@shawgrp.com
Address:	8383 Greenway Blvd., Suite 600 Middleton, WI 53597
Copies:	Six (6) hard copies, including one (1) copy unbound and the other five (5) spiral bound only. Double-sided copies only.
Electronic:	One (1) compact disc or one jump/flash drive with complete PDF document of proposal, and a copy of the completed and applicable Cost-Effectiveness Calculator (Excel file).

Proposals (both hard copy and electronic) must be received by Focus on Energy by the time and date specified above. Absolutely no proposals will be accepted after the deadline.

4.2 Hard Copy Proposal Submission

Bidders are required to submit six (6) hard copies. Double-sided printing is required. One copy of the proposal should be unbound; the five (5) additional copies should be spiral bound only.

Proposals should have signed cover letters, and must include all of the submittals in the format required by this RFP.

Bidders do not need to include hard copies of the Cost-Effectiveness Calculators.

4.3 Electronic Proposal Submission

In addition to the hard copies, Bidders shall include one electronic copy on CD or jump drive of their entire proposal in PDF, including the completed Cost-Effectiveness Calculator in MS Excel.

4.4 Verification of Receipt of Proposal

It is the Bidder's sole responsibility to ensure that its proposal is received at the address specified in this RFP by the deadline for submission.

4.5 RFP Updates

Focus on Energy reserves the right to make changes or updates to this RFP. Any updates to this RFP will be communicated ONLY to prospective Bidders that have indicated their intent to bid.

4.6 Errors or Omissions

A Bidder that discovers an error or omission in its proposal response package may withdraw that package and resubmit a revised version, provided that it does so before the deadline for submission of proposal responses.

4.7 RFP Withdrawal

Focus on Energy reserves the sole and absolute right to withdraw this RFP at any time before the duly authorized execution of the contract/purchase order with Bidders for any reason including, but not limited to, action by the PSC that modifies or withdraws Focus on Energy funds. In its sole and absolute discretion, Focus on Energy may accept or reject any or all proposals, and may accept other than the most cost-effective proposal. Furthermore, Focus on Energy reserves the right not to select any proposals and to re-issue a new RFP. Focus on Energy will not assume any liability, under any circumstances, to any Bidder submitting a proposal in response to this RFP.

4.8 Proposal Preparation Cost

Bidder accepts any and all costs and expenses incurred prior to the duly authorized execution to the Contract/Purchase Order and will not seek any costs and expenses from Focus on Energy.

4.9 Proposals Not Confidential

Focus on Energy does not guarantee that proposals will be kept confidential, including either the proposal submitted in response to this RFP or any contract/purchase order arising from the solicitation. Specifically, Focus on Energy may submit Bidder proposals to SEERA or the PSC for review.

Furthermore, Focus on Energy will not assume any liability to a Bidder or other party as a result of any public disclosure of any proposal or the resulting contract/purchase order.

However, Bidders will not be allowed to view other Bidders' proposals, in accordance with Section 7.3 of the Focus on Energy *Policies and Procedures Manual*.

4.10 Program Conflicts Provisions

Bidders (including both prime contractors and subcontractors) selected to be Program Implementers for this or other RFPs are not eligible to serve as either Program Administrator, Independent Evaluator, Compliance Agent, or Fiscal Agent to Focus on Energy in either a prime or subcontracting capacity. Successful Bidders also may not provide services for Wisconsin utilities' voluntary programs or for CTC programs and also serve as Focus on Energy (residential) Program Implementers.

4.11 Post-Proposal Negotiation

Focus on Energy expects to negotiate both price and non-price factors separately, during any post-proposal negotiations with a finalist(s). Focus on Energy has no obligation to enter into negotiations or an agreement with any respondent to this RFP and may terminate or modify this RFP at any time without liability or obligation to any Bidder.

4.12 Submission of Questions

Bidders are required to submit any and all questions related to this Request for Proposals via e-mail to the e-mail address identified below. A webinar will be held to answer questions. Bidders are requested to submit questions in advance by Thursday, December 8, 2011 at 5:00 PM Central Standard Time (CST). It is Bidder's sole responsibility to ensure that questions are received by the due date.

To: Focus on Energy
E-mail: FocusonEnergy.rfp@shawgrp.com
RE: Questions: RFP for Targeted Markets Portfolio and Select Mass Markets
Energy Efficiency Programs

Focus on Energy will respond to all questions via a webinar to be held Wednesday, December 14, 2011 at 1:00 PM Central Standard Time (CST). Webinar login information and credentials will be circulated to Bidders that have submitted a notice of intent to bid approximately one week in advance of the webinar date

4.13 Program and Contract Length

Contracts awarded under this Request for Proposals will be for programs starting April 1, 2012 and ending December 31, 2014. The contract length is expected to begin in late February or early March depending on negotiations and extend to three (3) months past December 31, 2014 to allow time for final incentive processing and final program reporting.

4.14 Terms and Conditions of Submission

All proposals, along with all other documentation, submitted in connection with this RFP shall become and will remain the property of Focus on Energy and will not be returned to Bidder. However, at the end

of the bid evaluation process, all Bidder proposals shall be destroyed except for one proposal which shall be maintained by the Program Administrator. Copies of successful Bidder proposals will be retained and used during the contract negotiation and program launch period.

By submitting a proposal pursuant to this RFP, Bidders acknowledge and agree that (a) they will be fully bound by the terms and conditions of this RFP in submitting their proposals, (b) they have had the opportunity to seek independent legal and financial advice of their own choosing with respect to this RFP and their proposals, (c) they have obtained all necessary authorizations, approvals and waivers, if any, required by them as a condition of submitting their proposals, (d) they are submitting their proposals subject to all applicable laws, (e) they have not engaged and will not engage in communications with any other Bidder in the RFP concerning the price or other economic terms contained in their proposals and have not engaged in collusion or other unlawful or unfair business practices in connection with this RFP. Additional terms and conditions for Focus on Energy contracts are included in Appendix D.

4.15 Program Implementation Experience

Bidders shall be, at a minimum, entities and teams with knowledge and experience in performing the work for which they are bidding. It is within the Focus on Energy Program Administrator's sole judgment to determine whether a Bidder meets the general criteria for Focus on Energy selection. Any proposal that does not meet the general criteria shall be rejected without review.

4.16 Financial Requirements

Bidders are requested to demonstrate and verify that they have the financial resources and stability to perform the proposed work.

- Demonstrate that your firm has the financial resources to perform the proposed work (e.g., last three years of audited financial statements for the firm and any significant sub-contractors, which should include a profit and loss statement, a cash flow statement, and a balance sheet (e.g. SEC form 10-K is acceptable).
- A non-public or non-profit entity shall provide adequate information comparable to the information required above, that allows an assessment of financial status and capability.
- In the event a Bidder is forming a new organization to bid on this proposal, the Bidder should provide comparable documents from investors, partners, and/or principals.
- Bidders must clearly identify the accounting method that they propose to utilize throughout the term of the contract.
- Bidders should attach financial statements from the previous three (3) years as an appendix to their proposal.

5.0 PROPOSAL SELECTION AND CRITERIA

5.1 Evaluation Committee

Accepted written proposals will be reviewed by an evaluation committee and scored against the stated evaluation criteria.

The evaluation committee will consist of representatives from the Focus on Energy Program Administrator, SEERA and the PSC. A Bidder may not contact any member of the evaluation committee until awards are announced.

5.2 Preliminary Evaluation

Submitted proposals will be reviewed initially to determine if minimum threshold criteria are met, as detailed in Section 5.4. Failure to meet minimum requirements will result in rejection of the proposal. The evaluation committee will first evaluate the proposal criteria on a pass/fail basis. Only proposals that receive a “pass” in the preliminary evaluation will be further scored according to the scoring criteria and weights listed below.

In the event that all Bidders do not meet one or more of the minimum requirements, Focus on Energy reserves the right to continue the evaluation of proposals and to select the proposal that most closely meets the requirements specified in this RFP.

5.3 Evaluation Process

The evaluation committee’s scoring will be tabulated, and written proposals will be ranked based on the numerical scores received.

The evaluation committee reserves the right to contact references and/or request interviews with Bidders. A combination of the scores received for the written proposal as well as results of the interview will be considered when awarding contracts.

5.4 Threshold Criteria

A Bidder must meet the following threshold criteria for its proposal(s) to be considered:

- Both the TRC and PAC must be greater than 1.0 (addressed in section 6.2 of the Technical Approach).
- The proposal must contain all information required in this RFP (see Proposal Checklist).
- The proposed program must be an “Eligible Program Area” under sections 2.1 and 2.2 of this RFP.
- Bidder must have adequate systems and processes in place to implement high quality programs (addressed in section 3.0 of the Technical Approach).
- Bidder must have sufficient financial strength to successfully implement the proposed program (addressed in section 4.16 of this RFP).

Any proposal that does not meet the threshold criteria may be rejected without review, at the sole discretion of the bid evaluation committee/Program Administrator.

5.5 Evaluation Criteria

Written proposals that meet the threshold criteria will be scored by each member of the bid evaluation committee using a scorecard with the criteria detailed below. Bidders should specifically address these criteria in the relevant sections of their proposals.

Evaluation Criteria

<p>I. Bidder Experience and Staff (35%)</p>
<ul style="list-style-type: none"> ● Bidder Staff and Management Capabilities: Bidder has key staff members who demonstrate the appropriate experience and qualifications to successfully launch, manage and implement the Program. Bidder has a clear and effective team management and organizational structure to effectively implement the proposed energy efficiency program. (Section III) ● Project Experience: Bidder demonstrates past skill, competence and experience in implementing energy efficiency programs with similar breadth, technical skill set, and scope. Bidder demonstrates relevant experience implementing energy efficiency programs in similar climate zones and service territories. (Section 2.3) ● Quick Launch Experience: Bidder demonstrates success in quickly launching a successful energy efficiency program. Bidder has a good understanding of challenges relevant to the timeline and quick-launch of the program and has a proposed approach for resolving these challenges. (Sections 2.3 and 2.4)
<p>II. Program Approach (35%)</p>
<ul style="list-style-type: none"> ● Proposed Approach: Bidder’s approach to the scope of work is clear and reasonable and addresses all of the tasks identified in this RFP. The approach demonstrates specific plans that will meet all of the program objectives. (Section II -Technical Approach). Bidder has provided a detailed approach for effectively servicing all Market Sectors, and as applicable, attention to underserved agricultural and local units of government Customers.) ● Understanding of Challenges: Bidder demonstrates a clear understanding of challenges and market barriers to implementing the proposed energy program. Bidder demonstrates adequate strategies and approach to effectively overcome these challenges. (Section 5.0 of the Technical Approach) ● Coordination Approach: Bidder clearly describes their proposed approach to coordinating with the Focus on Energy Program Administrator, other Program Implementers, and leveraging resources available through other Focus on Energy programs, as well as other utility, state and federal energy programs. (Task 7 in Section 4.2.4) ● Program Cost-Effectiveness: Based on the TRC and PAC tests of the program that result from the Focus on Energy - Cost-Effectiveness Calculator. (Section 6.2 of the Technical Approach) ● Statewide Penetration: All Bidders must demonstrate capability for servicing Customers equitably throughout the state. Bidder has provided a detailed plan and approach for geographic distribution and representation of Programs... (Section 4.3 – Program Implementation Services,

Task 4).
III. Cost (30%)
Bidder's proposed program cost will be evaluated. Lower cost proposals on a \$/first year kWh and \$ per first year therm will receive greater points.

5.6 Proposal Review – Clarifications

The Focus on Energy bid evaluation committee may perform clarification interviews or request clarification in writing. A clarification interview may be performed via telephone and will focus on clarifying the information set forth in the proposals, rather than offering Bidders the opportunity to revise proposals. Bidders will not be compensated for the time spent or the costs incurred for the interview(s) or for responding to a written request for clarification.

5.7 Bidder Interview

Bidders may be invited to interview. The Focus on Energy Program Administrator reserves the right to select Bidders for interviews based on written proposals.

Interviews will be held in Madison, Wisconsin during the week of February 6, 2012. Key team members will be expected to attend the interviews. Bidders will be notified on or before January 30, 2012 if they are invited to interview.

6.0 APPENDICES

Appendices can be found at the end of this document, or downloaded separately at http://www.focusonenergy.com/About-Us/RFP_Postings/

- Appendix A: Focus On Energy Evaluation - Benefit-Cost Analysis CY09 Evaluation Report.
- Appendix B: Focus On Energy 2010 Annual Evaluation Report.
- Appendix C: Implementer Input Instructions: Cost-Effectiveness Calculator.
- Appendix D: Focus on Energy General Terms and Conditions.
- Appendix E: Focus on Energy Quick Reference Guide Incentives.

PROPOSAL FORMAT
Energy Efficiency Programs - Proposal Checklist

Bidders shall submit proposal(s) in the format outlined below and detailed in the following pages. A copy of this checklist shall be provided with each proposal submission. The checklist will not be counted toward the maximum page limit.

- I. Cover Letter (not to exceed 3 pages)
- II. Technical Approach (not to exceed 50 pages)
 - 1.0. Executive Summary (not to exceed 3 pages)
 - 2.0. Bidder's Capabilities and Experience (not to exceed 6 pages)
 - 2.1. Overview of Company
 - 2.2. Overview of Subcontractors
 - 2.3. Overall Project Experience
 - 2.4. Quick Program Launch
 - 3.0. Program Approach
 - 4.0. Scope of Work
 - 4.1. Program Design Services
 - 4.1.1. Task 1: Define Program Objectives
 - 4.1.2. Task 2: Finalize Measures and Measure Mix
 - 4.1.3. Task 3: Conduct Cost-Effectiveness Analysis
 - 4.2. Program Implementation Services
 - 4.2.1. Task 4: Marketing and Outreach
 - 4.2.2. Task 5: Engage the Trade Ally Network
 - 4.2.3. Task 6: Incentive Processing
 - 4.2.4. Task 7: Program Coordination
 - 4.2.5. Task 8: Customer Service



- 4.2.6. Task 9: Track and Report on Program Targets and Budget
- 4.2.7. Task 10: Quality Assurance and Quality Control
- 5.0. Key Challenges
- 6.0. Program Metrics
 - 6.1. Proposed Program Goals
 - 6.2. Program TRC and PAC Calculations
- III. Staffing Plan (not to exceed 5 pages)
 - 1.0. Key Personnel
 - 2.0. All Project Staff
 - 3.0. Transition (“Quick Launch”) Staff
 - 4.0. Organizational Chart
- IV. Transition Timeline (not to exceed 2 pages)
- V. Proposed Budget (not to exceed 5 pages)
- VI. Conflict of Interest Disclosure
- VII. References (3 references for Bidder; 2 references for each subcontractor)
- VIII. Non-Collusion Statement

PART B

PROPOSAL FORMAT

I. Cover Letter with Company Information (not to exceed 3 pages)

Bidders shall include a cover letter with proposal that clearly identifies the name of the organization or individual proposing the Program. The cover letter should be signed by an authorized representative and include the following:

- Name of Company/Team.
- Name of Primary Contact at Company.
- Contact Information.

II. Technical Approach (not to exceed 50 pages)

Bidders shall submit a proposal describing their approach to implement the proposed Program Area. Bidders' responses must demonstrate sufficient experience and availability of resources to successfully provide the requested services as described in Section 4.0 - Scope of Work.

The Technical Approach section shall include the following information in the order identified below:

1.0 Executive Summary (not to exceed 3 pages)

A Bidder shall provide an executive summary, not to exceed three pages, that includes a high-level summary of the proposal as well as a brief description of the Program Area that the Bidder is proposing to implement. Bidders also shall include the following Key Bid Metrics table below in the Executive Summary.

Table 5: Key Bid Metrics

Key Bid Metrics	
Program TRC Ratio	
Program PAC Ratio	
Program kW savings	
Program kWh savings	
Program therm savings	
First year cost per kW	
First year cost per kWh	
First year cost per therm	
Number of People Participating	

2.0 Bidder's Capabilities & Experience (not to exceed 6 pages)

2.1 Overview of Company

Bidders shall include an overview of the company and the following information:

- Core service offerings.
- Years in operation.
- Current or planned business structure (e.g. for-profit corporation, not-for-profit organization, partnership, etc.).
- Number of employees.
- Number of employees currently based in Wisconsin.
- Current or proposed Wisconsin office location.

2.2 Overview of Subcontractors

Bidders shall identify any proposed subcontractors that will be part of the implementation team. Bidders should describe the proposed roles for each of the subcontractors and identify their specific experience in the area in which they will perform their work. For every subcontractor, Bidders should identify the following:

- Core service offerings.
- Years in operation.
- Number of employees.
- Number of Wisconsin employees.
- Current or proposed Wisconsin office location.

Bidders must describe the value that any subcontractors provide to the partnership structure and must include signed letters of participation (or signed letters of agreement) from each subcontractor. Subcontractor letters shall be on organization letterhead.

2.3 Overall Project Experience

Bidders shall discuss their company's relevant experience, for the last three (3) years, in providing program implementation services with similar breadth and scope. For each experience discussed, Bidders must provide the following information:

- Description of program.
- Location for the program.
- Years of implementation.
- Program budget.
- Program goals and whether goals were achieved:
 - Number of participants.
 - Energy saved.
- Measures included in the program.

Bidders should specifically mention any related energy efficiency program experience in the state of Wisconsin, the Midwest, or other similar service territories and climate zones. Bidders should specifically

state, for each program, how prior programs are similar to the Focus on Energy program for which they are bidding. In addition, Bidders should identify if any of these programs required a quick-launch approach and describe their approach to ensuring that the program was ready within the given timeframe, as well as the results achieved.

Bidders that submit bids for the Targeted Markets Comprehensive Program, Chain Store and Franchises Custom Program, Small Energy Users, and New Construction Program shall specifically describe their experience serving the following Market Sectors, as applicable, in the past three (3) years:

- Agricultural.
- Schools.
- Local Governments.
- Commercial.
- Industrial.

Additionally, Bidders shall make reference to any specialized expertise or experience working with Market Subsectors including but not limited to wastewater treatment facilities, hospitals, or lodging (hospitality) facilities.

Bidders that submit bids for the Targeted Markets Large Energy Customer Program shall specifically describe their experience serving Large Energy Customers over the past three (3) years.

Bidders that submit bids for the Targeted Markets and Mass Markets Retro-Commissioning Program shall specifically describe their experience serving the following Markets in the past three (3) years:

- Multi-family residential.
- Agricultural.
- Schools.
- Local Governments.
- Commercial.
- Industrial.

Bidders that submit bids for the Mass Markets New Construction programs shall specifically describe their experience serving the following Markets in the past three (3) years:

- Single-family residential.
- Multi-family residential.

2.4 Quick Program Launch

Bidders shall specifically describe how they will design and launch Program(s) by April 1, 2012. This description should include identification of any challenges and barriers and how the Bidder intends to overcome them in order to launch the Program(s) by the required start date.

3.0 Program Approach

Bidders shall describe their proposed program approach, including but not limited to items specified below.

- Key approaches and tools to achieve forecasted customer participation and energy savings goals, including approach for:
 - Identifying and targeting Customers.
 - Utilizing key marketing channels.
 - Participating in statewide events; utility sponsored events and community events.
 - Coordinating community outreach.
- Unique aspects of program design, delivery or other differentiators that make the Bidder's proposed approach superior to similar programs.
- Strategic approach for statewide program penetration.
- Systems and processes that are used to deliver high-quality programs, which may include processes for ensuring error-free rebate or incentive processing, call center capabilities, and issue resolution. Bidders should note that Focus on Energy Program Implementers will be required to use the new Focus on Energy Enterprise System to track and report program data.

4.0 Scope of Work

Bidders shall develop a detailed description of how they propose to accomplish each of the tasks listed below.

4.1 General Description of the Work Required

Focus on Energy anticipates selecting multiple Program Implementers to implement the Focus on Energy programs as listed in this RFP at the statewide level. Focus on Energy reserves the right to select more than one Program Implementer for a particular program.

Selected Program Implementers will provide services that include, but are not limited to, the program design and implementation services described below.

4.2 Program Design Services

Task 1: Define Program Objectives

Bidders shall describe the program objectives for the proposed program. The proposed program objectives shall include cost, savings, cost-effectiveness, participation, key performance indicators, and other program objectives that will lead to high-quality, best-in-class, cost-efficient programs.

Task 2: Finalize the Measures and Measure Mix

Bidders will need to screen the cost-effectiveness of all Measures included in the proposed program. If a Bidder seeks to include Measures that are not cost-effective, then a business justification must be provided for that particular Measure. During contract negotiations, these Measures will need to be approved by the Focus on Energy Program Administrator.

Bidders shall use the Measure-level inputs contained in the applicable Focus on Energy Cost-Effectiveness Calculator. For any Measures that the Bidder would like to include that are not included in the Calculator, the Bidder shall provide Measure-level savings values, and documentation supporting the values for these Measures. All supporting documentation for prototypical custom Measures or Measures not included in the Cost-Effectiveness Calculator shall be submitted as an appendix to the Bidder's proposal.

Task 3: Conduct Cost-Effectiveness Analysis

Successful Bidders will need to demonstrate program-level cost-effectiveness at the outset of the program. In addition, the successful Bidder will need to demonstrate cost-effectiveness of the program any time a new Measure is added, or deleted, to the Measures mix.

The successful Bidder will be required to perform a cost-effectiveness analysis based on actual Program performance at six (6) month intervals and report results to the Focus on Energy Program Administrator. The cost-effectiveness analysis shall include both the Total Resource Cost (TRC) test and Program Administrator Cost (PAC) test. Both of these tests are contained in the applicable Focus on Energy Cost-Effectiveness Calculator.

4.3 Program Implementation Services

Task 4: Marketing and Outreach

All Bidders shall describe their proposed methods of implementing effective marketing and outreach strategies for reaching target Customers. Effective Bidders will describe in detail plans for equitable statewide distribution of Program offerings and plans for marketing Programs to Customers statewide. Bidders shall describe their approach and capabilities to develop marketing materials and ensure consistency with overall Focus on Energy brand standards. Finally, Bidders will provide plans for participation in utility and community events.

Bidders that submit bids for the Targeted Markets Comprehensive Program, Chain Store and Franchises Custom Program, Small Energy Users, and New Construction Program shall describe how they would specifically target their strategies to successfully market programs and conduct outreach for the following Market Sectors, as applicable:

- Agricultural.
- Schools.
- Local Governments.
- Commercial.
- Industrial.

Bidders shall also describe how they might market Programs to attract specific Market Subsectors such as hospitals or wastewater treatment facilities, as applicable.

Bidders that submit bids for the Targeted Markets Large Energy Customer Program shall specifically describe their strategies to market programs and conduct outreach for Large Energy Customers.

Bidders that submit bids for the Targeted Markets and Mass Markets Retro-Commissioning Program shall specifically describe their strategies to market programs and conduct outreach for the following Markets:

- Multi-family residential.
- Agricultural.
- Schools.
- Local Governments.
- Commercial.
- Industrial.

Bidders that submit bids for the Mass Markets New Construction programs shall specifically describe their strategies to market programs and conduct outreach for the following Markets:

- Single-family residential.
- Multi-family residential.

The successful Bidder shall conform any program marketing to meet guidelines and standards established by Focus on Energy.

Task 5: Engage the Trade Ally Network

Bidders shall describe their proposed methods for identifying key sales channels by segment and developing and engaging comprehensive vendor, trade, and retailer distribution networks. If applicable to a specific program, Bidders should identify the specific Market Sector that they intend to target to ensure the successful implementation of the program.

Bidders should demonstrate an understanding of market barriers for the Market Sector and how to best motivate and engage Trade Allies to assist Customers and upstream market actors in overcoming market barriers. Bidders should describe their approach to working with Trade Allies, specifically identifying which aspects of Program Area implementation will benefit from Trade Ally participation.

Bidders may describe any past or current Trade Ally coordination efforts such as co-marketing programs, trainings, and Customer outreach to effectively demonstrate their capacity to work with and engage Trade Allies for Program Area delivery.

Task 6: Incentive Processing

Bidders shall describe their approach to processing incentive Applications submitted by Customers. This includes, but is not limited to, the following tasks:

- Application intake.
- Reviewing incentive Applications for eligibility and completeness.
- Reviewing Applications.
- Reviewing any engineering calculations, if applicable.
- Pre-approving large projects that meet thresholds specified by the Program Administrator.
- Entering Customer and project information into the Focus on Energy Enterprise System.

Bidders shall describe their plan for ensuring accurate entry of Customer and incentive information from program Applications into the Enterprise System. Additionally, Bidders should describe the key elements required to maintain quality assurance and control for the program to ensure error-free incentive processing and minimal customer service problems. This should include regulatory compliance, quality of engineering/energy savings estimates, complete project documentation, and program data files.

Bidders shall also describe their methods for ensuring that confidentiality of Customer information and sensitive information is maintained across all program systems and processes.

Bidders should note that incentive payments will be approved by the Program Administrator and then issued directly to Customer by the Focus on Energy Fiscal Agent. Therefore it is not necessary for Bidders to describe an approach for cutting checks or providing them to Customers.

Task 7: Program Coordination

Bidders shall identify their proposed approach and capabilities for coordinating with other Focus on Energy programs, including other Program Implementers. In addition, Bidders shall identify any plans for coordinating with and leveraging other Wisconsin and Midwestern utility, state, local and regional energy programs.

Task 8: Customer Service

The Focus on Energy Program Administrator supports a toll-free number from 8 am to 5 pm Monday through Friday that addresses public inquiries on Focus on Energy programs and incentive offerings; however, inquiries on specific programs are transferred to the Program Implementers for additional Customer assistance and information. The Bidder should describe their capabilities, experience and proposed approach for supporting a similar toll-free information line that receives inquiries specific to the program that the Bidder is proposing to implement.

Bidders should describe their approach for establishing a Customer service mindset across all team members and to respond to phone or e-mail inquiries in a timely fashion. In addition, Bidders shall address other Customer service activities they will undertake specific to their proposed program.

Task 9: Track and Report on Program Targets and Budget

Bidders shall describe their approach to providing monthly, annual, and end-of program reports to the Program Administrator containing results relative to annual targets. Reports shall contain descriptions of changes to be made in program implementation procedures in order to meet any lagging program participation or goals achievement.

The successful Bidder shall be expected to achieve quarterly and annual program targets. If the successful Bidder does not meet quarterly or annual targets, it will be required to submit a written corrective action report setting forth a plan to start achieving the targets.

Bidders shall describe their approach for general project management, budgeting, financial management, and reporting on financial progress. Bidders shall identify any procedures they intend to use to ensure appropriate tracking of progress and budget.

Successful Bidders shall forecast and track expenditures based on the following defined cost categories:

- **Labor** –Bidder shall provide fully-loaded labor rates.
- **Supplies** - consumable items with short useful lives, equipment under \$500.
- **Travel** –mileage, meals, hotel rooms, etc.
- **Marketing and Outreach** – costs for advertising, sponsorships, brochure printing, etc.
- **Equipment**– any type of tangible equipment or item that is specifically purchased and used for the Focus on Energy Program work. Items that are \$500 or greater will need to be tracked and inventoried.
- **Incentives** - Expenditures that directly result in lower costs for the Customer. These can be product buy downs, point of purchase incentives, mail in incentives, etc. Alternative incentives such as spiffs (salesperson incentive) should be included here too, but listed as a sub-line, e.g. Customer incentives and spiff incentives.
- **Subcontractors** – individuals or organizations hired for program activities. Only one “layer” of subcontracting is permitted. Subcontractors may not have other subcontractors working for them. Subcontractor costs will be paid directly by the Focus on Energy Fiscal Agent to the subcontractor.
- **Other Direct Costs** - miscellaneous costs that do not fit into any other line item. Example: trade association memberships.

All expenditures must conform to the Focus on Energy *Policies and Procedures Manual* which may change from time to time. Expenditures shall be reported in an invoice template to be provided by the Focus on Energy Program Administrator. Focus on Energy does not permit mark-ups on subcontractor labor or other costs.

Bidders for the Targeted Markets Comprehensive Program shall describe how they will meet the Focus on Energy requirement that at least twenty percent (20%) of all incentive budget must be earmarked for components to reduce energy costs incurred by local units of government and agricultural producers.

Task 10: Quality Assurance/Quality Control

Bidders shall describe their approach to develop and implement a quality assurance and Measure verification plan to ensure only qualified Measures receive incentives under the program and that Measures are installed and operating.

The quality assurance plan must identify any safety or risk management issues that should be addressed in the proposed program, and how Bidder proposes to address them. The plan will include a description of specifications of qualifying equipment (i.e. minimum energy efficiency rating levels). Quality assurance plans must also address a plan for Customer and contractor satisfaction and complaint tracking and verification.

5.0 Key Challenges

Bidders shall describe any foreseen challenges in implementing the proposed program. In addition, Bidders shall identify a proposed approach to addressing each of these key challenges.

6.0 Program Targets and Goals – Energy Savings and Cost-Effectiveness

Bidders shall provide program annual targets, three year cumulative energy savings goals, and cost-effectiveness goals. Bidders must use the applicable Focus on Energy – Cost-Effectiveness Calculator to calculate both the annual targets, cumulative energy savings goals, and cost-effectiveness goals. The calculators available for this solicitation are listed in Table 2.

Bidders will be required to enter the following information into the calculator:

- Program Implementer costs by category and year.
- Customer incentives by Measure.
- Measure penetrations by year.

The calculator is pre-loaded with Measure-level values for many common Measures. If a Bidder selects additional Measures that are not pre-loaded into the Focus on Energy calculator, the Bidder must document assumptions in sufficient detail for proposal evaluators to understand the basis for and reasonableness of the proposed values. In addition, for any prototypical Measures, Bidders must document through work papers, the reasonableness of proposed costs and savings. The work papers for all input assumptions added by the Bidder to the Cost-Effectiveness Calculator shall be submitted with the bid response. The bid evaluation committee will review these values and reserves the right to modify them. Instructions on how to use the Cost-Effectiveness Calculator are contained in Appendix C. In addition, as set forth in the schedule, Section 2.8, Bidders may attend webinar trainings on the Focus on Energy calculator. Four trainings are currently scheduled.

If Bidders wish to include non-cost-effective Measures, they shall detail a business justification for this choice and include this in the proposal.

The proposed program must meet a minimum TRC of one (1.0) to be considered.

6.1. Proposed Program Goals and Key Performance Indicators

Bidders shall provide the annual incremental targets and three year cumulative goals (kW, kWh, and therms) from the applicable Focus on Energy – Cost-Effectiveness Calculator.

Bidders shall also propose three to five (3-5) Key Performance Indicators (KPIs) that they believe are useful measures of program success in the market which do not relate to savings, budget or cost-effectiveness.

6.2. Program TRC/PAC Calculations

Bidders shall provide the following values from the Focus on Energy – Cost-Effectiveness Calculator: the Total Resource Cost (TRC) benefit-cost ratio, the electric Program Administrator benefit-cost ratio, the gas Program Administrator benefit-cost ratio and the combined Program Administrator benefit-cost ratio.

III. Staffing Plan (not to exceed 5 pages)

Bidders shall provide a staffing plan. Successful Bidders shall not switch out personnel they have included in the bid without advance written approval of the Focus on Energy Program Administrator. The staffing plan must, at a minimum, address the following:

1.0 Key Personnel

Bidders shall identify any key personnel, and include position title and primary responsibilities. In addition, for each key staff member, Bidders shall identify the primary business location and the weekly number of hours that the key staff member will spend on the proposed program. Full résumés for key personnel should be included as attachments to the proposal.

NOTE: Bidders shall clearly identify all team members that would be spending at least twenty (20) hours per week on the proposed work. No personnel identified in the proposal may be switched out by the Program Implementer without advance written approval of the Focus on Energy Program Administrator. Furthermore, all new staff added to a Bidder's program after the Bidder's proposal is accepted requires the advance written approval of the Focus on Energy Program Administrator.

2.0 All Project Staff

Bidders shall provide name, title, proposed fully-loaded labor rate, and the number of hours that each staff member will spend on the proposed program. In addition, Bidders should clearly state whether the staff are employees of the Bidder or subcontractors. Information shall be provided in the format identified in Table 6.

3.0 Transition (“Quick Launch”) Staff

Bidders shall clearly identify the program staff who will manage the transition phase. Bidder shall include name, title, and short description of each identified staff member's roles/responsibilities during the transition phase. Bidder shall not indicate “to be determined”. Bidder shall include résumés for each

program staff member listed for the transition, or “quick launch” phase. Any program staff listed in this section shall also be identified in Table 6, below.

4.0 Organizational Charts

Bidders shall include two organizational charts that clearly identify the roles and responsibilities of key staff members. The first organizational chart shall cover the transition phase. The second organizational chart shall cover program implementation.

IV. Transition (“Quick Launch”) Timeline (not to exceed 2 pages)

Bidders should provide a detailed timeline for the program launch. The timeline should include key milestones, including the milestones for rolling out programs to Customers and Trade Allies. Quick Launch period will be the time from notification of award until two months after Program launch.

V. Proposed Budget (not to exceed 5 pages)

Bidders shall provide per-task budgets based on the tasks listed in Section 3.0 - Scope of Work of this Request for Proposals. For each task, Bidders shall provide sufficient detail to support the proposed budget by task. Budgets provided by Bidders should be annual budgets for each of the three calendar years covered by the term of the contract, which shall cover the program implementation period from April 1, 2012 to December 31, 2014, the period prior to program launch (transition period), and the period of time after program shut-down on December 31, 2014.

Bidders’ proposed budget should fall within the annual budget amounts specified in Table 1, above. Bidders should note that Focus on Energy reserves the right to modify a Bidder’s proposed budget during contract negotiations and to negotiate the final total budget for each program.

Bidders shall indicate how much of the total budget will be spent on incentive versus non-incentive program costs. For Focus on Energy programs, no more than forty percent (40%) of the total program budget may be spent on non-incentive costs. All budget information shall be provided in the format identified in Table 7 below.

Bidders should include a narrative explaining how the budget would scale, should more or less funds be available compared to what the Bidder proposed.

Work shall be performed through a time and materials basis, with not-to-exceed amounts by relevant task. Bidders should note that Focus on Energy will issue performance-based contracts that may include provisions for labor hold-backs if quarterly program targets, including but not limited to gross annual energy targets, are not met by Program Implementers. These quarterly targets will be agreed upon by the successful Bidder and Program Administrator during contract negotiations.

Table 7. Proposed Budget by Task

Task #	Task	Labor (\$)	Supplies (\$)	Travel (\$)	Marketing & Outreach (\$)	Equipment (\$)	Incentives (\$)	Subcontractors (\$)	Other Direct Costs (\$)	TOTAL (\$)
Task 1	Define Program Objectives									
Task 2	Finalize Measures and Measure Mix									
Task 3	Conduct Cost-Effectiveness Analysis									
Task 4	Marketing and Outreach									
Task 5	Develop a Trade Ally Network									
Task 6	Incentive Processing									
Task 7	Program Coordination									
Task 8	Customer Service									
Task 9	Track, and Report on Program Goals and Budget									
Task 10	Quality Assurance and Quality Control									
TOTAL										

VI. Conflict of Interest Disclosure

All potential Bidders shall disclose any and all affiliations or financial relationships with the Focus on Energy Program Administrators, Fiscal Agents, Compliance Agents, SEERA members, and PSC staff.

If a Bidder currently has a contract with the Focus on Energy Portfolio Administrator, Evaluator, Fiscal Agent, Compliance Agent, SEERA or the PSC, the Bidder shall indicate the contract purpose, dollar value of the contract and duration of the contract. Such disclosure shall be included in the response. Failure to accurately respond will result in immediate rejection and exclusion from the program. If no such relationships exist, a Bidder's response shall contain an affirmative response indicating no relationship exists.

Bidders shall disclose whether they are operating any of the following energy efficiency programs in Wisconsin:

- Voluntary utility programs.
- Commitment to Community programs.
- American Recovery and Reinvestment Act (ARRA) initiatives.

For each such program, Bidders shall provide:

- A short description of the program, which shall not exceed one page.
- Eligible Measures and incentives.

VII. References

The Bidder shall provide three (3) client references for the prime contractor and two (2) references for each subcontractor; including company name, contact information (name, title, phone number, fax, and e-mail). Additionally, the Bidder shall provide a brief description of the prime contractor's and the subcontractor's services provided and how those services relate to work that the Bidder proposes.

VIII. Non-Collusion Statement

Pursuant to the Focus on Energy *Policies and Procedures Manual*, each Bidder, including the primary contractor and all subcontractors, shall sign a Non-Collusion Statement and include it in the proposal:

"In signing this bid, I, [name of individual primarily responsible for the bid] also certify that [company name] has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a bid; that this bid has been independently arrived at without collusion with any other Bidder, competitor or potential competitor; that this bid has not been knowingly disclosed prior to the opening of bids to any other Bidder or competitor; and that the above statement is accurate under penalty of perjury."

- Appendix A: Focus On Energy Evaluation - Benefit-Cost Analysis CY09 Evaluation Report.
- Appendix B: Focus On Energy 2010 Annual Evaluation Report.
- Appendix C: Implementer Input Instructions: Cost-Effectiveness Calculator.
- Appendix D: Focus on Energy General Terms and Conditions.
- Appendix E: Focus on Energy Quick Reference Guide - Incentives