



focus on energy®

Partnering with Wisconsin utilities

**REQUEST FOR PROPOSALS FOR:
Multifamily Energy Efficiency Program**

Issued: Monday, August 8, 2022

Intent to Bid Due: Friday, August 12, 2022

Proposal Due: Friday, September 2, 2022

Submit to: APTIM Government Solutions, LLC

FOCUS ON ENERGY® Program Administrator

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1. Request for Proposal (RFP) Summary

Key Events	Key Date
RFP Issued	Monday, August 8, 2022, 12:00 pm CDT
Intent to Bid Due	Friday, August 12, 2022, 11:59 pm CDT
Bidder Questions Due	Friday, August 19, 2022, 11:59 pm CDT
Bidder Q&A Response Document Posted	Friday, August 26, 2022, 5:00 pm CDT
Proposals Due	Friday, September 2, 2022, 11:59 pm CDT
Notification of Request for Interview Interviews will occur the week of September 26. Not all Bidders will be interviewed.	On or before Monday, September 19, 2022
Notification of Successful Bidder(s)	Wednesday, October 5, 2022
Bidder(s) Accepts	On or before Wednesday, October 12, 2022
Program Launch	Monday, January 2, 2023

The Focus on Energy Program Administrator (Administrator) is issuing this RFP for the selection of an Implementer with Implementer Subcontractor(s) to deliver the Multifamily Energy Efficiency Program for the Focus on Energy Program. The purpose of this RFP is to provide Bidders with information which enables them to prepare and submit a proposal to support the Scope(s) of Work. The Administrator intends to use the results of this RFP to select a Bidder to implement the Work, with the selected Bidder beginning October 2022 and the program operating January 2, 2023, through December 31, 2026. The selected Bidder will complete program design, launch, and implementation activities. Costs incurred by selected Implementer for ramp-up and launch activities will come from the Total Contract Budget Amount.

2. Bidder Considerations

a. Capitalized Terms

Capitalized terms not otherwise defined shall have the meaning provided in the Focus on Energy Policy Manual¹.

b. Program Implementation Experience

Bidders will be, at a minimum, entities with knowledge and experience performing the work for which they are bidding. It is within the Administrator's sole judgement to determine

¹ [Administrative Resources | Focus on Energy](#)

whether a bidder meets the general criteria in this section for Focus on Energy selection. Any proposal not meeting the general criteria below may be rejected without review.

c. Bidder Conflicts of Interest

Organizations contracted directly with the Statewide Energy Efficiency and Renewable Administration (SEERA), the Public Service Commission of Wisconsin (PSC), or their Contractors doing Focus on Energy work are NOT eligible to bid on this RFP. This includes the Administrator, Evaluator, Fiscal Agent, and Compliance Agent. Current Focus on Energy Implementers are eligible to bid on this RFP.

Organizations implementing voluntary utility programs for Wisconsin utilities and organizations implementing Commitment to Community programs serving residential Customers either as prime or Subcontractors, may bid on this RFP.

An organization serving as an Implementer or Implementer Subcontractor will not have responsibility for more than 30% of the total Residential and Business Portfolio budgets (accounting for both implementation costs and Incentives). Refer to the Focus on Energy Policy Manual².

d. Financial Requirements

Bidders are required to demonstrate and verify they have the financial resources and stability to perform the proposed work (see Section 6.f.).

e. Requirement for Wisconsin Operations

Bidders must be able to support staff in Wisconsin via operation of an office or home office(s). While not required, the Administrator prefers employees spending more than 50% of their time on Focus on Energy to be Wisconsin-based and will consider this when scoring proposals. Employees engaging directly with Customers, Trade Allies, and other stakeholders are expected to be able to attend in-person meetings with those parties when requested.

f. Implementer Subcontractors/Vendors

A successful Bidder can be either an individual organization or organizations teaming together to respond to this RFP. The Administrator reserves the right to counter-propose Vendor or Subcontractor relationships to bidders.

Focus on Energy does not permit mark-ups on Subcontractor, Vendor, or other costs nor will it allow for Subcontractors to have Subcontractors.

3. Introduction

The Administrator is seeking proposals from individuals or firms with expertise in multifamily energy efficiency to launch a Multifamily Energy Efficiency Program supporting the unique needs of multifamily building owners, property managers, and tenants.

² [Administrative Resources | Focus on Energy](#)

Energy efficiency programs have tended to underserve multifamily properties for a variety of reasons including the complicated nature of engaging residents and multifamily building owners and the concern with the “split incentive” of energy efficiency benefits and who is able to recognize the savings from energy efficiency measures. A tremendous amount of energy savings can be captured through effective programming for multifamily buildings. This combined with the unique market structure and needs is why Focus on Energy has decided to create a program specifically targeting this market.

The next four years will continue to bring change to the energy industry and the energy efficiency marketplace. Focus on Energy needs to remain forward-thinking, adaptable, and a relevant and valued partner to its utility partners and stakeholders. Despite this change, Customers will continue to expect simple program participation pathways and experiences highly tailored to their individual needs. Policy makers also expect Focus on Energy to continue reaching ambitious energy savings targets while serving all eligible Customers in the state.

Strategic goals for the 2019-2022 period (Quad III) were developed based on participant and stakeholder feedback. While the goals are expected to change for the 2023-2026 period (Quad IV), these elements will continue to remain important to Focus on Energy:

- **Utility Engagement:** Utility and cooperative partners are highly satisfied with Focus on Energy and see it as a value-added service for their Customers/members.
- **Innovation:** Focus on Energy deploys innovative solutions that deliver enhanced program quality, cost efficiencies, and lasting market changes.
- **Administrative Excellence:** Focus on Energy offers excellence in program administration and delivery, providing benefits to Wisconsin utility Customers greatly exceeding the costs to achieve them.
- **Customer Experience:** Wisconsin utility Customers have a strong understanding of what Focus on Energy is and recognize it as an accessible program with easy-to-understand participation paths.

4. Background & Governance

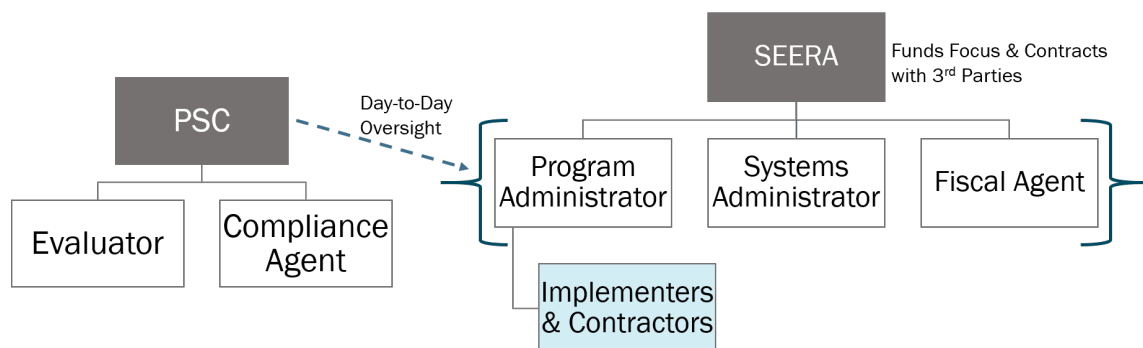
Focus on Energy is funded by Wisconsin’s investor-owned energy utilities, as required under Wis. Stat. § 196.374(2)(a) and participating municipal and electric cooperative utilities. Focus on Energy provides Customers with technical assistance and financial Incentives to help them complete energy efficiency and renewable energy projects that otherwise would not be completed. Participating residents or businesses must be Customers of a participating utility³.

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

- **SEERA:** This organization, created by and consisting of investor-owned utilities, collectively funds and contracts for the administration of the statewide energy efficiency and renewable energy programs.
- **PSC:** This independent state agency regulates Wisconsin’s public utilities and oversees Focus on Energy.

³ [Participating Utilities | Focus on Energy](#)

- **Evaluator:** This organization performs annual process and impact evaluations and assesses portfolio cost-effectiveness.
- **Compliance Agent:** This organization performs annual audits of Focus on Energy activities and expenditures to ensure funds are spent prudently and consistently with the Focus on Energy *Policy Manual*.
- **Administrator:** This organization is responsible for (1) working with the PSC to establish portfolio, Market Sector, and individual program goals and budgets; (2) bidding out all programs and selecting and negotiating contracts; and (3) managing program and portfolio performance and goals. The Administrator is not allowed to implement programs in Wisconsin.
- **Systems Administrator:** This organization manages the Focus on Energy enterprise database software system and other software systems utilized for Focus on Energy.
- **Fiscal Agent:** This organization is responsible for paying all approved invoices and Incentives and rebates for Focus on Energy.
- **Implementers and Program Contractors:** These organizations deliver energy efficiency and renewable energy programs to eligible Wisconsin utility Customers and are responsible for meeting the Program goals as established by the Administrator and PSC.



More information on Focus on Energy can be found at focusonenergy.com.

a. Commission Quadrennial Planning Process (QPP)

State statute requires the PSC conduct a planning process every four years to set policies and provide guidance for the Focus on Energy Program and other utility energy efficiency efforts across the state. The PSC worked with the Evaluator to complete a potential study⁴ prior to the start of the fourth QPP to inform energy savings and goals. Commission decisions impacting Quad IV are happening throughout 2022 and may impact the final program design. Complete Commission memos containing details of the items discussed in each phase are in the PSC's E-Services Portal docket 5-FE-104⁵. The schedule is included below.

⁴ [Potential Study | Focus on Energy](#)

⁵ [PSC - Electronic Records Filing \(ERF\) \(wi.gov\)](#)

Table 1 QPP Schedule

QPP Task	Date
Commission decisions – scope	December 2, 2021
Commission decisions – Phase I (macro policy items)	April 7, 2022
Commission decisions – Phase II (micro policy items)	August 4, 2022
Commission decisions – Phase III (budget and goals)	Q4 2022

b. Administrator Initiatives

Utility and Stakeholder Engagement

Focus on Energy closely collaborates with participating utilities and external stakeholders, such as national and state trade associations and advocacy groups, on many aspects of program operations, including marketing and Customer outreach activities, collection and sharing of Customer data, and coordination with utility programs. The Administrator is responsible for primary engagement and coordination with utilities and external stakeholders.

Implementers, in coordination with the Administrator, attend meetings with utility contacts to engage the utility account managers and customer service representatives relevant to utility coordination. Implementers closely coordinate with the Administrator to adapt engagement strategies and Incentives and rebates to meet utility expectations and priorities. They also coordinate with the Administrator on engagement strategies and opportunities with stakeholder groups. Implementers are expected to be involved in trade associations and their events through membership, volunteer, or sponsorship opportunities providing access to their target market.

Training

The Administrator manages a training program providing energy efficiency education to Customers, Trade Allies, manufacturers, and program staff across all Focus on Energy programs. As a deliverable, Implementers will provide the Administrator recommended training topics in August of each year.

Courses are chosen based upon their ability to reach multiple participants, impact low-to-no cost projects, and provide lift to existing offerings. The Administrator may work with Implementers to identify qualified trainers and Customer sites, as appropriate.

Marketing

The Administrator develops and executes umbrella-level marketing and communications for Focus on Energy, along with setting overarching tone and messaging. Customers should perceive Focus on Energy as a seamless set of offerings and not distinct programs; thus, marketing will not specify program names but will instead focus on Customer type, Incentive or rebate, or technology. Implementers develop and deliver an annual Market Engagement Plan (MEP) outlining goals, strategies, and tactics to meet the overall Strategic Plan goals. All marketing plans, messaging, delivery, and implementation are reviewed and approved by the

Administrator. Implementers are responsible for all campaigns and execution of any offerings within their oversight to ensure consistent messaging across Program offerings.

- **Public Relations & Media Support:** The Administrator is responsible for all media and publicity for Focus on Energy and may request support from Implementers to promote success stories.
- **Spanish Translation:** The Administrator will translate general program content into Spanish. Implementer should develop campaigns to drive participation for Spanish-speaking utility Customers using their respective marketing budgets.
- **Social Media Channels:** The Administrator currently manages Facebook, Twitter, LinkedIn, and Instagram accounts on behalf of Focus on Energy. Implementers submit social media content to the Administrator.
- **Website:** The Administrator is responsible for updating and editing the website, along with managing any tools linking to or integrating with the website. Implementers provide on-going edits to website content for their market. Implementers must submit any tools that will be integrated into the website or systems that will be linked to the website for approval by the Administrator.
- **Communications:** The Administrator sends monthly e-newsletters to its partnering utilities, quarterly emails to all past business and residential participants and Customers who have requested these, and as needed updates to Trade Allies. The Administrator requests content from Implementers for these emails. Implementers are encouraged to develop their own nurture campaigns to past participants and to drive awareness and/or participation in other Focus on Energy offerings.
- **Online Ordering Portal:** The Administrator maintains an online portal through which partnering utilities can order collateral for their own promotion of Focus on Energy. Implementers provide the Administrator with print-ready PDFs to keep this portal current.
- **Customer Satisfaction:** The Evaluator currently verifies Customer Satisfaction quarterly through ongoing emailed surveys. Survey responses are available through the database, and Implementers review survey responses regularly to identify trends or resolve Customer concerns. Implementers may propose additional surveys for review and approval by the Administrator.

Future Focus

To foster innovation and continually grow and strengthen program offerings, Focus on Energy has a product development process called Future Focus. Future Focus is leveraged for all types of innovation, including potential pilot offerings, Environmental and Economic Research and Development (EERD) projects, significant offering changes, new measure development, and other areas identified over the course of the quadrennial period. Occasionally, Focus on Energy will release targeted calls for ideas. However, concepts and ideas will be accepted on a rolling basis through a point of contact or a submission form on the Focus on Energy website.

Implementers innovate in coordination with the Administrator through the Future Focus process. All Implementers will support innovation by adding new measures and technologies, improving the integration between measures, enhancing the delivery, and developing new market engagement strategies.

Diversity, Equity, and Inclusion

Focus on Energy is committed to helping all ratepayers of participating utilities in Wisconsin reduce their energy use. It is our responsibility to ensure all eligible customers can participate in and receive value from our programs. Focus on Energy strives to use its influence in the community to increase access and participation by delivering equitable and inclusive programs empowering Customers, removing barriers, and meeting the needs of the diverse Wisconsin communities we serve. Implementers play a large role in this by inviting, engaging, and respecting a diversity of perspectives when designing and implementing programs.

5. Multifamily Energy Efficiency Program

The Multifamily Energy Efficiency Program will support the unique needs of multifamily property owners and managers to reduce operating expenses, raise tenant satisfaction, and improve building marketability. Under this program, eligible building owners and property managers can apply for Incentives and rebates for one or more energy efficiency measures for new or existing buildings. The program will consist of measures targeting in-unit and common areas for market rate and affordable housing customer segments. Bidders should propose a measure and delivery structure they feel best serves this market.

Implementers should utilize established subject matter experts with technical backgrounds and proven Customer engagement abilities to serve the market. Implementers are expected to coordinate with other Program Implementers to create consistency within the portfolio while allowing for rapid response to changes in the market, provide subject matter expertise, and improve Customer access.

a. Overview of Previous Focus on Energy Multifamily Programs

Focus on Energy offered a program targeting multifamily buildings from 2001 through 2019. The core elements of the program remained relatively unchanged during this timeframe with the primary offerings including custom incentives, prescriptive rebates, building assessments, and energy design assistance (EDA). From 2001 to 2017, the program offered direct installation with an average of 5,000 units a year receiving lighting and water-saving measures. In 2017, the direct installation offering was discontinued based on the understanding limited opportunity remained and increasing service costs. In response, Focus on Energy made multifamily tenants eligible for free energy-saving packs. More than 40,000 multifamily tenants have received a free pack since being introduced,

Starting in 2020, multifamily property owners and tenants could apply for incentives through two program paths. In-unit upgrades along with air sealing and insulation projects qualified for incentives available to residential customers. Projects completed in common areas could apply for incentives available to business customers. This division in incentive offerings between business and residential has been perceived as a barrier to participation among multifamily property owners and managers which is why Focus on Energy is looking to re-launch a dedicated program.

Historical Customer Participation

More than 4,785 unique multifamily sites received a Focus on Energy incentive between 2016 and 2019. Table 2 shows the quantity of unique existing building and new construction multifamily sites receiving Incentives each year. This includes participation from property owners and managers but does not include tenants of those properties.

Table 2 Unique Participating Building Sites

Year	Existing Buildings	New Construction
2016	944	111
2017	1,262	70
2018	968	83
2019	1,229	98
2020	328	76
2021	274	109
2022 YTD	129	89

b. Market Potential

Within Wisconsin, apartment units make up more than 500,000 of the over 2.5 million housing units (nearly 20% of Wisconsin's building stock) with over half those units being in the Madison and Milwaukee markets. In 2021, 33% of households in Wisconsin were renters with a median gross rent of \$872⁶. Multifamily property types include market rate housing, unsubsidized affordable housing, and subsidized affordable housing.

⁶ <https://www.census.gov/quickfacts/WI>

Table 3 Multifamily Property Types

Property Type ⁷
<p>Market Rate Housing: Rental units not receiving a government rental subsidy. This housing represents around 80% of the Wisconsin market, and encompasses a range of affordability, from luxury units to units with lower rents because they are in a lower-income building, which is considered unsubsidized affordable housing or natural occurring affordable housing (NOAH).</p>
<p>Unsubsidized Affordable Housing: A sub-set of market rate housing affordable for tenants on a lower income but not subsidized. As noted above, this housing type is also known as NOAH. While income-qualified Customers may live in these units, it may be more difficult for programs to target these buildings. It is generally not publicly known if a building or unit is NOAH or not. No public list exists of all NOAH buildings and rent rolls are not public information.</p>
<p>Subsidized Affordable Housing: Affordable housing receiving a government subsidy and where rents are restricted (pursuant to terms of affordable housing or financing or land use concessions). This includes housing funded through the federal and state Low-Income Housing Tax Credit (LIHTC) programs and federal, state, or local government rental assistance subsidy programs (i.e., Housing Choice Voucher Program (Section 8)), as well as properties operated by Public Housing Authorities. This housing represents around 20% of the Wisconsin market.</p>

Statewide, natural gas is the predominant heating source for residential customers, but multifamily housing has a higher prevalence of electric heating and income-qualified Customers than single-family housing.

Table 4 Total Market Size by Existing Fuel Type⁸

Existing Fuel Type	Multifamily Units (% of Units Income Qualified)
Electric resistance	221,138 (67%)
Propane	5,572 (73%)
Natural gas (total)	224,557 (63%)
<i>Natural gas – forced air</i>	<i>121,261</i>
<i>Natural gas – boiler</i>	<i>53,894</i>

⁷ [FOCUS ON ENERGY EERD REPORT: ASHPs in Wisconsin Multifamily and Single-Family Applications](#)

⁸ [FOCUS ON ENERGY EERD REPORT: ASHPs in Wisconsin Multifamily and Single-Family Applications](#)

c. Eligibility Requirements

Eligible Buildings

A multifamily building is defined as a building with four or more residential units under one roof where the predominant building use type is for residential purposes. Buildings may contain nonresidential commercial space if that space does not consist of more than 50% of the gross conditioned square footage of the entire building. Independent senior living apartments and Residential Care Apartment Complexes (RCAC) are eligible for this program. Commercial facilities, such as motels/hotels, group homes, shelters, monasteries, nunneries, assisted living facilities, and nursing homes are not eligible for the program. Student housing owned by schools is not eligible for this program.

Owners or tenants living in the building must be Customers who pay into Focus on Energy on their electric and/or natural gas utility bill.

Both existing buildings and new construction, including substantial modification and change-of-use projects will be served through this program. New construction projects will be offered Energy Design Assistance (EDA) through a partner Implementer, Willdan. Additional services for new construction projects outside of EDA may be included as part of the proposed program scope. Savings and Incentives for all multifamily projects will be attributed to the Multifamily Energy Efficiency Program.

Eligible Participants

Incentives and rebates offered through this program will be available to multifamily building owners and/or property management firms. Multifamily building tenants should also be considered in program design, and additional design considerations should be made to maximize leverage of other programs directly supporting tenants.

Ineligible Project Types

The following project types will not be eligible for the program:

- Energy efficiency measures installed prior to program launch.
- Custom Incentives which did not receive preapproval prior to equipment purchase and/or installation.

d. Key Delivery Elements

Measure and Incentive Overview

It is anticipated the Multifamily Energy Efficiency Program will have elements addressing both in-unit and common area energy efficiency. Depending on the size and/or use of the building (e.g., mixed-use buildings, central HVAC systems), measures may be both residential and commercial in nature.

Focus on Energy prioritizes cost-effective energy saving measures. Fuel switching measures are eligible through the program if they result in an overall MMBtu reduction and a cost-savings for the Customer. Savings from non-regulated fuel types cannot be claimed by Focus on Energy. Measures eligible for Incentives or rebates are likely to include, but not limited to:

- HVAC and plumbing, including high efficiency heating and cooling equipment, controls, building envelope improvements, and efficient water heating.
- Lighting including interior and exterior LED fixtures, and controls including daylighting, occupancy sensors, and networked lighting controls.
- Renewable energy generation including biogas, biomass, solar thermal, and wind. Solar electric Incentives are currently handled through a separate prescriptive rebate program, but this may change based on QPP decisions. Additional budget would be available if this were to change.

Prescriptive Rebates

Implementers should consider offering prescriptive rebates in which participants receive rebates for selecting energy-efficient equipment meeting stated requirements (current prescriptive rebates are found on Focus on Energy's website). Rebates are issued to participants upon completion of the project and submission of an application and supporting documents.

Custom Incentives

Implementers should consider offering custom Incentives for projects which do not qualify for prescriptive rebates. Custom Incentives are based on first-year energy savings and must be preapproved prior to equipment purchase or installation. Incentives are issued to participants upon completion of the project and submission of completion documentation.

New Construction

Implementers will coordinate with Willdan, who offers a participation path to provide designers, builders, developers and building owners with an energy analysis for the design of new or substantially renovated buildings. This holistic approach considers everything from the design of the building's shell to the equipment and systems inside it.

Energy modeling services are not included in this RFP; the selected Implementer will be expected to work with Willdan, the current provider of energy modeling for Focus on Energy.

Other

Implementers should consider providing innovative offerings to meet specific market needs or to evolve the program. Some examples to consider include:

- Incentives or rebates to help Customers save energy through operational, maintenance, and behavior savings. Specific items to consider include retrocommissioning, building tune-ups, and strategic energy management.
- Energy audit-driven, whole-building retrofits offering deep energy savings and requiring hands-on technical assistance to ensure building owners understand the costs and benefits of their whole building retrofit – including the interrelatedness of proposed measures, such as the impact of good air sealing and insulation on proper HVAC equipment design and sizing.
- Benchmarking to aggregate utility data for building owners and managers to help assess efficiency opportunities and monitor upgrades.

- Incentives and/or education targeted to underserved or harder-to-serve markets (e.g., affordable housing, Tribal housing, nonprofit developers). Consider establishing multiple Incentive structures to support these markets.

Incentive and Rebate Limits

Total Incentives and rebates are limited to \$300,000 per project and \$400,000 per Customer per calendar year for all Focus on Energy Incentives and rebates (not including Midstream or Utility Voluntary Programs).

Incentive or Rebate Recipient

Incentives and rebates are paid to Customers of participating utilities where the Customer is the party listed on the electric or natural gas utility bill. The Customer for the project site participating in the program may assign their right to participate and receive Incentives to an Other Payee.

Delivery Expectations

Implementers are expected to consider the following items when completing program design:

- **Provide Technical Assistance:** Strong technical assistance supports increased participation and Customer satisfaction by making energy efficiency improvements easier to understand and relevant to the unique needs of the property. Implementers will provide Customers with assistance identifying and quantifying energy efficiency opportunities, applying for Incentives, and coordinating with Trade Allies, utility representatives, and other stakeholders. Technical assistance should also include identification of and potential partnership with other programs and third parties offering Incentives, rebates, and/or financing for energy efficiency improvements.
- **Partner with Market Actors for Outreach:** Implementer should seek out and create relationships with local apartment associations, housing developers, affordable housing providers, and housing finance authorities.
- **Provide Dedicated Market Support:** Multifamily properties vary in type, including affordable housing, market rate units, and senior housing. Implementers should consider a key account management approach and have subject matter expertise in each segment including knowing the key stakeholders and the needs/opportunities of each.
- **Create Specialized Offerings:** Incentives should be designed to address markets' unique barriers, such as offering higher Incentives for affordable housing to address their lack of capital or deeper Incentives for measures on renters' meters to overcome the split incentive.
- **Utilize Innovative Marketing:** Different marketing strategies and tactics should be used to inform potential participants or influencers what the program has to offer. As the dynamics of the multifamily market change on a regular basis, Implementers are expected to change their marketing strategies as well.
- **Leverage Trade Ally Network:** Focus on Energy has an existing Trade Ally network of more than 2,000 Trade Allies. Implementers will identify and directly engage Trade Allies working with multifamily properties to educate them on the program and

provide regular communication opportunities. Implementers will coordinate with other Focus on Energy Implementers to ensure ease of participation for Trade Allies.

- **Make Participation Easy:** Positive initial experiences will make building owners and managers want to continue working with the program. A single point of contact and simple process for enrollment and ongoing technical assistance can increase program participation and overall satisfaction. Design considerations should be made for mixed use facilities to provide a positive customer experience.
- **Ensure Accurate Savings Claims (Quality Assurance/Quality Control (QA/QC)):** Implementer will review applications to ensure requirements have been met and Incentive and savings calculations are correct. To minimize errors, Implementers will review all applications to verify payment requests, sales data, equipment efficiency ratings, qualified product lists, installation, etc.
- **Support Technical Reference Manual (TRM):** Implementers must develop, update, and submit workpapers to the TRM Management Committee for review and approval. Workpapers must include the engineering calculations, assumptions, and sources necessary to document savings. The current deemed savings and Evaluation, Measurement, and Verification (EM&V) protocols are available in the latest version of the Focus on Energy TRM⁹.
- **Provide Exceptional Customer Support:** The customer support center is administered through Zendesk. Inquiries about specific programs are transferred to Implementers for additional Customer assistance and information, and all calls and online web inquiries are logged. Customer support representatives are required to respond to all inquiries within one business day. Implementers are required to have an agent available in Zendesk from 9 am to 5 pm CT Monday through Friday except for corporate holidays. It is preferred Implementers have one or more bi-lingual staff on their customer support team.
- **Utilize Enterprise Tracking Database System:** Focus on Energy uses a Microsoft Dynamics database to track all Customer- and application-related information. All information collected by Implementers belongs to Focus on Energy and must be stored in this enterprise system.
- **Comply with All Policies and Procedures:** Implementer should refer to the Policy Manual¹⁰ and Operational Procedures Guide¹¹ for guidance on Program requirements and how to meet contract deliverables.
- **Support Annual Evaluation Process:** Focus on Energy is evaluated by an independent third-party evaluator. The Implementer is responsible for responding to all questions and data requests from the Evaluator which can include documentation, savings

⁹ https://www.focusonenergy.com/sites/default/files/inline-files/Focus_on_Energy_2022_TRM.pdf

¹⁰ [Administrative Resources | Focus on Energy](#)

¹¹ https://www.focusonenergy.com/sites/default/files/inline-files/RFP/2022_Focus_on_Energy-Operational_Procedures_Guide.pdf

calculations, and implementation processes. Implementers will play an active role in supporting annual program evaluations¹².

Savings Targets and Budgets

The following savings target and budget is useful for planning purposes. Bidders should identify expected energy savings and budget spend per program year (2023-2026) with explanation for how those targets were set. It is expected the cumulative total of the projected annual energy savings and budget spend align with the figures below. Any funds unspent from a previous year may carry over into subsequent years.

Multifamily	2023-2026 Total
Budget	\$12,000,000
Lifecycle MMBtu Goal	8,000,000

Budget includes both Incentive and non-incentive funds. Implementer should provide an expected budget for start-up costs occurring in 2022 if applicable. While overall goals are lifecycle MMBtu, Implementer should provide fuel-specific targets – lifecycle electric (kWh), lifecycle gas (therms) – demonstrating overall MMBtu achievement as well as a demand (kW) target. Current measures offered through Focus on Energy can be found in the TRM.

e. Program Alternatives

Bidders may propose additional program design elements outside the existing scope. If there are any additional products or services which could be provided with additional budget, please describe them including potential energy savings and associated costs.

6. Bidder Proposal Instructions and Requirements

Bidder's proposal should not exceed 50 pages, excluding: cover page, proposal check list, table of contents, collateral samples, financials, Affidavit of Non-Collusion, and the Proposal and Pricing Spreadsheet.

a. Cover Letter

Bidder will include a cover letter with the proposal clearly identifying the name of the prime organization or individual proposing the program and the proposed teaming arrangement (if applicable). The cover letter should be signed by an authorized representative for the primary organization.

¹² [Evaluation Reports | Focus on Energy](#)

b. Executive Summary

Bidder will provide a high-level summary of its proposal and a brief description of the program design Bidder is proposing to implement.

c. Implementation Approach

Bidder will describe their proposed implementation approach, specifically addressing the items below.

Team Structure

For teams of Implementers and their Subcontractors, define roles and responsibilities by providing:

- An organizational chart showing relationships between the prime and various Subcontractors; and
- Clear definition of services provided by each organization represented.

Strategy and Vision

Provide details of how the proposed approach supports Focus on Energy strategy and vision, particularly:

- Emphasis on the Customer experience.
- Value-added services to utility partners.
- Benefits to Customers.
- Design variations supporting portfolio innovation and evolution.

Task 1: Start-Up and Launch

The Administrator recognizes creation of a new program will impact Customers, Trade Allies, and other stakeholders. A thoughtful and comprehensive approach is essential to ensure a smooth launch, especially if there is a change in Incentives and services offered to the market. Focus on Energy has a large and diverse group of Customers, Trade Allies, distributors, retailers, and other stakeholders vital to the success of its many programs. Bidders should demonstrate a solid understanding of all the elements involved in a successful launch and should provide evidence they have managed this in the past. In this section, describe the following:

- Identify key activities and milestones needing to be accomplished for a successful launch including:
 - Setting up key infrastructure.
 - Demonstrating IT security controls are in place to protect confidential Customer Information accessed via the Focus on Energy enterprise tracking database.
 - Participating in utility meetings, as requested.
 - Developing necessary marketing materials.
- Provide a detailed startup timeline emphasizing speed to market.
- Provide a risk mitigation plan.

Task 2: Delivery

Effective delivery is key to achieving not only energy savings goals but also ensuring utility partners are highly satisfied with Focus on Energy, as they see the Program as a value-add for their Customers, who have a strong understanding of what Focus on Energy is and recognize it as an accessible program with easy-to-understand participation paths. Bidders should describe their delivery approach and the rationale behind the approach.

Key Program Design Elements

Bidders should describe their program design including:

- Approach and strategy for final program design and implementation, including planned energy-efficiency measures and services.
- Targeted market segments, population of those segments, and anticipated participation levels within each segment.
- Customer journey/experience including how Customers will be introduced to the program, how they will be supported, and their experience upon project completion. Consider providing a flow chart demonstrating how this will take place.
- Consideration of diversity, equity, and inclusion in program design ensuring all Customers can participate.
- Approach to coordination with other Implementers, especially Willdan on new construction design projects.
- If Bidder proposes alternate offerings not covered in the core program scope or budget, details on those offerings and their associated launch timeline should be provided.

Customer Support

The Customer experience and Customer satisfaction are paramount to Focus on Energy's success. Often Customers will start with customer support teams, specifically customer service representatives. To provide a consistent experience across Focus on Energy, Implementers are required to use a Zendesk phone number for all public-facing communication requests. Customer service representatives are set up with Zendesk Talk and Chat access and are required to be logged in and available from 9 am to 5 pm CT Monday through Friday except for corporate holidays. Bidder should describe:

- Personnel structure within the call center(s), including geographic location(s) and an estimated number of customer support representatives.
- Call center capabilities including number and location of facilities, number of calls capable of handling (both inbound and outbound), and any non-English languages represented on the team.
- Strategy for handling backup or overflow calls.
- Recommended metrics to track outside the traditional number of calls and tickets handled, first response time, close rate, etc.

Marketing

Customers will be engaged directly or recruited through Trade Allies, Energy Advisors, and other marketing and outreach strategies. To ensure all Customers perceive Focus on Energy as a seamless set of offerings rather than distinct programs, marketing will not specify

program names and will instead focus on Customer type, technology, or service. All marketing materials should ensure the Focus on Energy brand is maintained and enhanced, and materials will be approved, by the Administrator, via a centralized system. In this section, please describe:

- Approach and capabilities to develop a market engagement plan to support program delivery including Customer participation.
- Customer or Trade Ally segments envisioned as targets and why.
- Strategies, messaging, and tactics used to reach Customers and/or Trade Allies.
- Approach to cross promoting other programs when applicable.
- How the success of proposed strategies will be tracked, evaluated, and measured.
- Where marketing staff assigned to the program will be based and as needed, their availability to meet directly with Administrator staff.
- Creative development and design capabilities, including ability to develop content for website, social channels, etc.

Technical Assistance

Implementers provide Customers with assistance identifying and quantifying energy efficiency opportunities, applying for Incentives or rebates, and coordinating with Trade Allies and utility representatives. Bidders should describe:

- Approach to offering technical assistance to Customers.
- Qualifications of staff providing technical assistance.
- Other resources dedicated to providing technical support to Customers.

Trade Ally Recruitment, Training, and Outreach

Trade Allies are a key delivery channel for the Program. Implementers collaborate with Trade Allies by providing regular program communication and ensuring they are informed and engaged. Implementers are expected to coordinate with each other to ensure consistent Program messaging and minimize Program points-of-contact. Bidders should describe:

- Previous experience managing Trade Ally relationships.
- Approach to ensuring an easy participation pathway for Trade Allies.
- Process for managing productivity, quality, and satisfaction of participating Trade Allies.
- Process for ensuring Trade Allies understand the entirety of Focus on Energy and view it as a seamless Program.

Quality Assurance/Quality Control

QA/QC is a paramount component of program delivery as all operational stages. To minimize errors in the process, Implementers are expected to review all applications and verify equipment efficiency rates, qualified product lists, installation, etc. Bidders should describe how they maintain quality, including:

- Process/protocols employed to proactively identify and mitigate evaluation risk and prevent, detect, and resolve misconduct.
- QA/QC relating to Incentive payment reviews, including engineering/energy-saving reviews and project inspections.

- Approach to in-field verifications/inspections to validate equipment installed or service provided matches what was applied for.

Incentive and Application Processing

Implementers are responsible for submitting all application data into the Focus on Energy Database. Data includes Customer, location, Measure, Incentive, and Trade Ally information. Incentive payments are subject to QA/QC review to ensure all required documentation has been submitted, and Incentive and savings calculations are correct. While the Implementers are responsible for processing applications, Incentive payments are issued by the Focus on Energy Fiscal Agent. All data collected by Implementers belongs to Focus on Energy and must be recorded in the Database. Bidder should describe:

- Controls in place to ensure accurate data entry and transfer to the database.
- Approach to maintaining a positive Customer experience, including minimizing Days Incentive Outstanding.

Evaluation Support

Focus on Energy is evaluated by an independent third party, and Implementers are expected to actively participate in activities related to both impact and process evaluations. Key evaluation-related activities include:

- Participating in the TRM Management Committee to establish policy and requirements related to calculating energy savings.
- Developing measure workpapers based on sound engineering and research principles.
- Using evaluation findings to refine program design.
- Ensuring Evaluators understand and can appropriately evaluate program.

Bidder should describe their experience providing evaluation support for both process and impact evaluations, including:

- Approach to using evaluation findings to inform program design and operations.
- Program design strategies to minimize Free-Ridership.
- Experience working with evaluators to ensure they understand how to appropriately evaluate the program.
- Experience designing offerings that maximize net savings attributable to the presence of Focus on Energy, identifying key obstacles.
- Experience developing and applying technical protocols, qualified product lists, etc. and ensuring program operations are aligned.

Task 3: Management and Oversight

The Administrator emphasizes streamlining market delivery, reducing administrative costs, and maintaining high Customer satisfaction. Implementers with Subcontractors and Vendors should consolidate management and oversight tasks under the prime Implementer, leaving Subcontractors to focus on implementation.

Budget and Savings Management and Forecasting

It is critical Implementers manage their budgets while achieving savings goals. Disruptions to the market can occur when budgets are not carefully managed and monitored and can have

negative consequences to Trade Allies and Customers. Accurate forecasting, tracking, and reporting on savings achievement, budget spend, and other Key Performance Indicators (KPIs) are crucial to program success. All Implementers are expected to manage to the contracted savings goals and both Incentive and non-incentive budgets over the duration of the contract. Bidders should describe how they will:

- Develop forecasts, track performance to forecast, and make necessary adjustments.
- Monitor and respond to Incentive and non-incentive spending to meet market conditions.
- Provide examples of how program goals and tactics could be adjusted to accommodate changes to savings targets both for ramping up and ramping down.

Tracking, Reporting, and Analytics

Data analytics are increasingly used to inform program delivery and development, as well as guide continuous improvement strategies. Effective data analysis allows Focus on Energy programs to quickly adapt to trends and orient the program delivery to meet changing market demands and embrace new opportunities. Bidder should provide detail on tracking and analytics offering insight on program performance beyond energy savings and budget expenditures. This might include detail on market evolution, external stakeholders, and technology-based insights. Bidders should describe:

- Tracking and reporting on key program metrics and operational milestones.
- Establishing new performance metrics and milestones as needed.
- Tools, data sources, and metrics used to track performance.

Administration and Compliance

Implementers must comply with the Focus on Energy Policy Manual, Operational Procedures Guide, and their contracts. Implementers will be subject to compliance audits at the Administrator or PSC's discretion. Bidders should describe their compliance and risk mitigation capabilities related to fiscal management and information security including:

- Capabilities for ensuring costs are tracked and assigned appropriately.
- Approach to minimizing errors and associated administrative costs.
- Audits, such as Service Organization Controls (SOC) audits and other internal audits performed on a regular basis.

Task 4: Innovation and Pilots

Through Administrator Future Focus activities, the Implementers will generate pilot ideas the Administrator will vet and test to bring innovation to the Program. Bidders should describe their experience and qualifications for driving innovation and continuous improvement. Implementers are responsible for costs associated with testing ideas and submitting them to the Administrator, and for implementing continuous improvement within the program. The Administrator will be responsible for all other associated costs related to pilots once ideas are submitted for review. Bidders should describe:

- Approach to driving innovation, including new idea generation, market testing, and product development.
- Process for identifying potential technologies for development.

- Approach for incorporating ideas generated from other sources or Implementers into proposed program delivery strategy.
- Plan to mitigate risk associated with new product development (i.e., costs and operational challenges) and increase positive Customer experiences.

d. Cost Proposal

Proposals must include implementation services costs, administrative support, Incentive reviews and approvals, QA/QC, project management, EM&V support, field resources, and ongoing program innovation and evolution. Bidders must provide all information below and for all proposed subcontractors/Vendors, including the specific services to be provided and key staff allocated to working on Focus on Energy.

The cost effectiveness of the proposal will be determined using the Pricing Table in the Proposal Spreadsheet.

Bidders are encouraged to provide innovative and alternative proposals regarding pricing while adhering to the requirements of this RFP.

Price

Bidders should propose a pricing structure for all services described in this RFP. A model with emphasis on compensation for performance is preferred but other models will be considered.

Budgets and saving goals are provided in Section 5. Focus on Energy goals and budgets for Program Years 2023 through 2026 have not been finalized by the PSC and are subject to change. Any changes to allocations will be determined by the Administrator and based upon enhancing cost-effectiveness, meeting market demand, or other indicators as may be appropriate.

Bidders should propose a structure for performance metrics in addition to MMBtu savings. Examples include a Customer service metric associated with satisfaction surveys or operational components of implementation. Bidders should specify how performance will be measured and identify compensation linked to each of the relevant performance areas. Bidders' compensation should not exceed the total funding allocation as described in Section 5.

Additionally, Bidder should complete the Quad IV Summary tab in the Pricing Proposal Spreadsheet.

The selected Implementer will use the defined cost categories when forecasting and tracking expenditures:

- **Technical and Customer Support (T&CS):** Bidder should provide those costs directly associated with programmatic activities including implementation, Incentive reviews/approvals, QA/QC, project management, marketing, EM&V, customer support, etc. Subcontractors and/or Vendor costs should be included in T&CS. Focus on Energy does not allow mark-up on any Subcontractor or Vendor costs.
- **Marketing:** Bidder should provide those costs directly associated with marketing activities including things like collateral, memberships and sponsorships, and digital ad placement.

- **Administrative:** Bidder should provide those costs not directly associated with a specific programmatic activity but necessary to the development and administration of the program. Administrative costs include record keeping, payroll, accounting, auditing, billing, business management, budgeting and related activities, overhead allocation, and other costs necessary to direct the offering's organization but excluding evaluation.
- **Travel:** No reimbursement for any kind of travel expenses may be billed.
- **Incentives:** Bidder should provide estimated Incentive budgets. Incentives are a financial payment, product, or service provided to a Customer, Trade Ally, distributor, retailer, manufacturer, or designated payee, which enables or facilitates the implementation of an energy efficiency or renewable energy measure.

e. Qualifications

Bidders must have the following minimum qualifications to be considered:

- Demonstrated experience with program implementation, oversight, design, marketing, and/or analysis related to similar types of energy efficiency and renewable resource programs.
- Demonstrated organizational, financial, data tracking, and reporting abilities.
- Demonstrated commitment to quality and Customer support.

Key Staff

Bidders should provide details regarding key staff assigned to implementation and management activities, as well as startup and launch activities. Implementers should not change out key staff included in the bid proposal without advance written approval from the Administrator.

- Key staff are those allocated 50% or more to Focus on Energy, or are a manager, for at least six months of the year. Bidders must provide the names, credentials, and proof of experience of the key staff who are expected to be assigned to the project, along with their anticipated project roles and responsibilities. Bidders must discuss its capacity to adjust its staffing levels as needed to respond to Focus on Energy's evolving work scope, which may vary throughout the contract period.
- Provide a summary of the strengths and unique skills the key staff and management team, for both Implementer and Subcontractors/Vendors, will leverage to ensure the program is successfully and consistently implemented. Provide resumes for key personnel including relevant experience with time spent on the program and key projects relevant to the Focus on Energy work.
- Outline longer term staffing strategy for the program, including the expected number of field staff you plan to deploy and oversee, including any Subcontractors. Additionally, discuss your commitment to have dedicated Wisconsin-based staff working exclusively on Focus on Energy programs.

Diversity, Equity, and Inclusion

The Administrator encourages Diverse Business Enterprises to submit proposals. Bidders should indicate if their organization is a Diverse Business Enterprise and list related certifications. Bidder should provide a summary of efforts and experiences in integrating

diversity, equity, and inclusion internally in their organization, both in staffing and subcontracting for services.

References for Bidder and Proposed Subcontractor(s)

Provide three client references from the past five years for the Bidder and two references for each proposed Subcontractor, including company name and contact information (name, title, phone number, and email). Additionally, Bidders should provide a brief description of the Bidder's and Subcontractor's services and how those services related to the work the Bidder proposes for each reference provided. Bidders should complete the "References" tab of the Proposal and Pricing Spreadsheet.

f. Administrative Documentation

Conflict of Interest

All Bidders should review conflict of interest restrictions in Section 2.c. and disclose all affiliations or financial relationships with the Administrators, Fiscal Agent, Compliance Agents, SEERA members¹³, and PSC staff.

Bidders should disclose whether they are operating any energy efficiency or renewable resource programs in Wisconsin. For each program identified, Bidder should provide a short description of the program and identify the services and eligible measures and Incentives available through the program.

Financial Requirements Documentation

Bidders are required to demonstrate and verify they have the financial resources and stability to perform the proposed work by providing documentation as described below.

- Last three years of audited financial statements for the organization and any significant Subcontractors, which should include a profit and loss statement, a cash flow statement, and a balance sheet (SEC form 10-k is acceptable).
- A nonpublic or nonprofit entity should provide adequate information comparable to the information required above allowing an assessment of financial status and capability to include, at a minimum, compiled statements prepared by a CPA.
- 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.

Affidavit of Non-Collusion

Pursuant to the Policy Manual, each Bidder, including the prime Implementer and all Subcontractors, should execute an Affidavit of Non-Collusion and submit it as part of the bid package. See Appendix B.

¹³ The SEERA members include representatives from various Focus on Energy participating utilities. The following utilities and entities are presently represented on the SEERA board: WEC Energy Group; St. Croix Natural Gas; North Central Power Company/Northwestern Wisconsin Electric; Superior Water, Light & Power; Consolidated Water Power Company; Xcel Energy; Madison Gas & Electric; and Alliant Energy.

7. Submittal Process

a. Intent to Bid

Potential Bidders are required to submit an email notification of intent to submit a proposal in response to this RFP by Friday, August 12, 2022, at 11:59 pm CDT. The Bidder will receive a confirmation receipt. Submit an intent to bid to:

Email: RFP@focusonenergy.com

Subject line: Intent to Bid: Multifamily RFP

Bidders will provide a main contact person (name, address, phone, email). Any further communications about this RFP after this date will only go to Bidders who expressed an intent to bid.

b. Submitting RFP Questions

Any questions related to this RFP must be submitted via email by Friday, August 19, 2022, at 11:59 pm CDT. Submit RFP questions to:

Email: RFP@focusonenergy.com

Subject line: RFP Questions: Multifamily RFP

c. Proposal Submission

Proposals should be delivered in electronic format via email by Friday, September 2, 2022, at 11:59 pm CDT.

Email: RFP@focusonenergy.com

Subject line: Proposal Submission: Multifamily RFP

Proposals must be received by Focus on Energy by the time and date specified above.

Requests for deadline extensions will be rejected, and no proposals will be accepted after the deadline.

It is the Bidder's responsibility to ensure its proposal is received at the email address specified by the deadline for submission. Bidders will receive an email receipt of submission.

d. Errors or Omissions

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

e. 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 who have indicated their intent to bid.

f. 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 Agreement with Bidders for any reason, including, but not limited to, action that modifies or withdraws Focus on Energy funding. In its sole and absolute discretion, Focus on Energy may accept or reject all proposals and may accept a proposal that is not the most cost-effective proposal. Furthermore, Focus on Energy reserves the right to not select any proposals and to reissue 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.

g. Proposal Preparation Cost

All Bidders accept all costs and/or expenses incurred prior to the duly authorized execution of the Agreement and may not seek reimbursement of any costs and/or expenses from Focus on Energy.

h. Proposals Not Confidential

Focus on Energy does not guarantee proposals will be kept confidential, including either the proposal submitted in response to this RFP or any Agreement 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 Agreement.

However, Bidders will not be allowed to view other Bidders' proposals, in accordance with Section II of the Procurement Policy in the Policy Manual.

i. Post-Proposal Contract Negotiation

Focus on Energy expects to negotiate both price and nonprice factors separately, during any post-proposal negotiations with a finalist(s) but may not accept exceptions to flow down terms from the prime agreement with SEERA. Refer to Section 9 to view the Agreement General Terms and Conditions.

Bidder is instructed to identify any contract exceptions by denoting them in the Exceptions tab in the Pricing and Proposal Spreadsheet. 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.

8. Evaluation Selection Criteria

a. Evaluation Committee

Accepted proposals will be reviewed by an evaluation committee and scored against the stated evaluation criteria. The evaluation committee will consist of representatives from the Administrator, SEERA, and the PSC. A Bidder may not contact any member of the evaluation committee regarding its proposal until awards are announced.

b. Minimum Threshold Criteria

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

- The proposal must contain all information required in this RFP (see Proposal Checklist).
- Bidding teams must have sufficient financial strength to successfully implement the proposed program.

Submitted proposals will be preliminarily reviewed to determine if minimum threshold criteria are met, as detailed above. Failure to meet threshold criteria may result in rejection of the proposal.

If all Bidders do not meet one or more of the minimum threshold criteria, the evaluation committee or Administrator reserves the right to continue the evaluation of proposals and to select the proposal most closely meeting the requirements specified in this RFP.

c. Evaluation Criteria

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

Scoring Criteria	Weight
Implementation Approach	20%
Task 1: Start-Up and Launch	10%
Task 2: Delivery	20%
Task 3: Management and Oversight	15%
Task 4: Innovation and Pilots	10%
Cost Proposal	10%
Qualifications	15%

Scoring criteria directly correlates to the subsections of Section 6: Bidder Proposal Instructions and Requirements, and responses will be evaluated based on quality, efficiency, and level of detail in addressing the questions posed in each subsection.

d. Evaluation Process

The evaluation committee's scoring will be tabulated, and 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 proposal, results of the interview, and Bidder reference checks will be considered when awarding contracts.

e. Proposal Review/Clarifications

The evaluation committee may perform clarification interviews or request clarification in writing. A clarification interview may be performed via telephone and will focus on the information set forth in the proposals. It will not offer Bidders the opportunity to revise their proposal. Bidders will not be compensated for the time spent or the costs incurred for the interview(s) or for responding to a request for clarification.

9. Agreement General Terms and Conditions

Refer to focusonenergy.com/about/rfp.

10. Appendices

- A. Proposal Checklist**
- B. Affidavit of Non-Collusion**
- C. Proposal and Pricing Spreadsheet**

APPENDIX A - Proposal Checklist

Bidders shall submit proposal in the format outlined below and as detailed in Section 6, *Bidder Proposal Instructions and Requirements*. A copy of this checklist shall be provided with each proposal submission. The checklist will not be counted toward the maximum page limit.

☐ 1. Cover Letter

☐ 2. Executive Summary

Implementation Approach

☐ Team Structure—Org Chart and definition of services

☐ Strategy and Vision

☐ Task 1: Start-up and Launch

☐ Key Activities and Milestones

☐ Timeline

☐ Risk Mitigation Plan

☐ Task 2: Delivery

☐ Key Program Design Elements (6 elements)

☐ Customer Support (4 elements)

☐ Marketing (7 elements)

☐ Technical Assistance (3 elements)

☐ Trade Ally Recruitment, Training and Outreach (4 elements)

☐ Quality Assurance/Quality Control (3 elements)

☐ Incentive and Application Processing (2 elements)

☐ Evaluation Support (5 elements)

☐ Task 3: Management and Oversight

☐ Budget and Savings Management and Forecasting (3 elements)

☐ Tracking, Reporting, and Analytics (3 elements)

☐ Administration and Compliance (3 elements)

☐ Task 4: Innovation and Pilots (4 elements)

☐ **Cost Proposal** - Refer to Section 6(d) for requirements

☐ Complete the Quad IV Summary tab in the Excel Pricing Proposal Spreadsheet (see Appendix C and [website link](#))

APPENDIX A - Proposal Checklist

- ☐ **Qualifications**
- ☐ Experience
- ☐ Key Staff
- ☐ Diversity, Equity & Inclusion
- ☐ References – complete the “References” tab in the Excel Pricing Proposal Spreadsheet
- ☐ **Administrative Documentation**
- ☐ Conflict of Interest Disclosure – *Refer to Conflicts of Interest tab in the Excel Pricing Proposal Spreadsheet*
- ☐ Financials
- ☐ Affidavit of Non-Collusion – see *Appendix B*

APPENDIX B - AFFIDAVIT OF NON-COLLUSION



_____, "Bidder"

State of _____) SS

County of _____)

_____, being first duly sworn, says:

In signing this bid, the undersigned affirms that they are a duly authorized representative of the Bidder submitting the competitive bid attached to this statement. The undersigned also affirms that neither they nor the Bidder nor any of the Bidder's employees, agents, or assigns has, either directly or indirectly, entered into any agreement, prepared this bid in collusion with any other party, 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 the contents of this bid have not been knowingly disclosed or communicated by any employee or agent prior to the opening of bids to any other Bidder or competitor or any other person engaged in this type of business; and that the above statement is accurate under penalty of perjury.

CERTIFICATE OF ACCURACY

I hereby certify that the information contained herein is true and correct to the best of my knowledge, information, and belief.

Signature (Authorized Agent)

Signed and sworn to before me

on ____ day of _____, 2022.

_____, Notary Public

My commission expires _____, 20____.

(Seal)

APPENDIX C - Proposal & Pricing Spreadsheet

SEE BELOW FOR THE PROPOSAL PRICING SPREADSHEET

https://www.focusonenergy.com/about/rfp/MF-Pricing_proposal

RETURN THE FILE IN NATIVE FORMAT TO THE ADMINISTRATOR