

## Request for Proposal

### RESIDENTIAL Energy Efficiency Delivery for the Greater Birmingham Area/Jefferson County, Alabama



August 2011

#### 1. General Information

- This Request for Proposal (RFP) seeks an organization experienced in the field of Residential Energy Efficiency Services including energy efficiency assessments, retrofits, weatherization, and water efficiency measures. The chosen organization will develop a services delivery program meeting the goals outlined below to provide a one-stop shop for Birmingham area residents to obtain audits and complete the retrofit and installation of measures that produce costs savings on utility bills.
- **Issuing Organization:** This RFP is issued by the Southeast Energy Efficiency Alliance. Please refer all inquiries to:

Scott Slusher  
Technical Assistance Senior Associate  
Southeast Energy Efficiency Alliance  
scott@seealliance.org  
931-675-0313

- **Rejection of Responses:** SEEA reserves the right to reject any and all applications received from respondents as a result of this request.
- **Incurring Costs:** SEEA is not liable for any cost or expenses incurred in the preparation of respondents' applications or proposals or for attendance at any conferences or meetings related to this RFP.
- **Disclosure of RFP Response Contents:** Submitted proposals will not be held confidential. All material submitted becomes the property of SEEA. SEEA has the right to use any or all concepts presented in any proposal. Approval or disapproval of a proposal does not affect this right.
- **Addenda to the RFP:** If it becomes necessary to revise any part of this RFP, addenda will be provided to all respondents who received the original RFP.
- **Debriefing Conference:** Respondents whose proposals are not approved will be notified and will be given an opportunity to be debriefed. The purpose of the debriefing is not to compare proposals, but to provide information that may assist in preparing any future proposals. SEEA will schedule the date, time, and location of any and all debriefing conferences.
- **News Releases:** News releases pertaining to this RFP may not be made without SEEA's approval, and then only in coordination with the SEEA Director of Communications.
- **Response Date:** In order to be considered for initial review and approval, proposals must arrive by 12:00 p.m. Central time on the date and at the location specified in this RFP. After the deadline time and date for this initial solicitation, proposals will not be considered for qualification.
- **Applications:** To be considered, respondents must submit a complete proposal package using the format provided in Part II of this RFP. Respondents will not be given an opportunity to change any part of a proposal after submission. Electronic response by email of proposals must be received by SEEA at scott@seealliance.org.

- **Restriction of Contact:** From the issue date of this RFP until a determination is made regarding the qualification of respondents, all contacts with SEEA personnel concerning this RFP, must be made through SEEA's Technical Assistance Senior Associate, Scott Slusher.

## 2. Background and General Information

The Southeast Energy Efficiency Alliance (SEEA) is a 501(c)(3) nonprofit with the mission of promoting and achieving energy efficiency through networking, program activities, and education. The results of increased energy efficiency will be a cleaner environment, a more prosperous economy, and a higher quality of life in the southeastern United States. In support of this mission, SEEA is seeking to select a nonprofit agency partner to manage and deliver a robust residential program in Birmingham, with initial funds provided from the U.S. Department of Energy via a successful application from the State of Alabama as part of a multi-state collaboration under the competitive State Energy Program grant process. SEEA serves as the Program Manager for the State of Alabama under the *Multi-state Model for Catalyzing the National Home Energy Retrofit Market*.

SEEA is based in Atlanta, GA, and is active in the 11-state region of Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia. SEEA has developed close partnerships with existing energy organizations and businesses in the Southeast, including investor-owned and public utilities, wholesalers, retailers, state governors and energy offices, state public utility commissions, environmental and energy nonprofit organizations, energy service companies, manufacturers, universities, consumer groups, low-income advocates, and residential, commercial, industrial, and agricultural consumers.

In 2010, the U.S. Department of Energy (DOE) announced \$28.5 million in awards to 12 states and territories through the competitive stream of DOE's State Energy Program (SEP) to help create a sustainable transformation in the market for energy-saving, whole-building improvement in residential and commercial buildings. The State of Alabama is part of four-state partnership, which includes Massachusetts, Virginia and Washington, that draws upon national experts to implement energy modeling and benchmarking, consumer outreach, contractor management, policy development and innovative financing for residential markets. This multi-state project was later incorporated into the DOE's BetterBuildings Program. The BetterBuildings Program (BBP) combines the efforts of the U.S. DOE and numerous states, local governments, and organizations that have received either the American Recovery and Reinvestment Act funding, or State Energy Program funding to increase energy efficiency (EE) building upgrades in their communities. BetterBuildings encourages communities, state and local governments, private-sector companies, and non-profit organizations to work together on pioneering programs that deliver energy efficiency improvements across neighborhoods throughout the United States.

The State of Alabama was awarded over \$3 million in October 2010. SEEA has suballocted \$250,000 to the City of Birmingham to design and implement a program that will deliver a 2% market penetration of single family residential retrofits achieving 20% or greater EE improvement in the identified target market in 2013.

SEEA serves in a programmatic role to ensure that all efforts of this project are on task in both Virginia and Alabama. SEEA assists the State Energy Offices and oversees a comprehensive approach to energy efficiency improvements in single family homes through Regional Energy Alliance program implementers (REA's) aimed to achieve local market penetration rates of 2% or greater by the end of the grant period. This approach focuses on developing the capacity of these community-based, public-private partnerships to pilot home energy labels delivered through audits, provide an innovative suite of financing options, facilitate retrofit adoption by homeowners, engage auditors and contractors through training and workforce development, measure and verify results, and work with policy makers to support and ultimately grow the energy efficiency industry. SEEA will assist REA's with planning and strategy development. SEEA will share best practices and leverage a common approach to EE program structure, evaluation, and data-sharing. By establishing this framework for municipal energy improvement programs in hot, humid climates, this project will create models for replication across the Southeast and beyond.

A key component of this project is establishing a residential Energy Performance Score (EPS) system that rates homes based on their energy efficiency. The program includes training auditors in measuring and validating the EPS ratings, while also working with local realtors and appraisers to include EPS results when determining a home's value. The long-term goal is to increase the demand for energy efficiency improvements by increasing the market value of homes that have a higher EPS rating.

- Project elements common to the four states include:
  - i. Program evaluation, measurement and verification
  - ii. Workforce development and contractor training
  - iii. Realtor/appraiser outreach and training
  - iv. State policy assessments
  - v. Consumer outreach and awareness
  - vi. Financing
  
- Notable project approaches include:
  - i. Increase homeowner demand for energy efficient homes through marketing efforts and home energy labeling that will permeate into the finance, real estate, appraisal, and contracting communities.
  - ii. Local outreach and integration with existing infrastructure.
  - iii. EPS scorecard - the EPS Scorecard and Energy Analysis Recommendations Report (Report) will be provided for each of the homes audited in the target areas. Homeowners will be able to review their EPS scorecard and determine which energy efficiency measures will be the best investment for their home.
  - iv. Use of online tools that will engage homeowners in the retrofit process by connecting them with qualified contractors, utilities, lenders, realtors, and appraisers.
  - v. Use of a loan loss reserve and other financing tools to increase investment in residential energy efficiency measures.

### **3. Partners and Their Roles**

This project is led by the state energy offices, with national coordination facilitated by the National Association of State Energy Officials (NASEO). Project partners include Advanced

Energy, Earth Advantage Institute, Environment Northeast, Energy Programs Consortium, Southeast Energy Efficiency Alliance, Regional Energy Alliances, and other organizations.

- Southeast Energy Efficiency Alliance (SEEA) serves in a programmatic role to ensure that all efforts of this project are on task in both Virginia and Alabama. SEEA will assist the Energy Offices and oversee a comprehensive approach to deep energy efficiency improvements in single family homes through Regional Energy Alliance program implementers (REA's).
- Environment Northeast (ENE) will write a white paper during the planning/strategy phase that details the policy strategies that either exist or can be deployed by the various local and state governments involved in the project; provide technical expertise for energy efficiency policy at the local and state levels; assist in development of a detailed market characterization and action plan for each state.
- Energy Programs Consortium (EPC) will provide assistance during the planning/strategy phase with the development of streamlined residential energy efficiency programs that build on and incorporate financing options using all available federal, state, and other subsidies for increasing the affordability of retrofit models in order to provide the widest range of financing options.
- Earth Advantage Institute (EAI) will provide online audit tools for generating EPS scores, quality control for EPS energy modeling, an online interactive portal that streamlines the retrofit experience for homeowners, training curriculum and initial delivery of EPS auditor training, curriculum integration and initial delivery of Realtor and Appraiser trainings; and curriculum and train the trainer services in each state for a public outreach class on energy labeling for the duration of the project.
- Advanced Energy will utilize a train the trainer model to provide instruction for contractor development by regional trainers based on DOE Workforce Guidelines, training manuals and job aids, evaluate the training for continuous improvement, and develop processes and materials for certifications.

**Workforce Development** This project incorporates multiple angles to engage various workforce segments which support the successful development of EE programs.

**Realtor/Appraiser Outreach** Realtor and appraiser training will be performed by Earth Advantage Institute to ensure that energy efficiency is properly valued when appraising and selling homes. EAI will provide its highly successful two-day Sustainability Training for Accredited Real Estate Professionals (S.T.A.R) program, which will be presented in person once during each year of the program and later be available online as well. S.T.A.R. educates real estate professionals about the features and benefits of new and existing green homes, the advantages of energy efficiency, EPS, and how to explain green features to their clients. Appraisers will be trained in the Residential Green Appraiser Series that is designed to develop residential appraisers' knowledge of EPS and high performance buildings; provide the most recent cost and value data available; and enable participants to complete an informed appraisal of a green home. The two-day course includes informational lectures, green home site visits, and a hands-on opportunity to assess the value of a green home.

**EPS Auditor Training** The EPS Auditor training requires Building Performance Institute (BPI) Building Analyst or equivalent national certification as a pre-requisite. The training reviews building science basics, trains auditors on the data collection needed, use of the online tool,

and best practices for making recommendations. In addition to traditional, cost-effective home upgrades, the EPS Scorecard includes optional deep energy retrofit improvements presented as an educational experience for homeowners and auditors alike. This part of the tool provides added value by exposing homeowners to energy upgrade ideas that may be foreign to them, and allowing auditors to become accustomed to analyzing a house to reach much higher levels of performance. The EPS Auditor training will be initially conducted by Earth Advantage Institute staff, and then the curriculum will be integrated into local auditor training programs.

**Contractor Training** Local program coordinators will work with Advanced Energy and local educators in target communities to deliver in-depth contractor training designed to assist BPI certified contractors to become successful home energy remodeling contractors. The training is not specific to particular trades. It is designed to be open to a variety of qualified contractors; remodelers, HVAC, weatherization, or other. Curriculum development and contractor training by Advanced Energy will ensure quality installation of home energy improvement measures. Advanced Energy will utilize a train the trainer model to provide instruction for contractor development by regional trainers based on DOE Workforce Guidelines.

**Recruitment** It will be the duty of the local program implementation coordinator to recruit contractors, auditors, and real estate professionals for trainings. Local coordinators will also be responsible for locating and obtaining facilities to conduct trainings. Funds to cover curriculum development and trainers are already included in funding awarded to Advanced Energy and Earth Advantage. Contractors must have demonstrated the ability to successfully operate a business of the scale and complexity that is required, and must indicate a willingness to make the necessary investment in training and equipment to be a successful retrofit company. Earth Advantage will provide an introductory energy performance class for “Energy Champions” to promote the program and provide public education on energy efficiency. These volunteers will be trained to deliver a short introductory course, “What’s A Home Energy Performance Score?” to residents, local government, utilities, and lenders to explain why it is important to measure home energy performance and what can be learned from an EPS Scorecard.

#### 4. **Summary of Request**

The priority of this RFP is to engage an organization to create and support a residential program that works seamlessly from the customer’s perspective and that will act as the customer’s agent in securing all available incentive programs, including:

- Demonstration of a coordinated approach with any utility incentives available
- Any state incentives available

The program will also work closely with the local construction trades to complete retrofits to existing properties.

SEEA is seeking an organization with a presence in Alabama, together with potential nonprofit and for profit partners acting as subcontractors, that might assume the responsibility for the management, marketing, contracting for delivery of services, and quality assurance, for a residential energy services program serving the City of Birmingham, Alabama. This program should also include financing products offered through the Bidder and/or lending partners in coordination with regional and state financing mechanisms provided by SEEA.

SEEA invites proposals from individuals, firms, teams or consultants, hereafter called “Bidder(s)”, with demonstrated experience in community-based organizing, consumer-facing outreach and marketing, energy efficiency program delivery and residential building trades for the following services:

- Recruitment of at least 2% of the residential properties in the defined target market into the Birmingham program in 2013 for retrofits of at least 20% estimated energy savings per unit.
- Cost-efficient, community-based approaches to consumer outreach and engagement. Coordinate with SEEA on integration of community based social marketing (CBSM) techniques into all marketing and outreach efforts, use of marketing collateral developed for the regional WISE brand, and alignment with regional marketing campaigns. WISE, Worthwhile Investments Save Energy, is the regional campaign brand developed by SEEA for use by communities participating in SEEA’s energy efficiency programs.
- Recruitment and management of a contractor network that supports the development of a local retrofit workforce.
- Collection and reporting of workforce- and program-related data necessary for all Federal grant reporting requirements, including Davis Bacon if applicable. The Bidder must demonstrate the capacity to meet the fiscal and reporting requirements of the program as set forth in Attachment A.
- Coordination with and leveraging of rebate incentives provided by the local utility companies.
- Coordination and integration with SEEA’s program management team.

The project requires a multi-year commitment – through the grant period ending in September 2013 - including program development, implementation, evaluation and development of a sustainability plan beyond the grant period. All funds in the program must be expended by the end of the program period on September 29, 2013. The selected Bidder will be responsible for integrating and overseeing multiple activities and tasks included in the Birmingham program; these activities fall within five categories:

- State Energy Program and BetterBuildings Compliance and Reporting
- General Program Implementation
- Increasing access to information
- Increasing access to capital
- Increase access to a trained workforce

Firms are also responsible for assuring the long-term viability of the program beyond the grant program and as the implementation agency they must plan to steward the program into the future.

While not exhaustive, the list is indicative of the skills and tasks required. The selected Bidder will be expected to perform with a high standard of quality in the general program implementation activities as well as within the information, financial, and workforce development activities.

**The proposed program should contain the following key elements:**

## 1. General Program Implementation & Management

- The selected Bidder is expected to serve as the implementing agency for the Birmingham program, responsible for the day-to-day communications with all Birmingham stakeholders and sub-recipients including but not limited to market analysts, public relations or marketing agencies, web developers, community-based organizations, trade organizations, financial institutions, and workforce development organizations.
- The Bidder will be responsible for general program management as well as the integration of all core components of the Birmingham program.
- The BIDDER will be responsible for providing a one-stop contracting service, whereby the customer can access professional audits, installation contractors, utility and government incentives, and quality control services arranged seamlessly by the BIDDER;
- The BIDDER will be responsible for serving single family owner-occupied family residences (defined as up to four attached units).

### Tasks include:

- Coordinate and facilitate strategic planning sessions among primary local partners as needed for program development and implementation.
- Identify, convene and coordinate appropriate advisory committees and task forces for core program components as needed
- Deliver presentations to technical and public audiences
- Ensure that all elements of the Birmingham program are fully integrated
- Ensure that program objectives are aligned with the City of Birmingham's Environmental Plans, if applicable.
- Stay abreast of emerging national and local energy efficiency trends by participation in forums, training seminars, and events including those hosted by the U.S. Department of Energy.
- Develop results-based key performance indicators (KPI's) for tracking impact and implementation of all program activity including building retrofit activity. Ensure that such KPIs are incorporated in all sub-recipients work plans and contracts.
- Develop and adhere to project implementation plans for all program components
- Develop a quality assurance/quality control plan for all program activities

## 2. Technical Service Delivery

- The BIDDER will be responsible for selecting/certifying all energy audit and implementation contractors.
- The BIDDER will be responsible for quality assurance procedures, including review of audit reports; assurance that customer payments are based on contemporaneous and

accurate savings projections; inspections and commissioning of completed installations on a sampling basis, measurement and verification of savings per SEEA guidance or approved by SEEA, and other results (e.g. contractors trained, reductions in carbon emissions).

- The BIDDER will be responsible for developing a strong working relationship with Alabama Power Company (APCO) staff responsible for managing their residential programs; and contractors hired by APCO to implement their residential energy efficiency programs. Joint marketing and outreach efforts with APCO will be encouraged. Sharing of customer data between APCO and the BIDDER is vital, with appropriate customer approvals.

### 3. Marketing, Outreach & Communications

- The BIDDER will be responsible for all program marketing and outreach to customers, featuring consumer based social marketing, telemarketing, internet web promotions, joint sales with affinity groups, neighborhood competitions, utilization of free media, utility bill stuffers, neighborhood canvasses, direct mail, neighborhood workshops, and other vehicles. SEEA will provide some marketing research and strategy assistance as needed. Bidder should also coordinate marketing efforts with SEEA based on the development of the WISE program including website and collateral materials. The Bidder will assure integration and consistency across all marketing, outreach and communication efforts including developing a logical project schedule that assures that each component is deployed in a manner that is most practical for meeting the Birmingham program objectives. Tasks include:
  - Develop and execute a coordinated local campaign to drive consumer behavior in energy retrofits, in partnership and alignment with SEEA's state and regional marketing efforts, and targeted local stakeholder groups.
  - Assure consistency in all marketing, communications and outreach messaging and materials (including financial products, audit tools, etc.).
  - Serve as primary content manager for the Birmingham project website and any other web-based initiatives, working in partnership with SEEA program staff as needed. Ensure the program website is kept current, consistent across tools, correct and valid throughout the contract period.
  - Garner support and buy-in from key partners to assure that the Birmingham program is featured on other energy efficiency provider web portals and media outlets
  - Manage all print material production and assure consistency in branding and messaging of all materials across the program spectrum
  - Serve as the Birmingham call center and/or technical assistance hotline.

### 4. Workforce Development

- The Bidder will be responsible for the development, implementation and integration of the workforce components of the Birmingham program and for general oversight and coordination of all retrofit contractor workforce activities. Tasks include:
- Serve as the lead liaison for all workforce development sub-recipients.
- Advise project partners on preparation of workforce development RFP's. Assist in conducting the procurement process to include promoting RFP's, reviewing proposals, and assisting in negotiations
- Provide policy direction and oversight in the development of the workforce intermediary.
- Ensure that additional workforce components including other existing programs and initiatives are integrated into all aspects of program, including marketing and outreach, reporting, etc.
- Coordinate with other regional grant recipients of training and workforce development activities to assure program alignment.
- Monitor the outcome of the workforce intermediary and ensure that all contract requirements are met.
- Monitor the contractors performing retrofit work for the program to ensure that all contract requirements, including training, quality of work, and hiring requirements, are met.

##### 5. Financing & Access to Capital

- The Bidder will be expected to develop, either independently or with partners, a portfolio of financing tools that will expand existing models, pilot innovative programs, and/or compliment the current set of financial incentives and tools offered by utilities or available through other financial entities. The Bidder will be responsible for assisting project partners in the delivery of these new financing tools in partnership and will be responsible for offering these new tools to the local marketplace as needed to drive demand for building EE retrofits. Tasks may include:
- Serve as the lead liaison for financial products in local market.
- Coordinate and leverage with regional financing products provided by SEEA under its regional WISE Credit Enhancement Fund, state financing funds and related products and activities.
- If needed work directly with the financial institutions on program design, set-up and implementation and assure that all benchmarks are met.
- Assure that retrofit contractor community and other trade partners are fully aware of all the availability regional retrofit financing products.
- Assure that the proper marketing of new products is included in program development.
- Work directly with the contractor community to assess what parameters are necessary for participation in financial product programs.

- Develop minimum set of standards for contractor and auditors participating in the program- this may include developing a preferred contractor list to assure quality standard measures once the financial product passes from the financial institution to the contractor.
- Develop reporting system and conduct trainings for all sub-recipients including contractors and vendors to assure compliance for all financial products.
- Suggest corrective courses of action when needed. Demonstrate and articulate which strategies are successful and why; as well as strategies that need to be re-worked to ensure success.

#### 6. Measurement and Verification

- The BIDDER will be required to provide customer tracking, document the process of marketing, assess measure installations and costs data for individuals and in aggregate, record baseline data on energy usage and costs, and verify savings. Bidder will also be required to coordinate all local M&V efforts with the regional M&V actions planned by SEEA.

#### 7. Compliance and Reporting

SEEA has the ultimate responsibility for assuring that the program is in full compliance with federal regulations, however, the selected Bidder will be responsible to SEEA for oversight of data collection, program reporting, and DOE compliance with all program sub-recipients.

- Develop and administer DOE compliance and reporting procedures including the management of report and data collection from all sub-recipients and vendors
- Deliver high quality compliance and reporting training to all sub-recipients and vendors that are subject to DOE standards through the Birmingham program including but not limited to monthly and quarterly Federal reporting requirements (TBD by the U.S. Dept of Energy), Davis Bacon, NEPA, SHPO, and Buy American, as applicable.
- Provide ongoing technical assistance to sub-recipients on DOE compliance and reporting requirements
- Collect, record, and report project impact as required by DOE and SEEA such as jobs created or retained, GHG emission reductions, number of retrofits, etc.
- As this program will be funded through a grant from the US Department of Energy, the selected Bidder may also be called on to meet with representatives from the Federal government and/or SEEA performing monitoring functions.

SEEA's purpose for engaging a partner to manage this program is two-fold: (1) local partners will be perceived by customers as a trustworthy and a credible source and purveyor of information; and (2) a local organization can embody the mission and maintain the focus to achieve that longevity. Our observation of successful community-based energy efficiency programs demonstrates that agencies CREATED for this purpose can be most successful.

However, program time constraints do not permit the eight months to a year required to start another agency from scratch.

We have built into this program model potential recurring revenues from customers and contractors; to achieve significant penetration citywide, additional sources of revenue will be required in 2013 and beyond. Respondents should provide their ideas on eventual sustainability beyond federal and SEEA support (esp. in 10. Energy Impact Plan below).

**5. Deliverables**

The specific deliverables for the Birmingham program will be defined in collaboration with the selected Bidder. Key deliverables include:

- Development of a detailed management plan and implementation strategy using the DOE Implementation Plan Template.
- Monthly quantitative and qualitative progress reports using forms and templates provided by SEEA/DOE.
- Collection of monthly reports by a pre-determined date to ensure federal requirements are met. Template form to be provided by SEEA.
- Written Corrective Action Plans as needed, based on any key performance indicator shortfalls.
- Written amendments to the detailed management plan and implementation plan as needed, should initial plans fail to meet program goals and milestones.
- A process for gathering key stakeholder (contractors, etc) input throughout the contract period.
- A fully developed sustainability plan to ensure program continuation beyond the BetterBuildings grant period.
- A compliance and monitoring plan that ensures quality retrofits and mitigates the risk of fraud, waste and abuse to be approved by SEEA and executed by the Bidder.
- Finance program design documents and implementation agreements.

The Birmingham program will be primarily executed by the Bidder with direct oversight by SEEA and in consultation with the City of Birmingham, the State of Alabama, and its designated partners.

**6. Schedule**

RFP Release: August 15<sup>th</sup>, 2011  
 Proposal Submission Date: September 2<sup>nd</sup>, 2011 at 12pm Central  
 BIDDER Selection: September 26<sup>th</sup>, 2011  
 BIDDER under Contract: October 14<sup>th</sup>, 2011

**7. Evaluation and award of contract**

Proposal will be reviewed by a qualification panel of at least 3 reviewers which will include SEEA, State of Alabama, and others as decided by SEEA and Alabama. Prospective providers may be asked to appear for an interview. The SEEA reserves the right to qualify those firms or organizations that it believes meet the criteria described above and, in its opinion, would best fulfill the goals, objectives and level of service that is being sought under its energy services program for state facilities.

Award shall be made based on the following criteria:

Experience with energy services program delivery	15%
Recent successful execution of similar projects	10%
Experience in working with Alabama & Birmingham	20%

organizations to provide energy related services, and demonstrated reputation in the City	
Professional qualifications & experience of the organization's staff	20%
Innovativeness, reasonableness & comprehensiveness of written proposal	20%
Distribution of budget costs	15%

**8. Qualifications**

Proposing organizations shall provide SEEA, as a minimum, the following information:

- Past experience with energy services delivery energy services experience and resumes of key individuals expected to work on project ;
- Summary information, with client contact information, on all energy services projects in Alabama during the previous five years;
- Summary of the history and operation of the organization, including volume and type of clients; and
- Financial statements of the energy services organization for the previous two years.
- Key partners/subcontractors and their roles;
- A preliminary market plan (in Attachment A);
- A budget which clearly delineates staffing, administration, and overhead costs from customer incentives and payments.
- Other factors including integrity, reliability, and working relationship may be considered.

**9. The following information and format are required for consideration. Provide a Table of Contents based on this format.**

**a. General Approach**

Describe the firm's capability and expertise in energy services, in the format outlined on **Attachment A**. Examples from projects may be used for clarification.

**b. Personnel Information**

In lieu of resumes, describe the qualifications for each of the firm's key personnel who will be involved in this project by completing the form labeled **Attachment B**.

**c. Project History**

Provide only the specific project information requested by completing the form labeled **Attachment C**.

**d. Organizational Information**

Provide a profile of the organization by supplying the information requested in **Attachment D**.

**ATTACHMENT A: Twenty page limit, 11-point type will be enforced, excluding tables for this Attachment**

- **General Approach**
- **Scope of Services.** Summarize the scope of services (marketing, customer screening, auditing, construction management, monitoring, operations, maintenance, training, interface with existing incentive programs, etc.) that would be offered by your firm. Include a brief description of your organization's approach to management and the specific benefits your organization can offer. If appropriate, indicate any exceptions or modifications to the project tasks set forth in this solicitation. Describe how you plan to maximize financial incentives from other resources.
- **Subcontractors.** Describe the roles of named partners/subcontractors on your proposing team, and indicate nature of work for subcontractors that may be selected at a later time. Include letters of commitment with roles described from each named partner and/or subcontractor.
- **Billing and Invoices.** Describe your standard billing procedures and attach a sample invoice.
- **Provision of Insurance.** Describe level and types of insurance policies used on energy services projects.
- **Environmental Liability.** State your organization's position with respect to the acceptance of liability for any hazardous materials encountered during the course of a project.
- **Provision of Warranties.** State the nature and term of warranties that apply to projects.
- **Technical Audit.** Briefly describe your approach to auditing a facility, specific to each customer sector you are bidding; and/or your approach to engage existing auditors in the marketplace. Indicate how you plan to interact with the audit requirements embedded in programs from which you hope to derive support.
- **Marketing Plan.** Briefly describe your marketing approach for targeting customers, including reaching and pre-qualifying the customer. For the residential customer segments, narrate your criteria and approach to staging the marketing and program delivery on a neighborhood basis, or suggest an alternative staging process. Also detail your prequalification process before serving customers. Distinguish the service differences between a pre-screening telephone or email contact, a preliminary visit, and arranging for an investment grade audit.
- **Budget.** Describe your staffing budget, with allocations to salary, benefits, overhead, consulting and other, non-customer incentives.
- **Energy Impact Plan.** Describe your plan for achieving revenues outside this award. Include customer cost-shares, in total and on a per customer basis; utility, state, and/or city contracts contemplated; foundation grants, renewable energy credits, monetized carbon or other white tag revenues, and other sources. Describe that plan in a five year budget scenario, including anticipated # of customers served by class, average customer investments, and energy and water savings by utility and by dollar amount by customer and total for each of the next five

years. SEEA understands the uncertain basis of out-year projections, but state them with your explicit set of assumptions

- **Customer Pro Formas for one typical Measure Packages.** Provide one scenario for a residential customer. List the individual Energy Conservation Measures (ECMs), their installed costs, the projected annual savings, the available incentives to bring down the costs and their source, the distribution of any eligible tax credits between owner and contractor, the net cost to the homeowner, and the monthly cost of repayment, amortized with a stated term and imputed interest rate.
- **Optional:** Add anything else you want us to know about your capacity, your approach, or the assumptions brought to this proposal.

**ATTACHMENT B**

**PERSONNEL INFORMATION**

Using the format provided below, briefly describe the relevant experience, qualifications and educational background for only those primary team members (no more than 10 individuals) who will directly be working on local energy services projects. Identify the person responsible for contract negotiations and the firm’s legal counsel for energy services. Do not include individual resumes.

Name of Project Team Member:	
Current Job Title: Job responsibilities: Number of years with organization: Primary Office Location:	
Educational Background List all academic degrees, certifications, PE registration number and state, professional affiliations, relevant publications and technical training.	
List all energy services projects this individual has been involved with during past 5 years. Include project location, type of facilities, year implemented and dollar value of installed project costs.	
Describe the specific role and responsibilities of this individual for each listed project.	
Provide a detailed description of the role and responsibilities this individual will have for the duration of this project.	
Describe any other relevant technical experience.	

Indicate the total years of relevant energy-related experience for this individual.	
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**ATTACHMENT D**

**Organizational Information**

All questions must be addressed. If not applicable, enter "N/A."

**General Firm Information**

Firm Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Physical Address: \_\_\_\_\_

Provide contact information of two principal contact persons:

1) \_\_\_\_\_  
Name Title Phone  
\_\_\_\_\_  
Fax Email Address

2) \_\_\_\_\_  
Name Title Phone  
\_\_\_\_\_  
Fax Email Address

Date Prepared: \_\_\_\_\_

Federal Employer Identification Number: \_\_\_\_\_

Year Organization Established: \_\_\_\_\_

**Five-year summary of contract/grant values for energy related services:**

- 2011\_\_ : \$ \_\_\_\_\_ (to date)
- 2010\_\_ : \$ \_\_\_\_\_
- 2009\_\_ : \$ \_\_\_\_\_
- 2008\_\_ : \$ \_\_\_\_\_
- 2007\_\_ : \$ \_\_\_\_\_

Estimate of total value for all energy-related contracts or grants that are currently in force: \$ \_\_\_\_\_ (total value) as of \_\_\_\_\_ (date).

**Organizational Background**

**Years Under Present Name.** How many years has your organization operated under its present business name? \_\_\_\_\_ Years

**Former Names.** Indicate all other names by which your organization has been known and the length of time known by each name.

Name: \_\_\_\_\_ Years: \_\_\_\_\_

Name: \_\_\_\_\_ Years: \_\_\_\_\_

**Years in Energy Business.** How many years has your firm been providing energy-efficiency related business? \_\_\_\_\_ years. How many years has your firm offered energy services services? \_\_\_\_\_ years.

**Financial Information**

**Financial Statement.** Attach your firm’s most recent financial statement or annual report for each of the last two years.

**Statement of Financial Conditions.** Attach the most recent annual Statements of Financial Conditions, including balance sheet, income statement and statement of cash flows, dated within the past twelve (12) months. Provide the name, address, and the telephone number of firm(s) that prepared the Financial Statements:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: (\_\_\_\_) \_\_\_\_\_

**Accounting Firm Information.** If these financial documents were not produced in-house, indicate the name, address and phone number of the firm(s) that prepared these financial statements.

**Banking References.** List contact person with phone number, address and name of bank(s) used by your firm.

**Audits.** Please describe whether your company has ever been the subject of audit findings for any state or local government client. Provide details regarding resolution.

**10. Authorization**

Dated at \_\_\_\_\_ this day

of \_\_\_\_\_, 20\_\_\_\_.

Name of Organization:

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By

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Title

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**Attachments.** List all attachments created to address additional information. List by number and heading in this profile. If a computer-generated form is used, detailed descriptions can be included in the appropriate section rather than prepared as an attachment.

		i. <u>Item #</u>	<u>Heading</u>
		<u>Name</u>	
Attachment for #	_____	_____	_____
Attachment for #	_____	_____	_____
Attachment for #	_____	_____	_____
Attachment for #	_____	_____	_____
Attachment for #	_____	_____	_____