

REQUEST FOR PROPOSALS
CONSULTATION SERVICES FOR DECISION RIGHTS DOCUMENTATION

Energy Trust of Oregon (“Energy Trust”) is seeking consultant support for the development of documentation that clarifies decision-making roles and responsibilities of our board governance bodies and our executive leadership team.

We are seeking responses from firms with demonstrated expertise and applied experience developing and implementing decision rights in organizations.

Overview

“Decision rights” documentation—terminology commonly used in organizational consulting—can help clarify decision roles and responsibilities. Documenting the decision rights of our governance bodies and executive leadership at Energy Trust will set the stage for a cascading process that can be implemented by staff throughout the organization in future phases. Conducting a decision rights documentation process is also expected to raise awareness of areas of complexity and provide opportunities to create clearer alignment on roles and responsibilities across the organization.

The primary deliverable of this project is to develop decision rights documentation for our Board of Directors and executive leadership at Energy Trust. The documentation is not intended to be a detailed mapping of decision-making processes; instead, the documentation will address decision-making roles (e.g., X and Y provide input, Z decides) and responsibilities (e.g., the Executive Team must ensure Decisions of types A, B, and C are made).

In developing the documentation, this work should consider:

- What are the “aims” or unique purposes of a team?
- What are the “aims” or unique purposes of each position on a team?
- What are the “domains” or primary business functions or departments for which a team/individual is accountable?
- What are the most common and critical decisions tied to those aims and domains?

This project will formalize a consistent, transparent approach to documenting individual and team decision roles and responsibilities. We envision a user-friendly, reusable template. The intent is not to document an exhaustive list of decisions or add bureaucracy, rather to clarify key decision roles, responsibilities at a high level.

Our expectation is that clarifying roles and responsibilities will enable our staff to work together more effectively. As decision framing becomes easier, more time can be spent exploring options and gaining buy-in before moving efficiently to implementation. Ultimately,

this will enhance our organizations ability to respond to change and opportunity.

Scope of the Project

The Energy Trust's project team will work with the consultant to:

1. Select or develop documentation and/or templates.
2. Populate and test decision rights templates for the Board of Directors, Board Committees, and three advisory councils.
3. Facilitate Executive Team in documenting, reviewing and agreeing on group and individual decision roles, responsibilities and methods.
4. Make documentation available and communicate out to staff and update any relevant existing documentation that covers decision-making authority or processes.
5. Recommend an approach for maintaining the documentation and cascading decision rights to additional levels of the organization.

Note: This project is intended to clarify existing decision rights only, not to establish new decision rights or change existing rights, although areas where there are gaps or lack of clarity may be highlighted during this project for discussion.

Timeline

The first task of the project will be a kick-off meeting with Energy Trust's project team to develop a detailed project plan and schedule. The general timeline for the project is:

- March: Select consultant and complete contracting
- April: Develop documentation/templates
- May – July: Facilitate workshops, populate and test documentation, plan for further implementation of decision rights documentation, communication to staff

How to Propose

Interested consultants or firms should email Kirstin Pinit at kirstinpinit@energytrust.org to express interest in proposing. A conference call for all interested bidders will be held on Tuesday, March 17 at 11:00am to answer questions.

Proposals will be due by 5:00pm on Monday, March 23.

Candidates are asked to submit a brief (no more than five pages) proposal including:

- Profile and qualifications of the respondent firm/team including specific examples of decision rights work completed by the firm or team members.
- Proposed approach to the project based on scope described above and including any recommended alternate approaches to achieving the project objectives
- Pricing (include an estimate of staff hours required by level and task)
- References of clients for whom similar work was conducted
- Attachments with supporting information

RFP Governing Provisions

A. Agreement to All Terms

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

B. Right to Accept or Reject

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

- Determine which proposals are eligible for consideration in response to this RFP.
- Disqualify proposals that do not meet the requirements.
- Negotiate with respondents to amend any proposal.
- Select and negotiate and/or enter into agreements with respondents who are most responsive to the RFP and whose proposals best satisfy the interests of Energy Trust and not necessarily on the basis of price alone or any other single factor.
- Issue additional subsequent solicitations for proposals, including withdrawing this RFP at any time and/or issuing a new RFP that would supersede and replace this one.
- Vary any timetable or schedule, add or change any provisions discussed herein.
- Conduct any briefing session or further RFP process on any terms and conditions.
- Suspend or modify the RFP process at any time.
- Enter into relationships with more than one respondent.

C. Ownership of Responses

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

D. Confidentiality

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

E. Respondent Expenses and Waiver of Claims

Respondents are solely responsible for their own expenses in preparing a response and for any

subsequent negotiations. Energy Trust will not be liable to respondent for any claims, whether for costs or damages incurred by the respondent in preparing the response, loss of anticipated profit in connection with any final contract or any other matter whatsoever. Respondent waives any right it might have to bring a claim against Energy Trust, its Board of Directors, employees, contractors, or agents with respect to any matter arising out the RFP.

F. Resulting Contract

Any final agreement on tasks to be performed as a result of this RFP would be set forth in a written contract between Energy Trust and the selected Consultant. No award will be considered a commitment, and no obligations or legal relations shall exist between Energy Trust and any selected respondent until a final and binding written contract has been executed by and between Energy Trust and such selected respondent.

Time is of the essence, and prolonged contract negotiations will not be undertaken. In general, Energy Trust strongly prefers contracts that are consistent with Energy Trust's standard terms and conditions; negotiations for such contracts can generally be completed quickly. In some cases, a few terms and conditions may need to be substituted or waived, in accordance with contract negotiations. Any party involved in these contract discussions can terminate negotiations at any time and for any reason. If it appears that contract negotiations are not proceeding in a timely manner, Energy Trust may opt to terminate the discussions and select another respondent.