

Energy Trust of Oregon

Residential Program Services Request for Proposals (RFP)

RFP Issue Date: April 13, 2022

Intent to Respond Submittal Deadline: May 3, 2022, 5:00 p.m. (PPT)

RFP Proposal Submittal Deadline: June 8, 2022, 5:00 p.m. (PPT)



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1. Introduction

Energy Trust of Oregon, Inc. (Energy Trust) is issuing this Request for Proposals (RFP) from independent contractors to provide program management and delivery services for three discrete components of the Residential program portfolio:

- Program Management Contractor (PMC) services to provide core program services that support Energy Trust staff in managing programs across the Residential portfolio, as well as to design, develop and deliver the Energy Trust Home Energy Retrofit program.
- Program Delivery Contractor (PDC) services to design, develop and deliver Energy Trust's EPS™ New Construction program.
- Program Delivery Contractor (PDC) services to design, develop and deliver Energy Trust's Midstream and Online Offers program.

While the PMC provides centralized services to support all Residential programs in addition to implementing the Home Energy Retrofit program, PDC contracts are smaller in size and scope. PDCs provide program-specific subject matter and market expertise. PDCs are not subcontractors to the PMC. Each of these are independent contracts that maintain a direct relationship with Energy Trust and include scopes that strongly emphasize collaboration with Energy Trust and the PMC.

Firms responding to this Request for Proposals (RFP) may propose as a prime contractor to deliver:

1. PMC Services Only
2. EPS New Construction PDC Only
3. Midstream and Online Offers PDC Only
4. Any combination of the three contracts

Energy Trust will select one PMC and two PDCs to deliver these programs.

The prime contractor for each respective program will hold the contract directly with Energy Trust and will be responsible for providing program implementation services as described in this RFP. The prime contractor will be responsible for managing its subcontracted team members that may perform portions of the program services and for meeting all contracted performance obligations. For the purposes of this RFP, ***program implementer*** is defined as the team of firms/organizations responsible for delivering program services, including both the prime contractor and its subcontracted team members. As Energy Trust anticipates multiple types of partnerships for the very first time, it is paramount that we have the lead firm or prime contractor identify themselves as the ***program implementer*** just as we have defined it above, especially in partnerships where the prime is a COBID firm, and their subcontracting partner is a majority conglomerate or another Minority, Women, or Emerging Small Business/ Service-Disabled Veteran Business Enterprise (MWESB/SDVBE).

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

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

- A Diverse Contractor Spend Goal of at least 20%. The proposal must demonstrate that bidder's program implementation services will utilize COBID-certified minority-owned, women-owned, service-disabled veteran-owned and/or emerging small business enterprises (Diverse Contractors) in an amount equal to or exceeding 20% of bidder's proposed contract payments. For the purposes of this RFP, **contract payments** are defined as annual payments made for program implementers' work on program management, delivery, marketing and outreach services, and are paid to the prime contractor as contract payments.

This requirement applies to all proposals, including proposals from COBID-certified prime bidders.

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

- Minority Business Enterprise (MBE)
- Women Business Enterprise (WBE)
- Service-Disabled Veteran Business Enterprise (SDVBE)
- Emerging Small Business (ESB)

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

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

1.1. RFP Schedule

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

Table 1: RFP Schedule

Event	Due Date and Time
Posting of Request for Proposals	April 13, 2022
Deadline to submit written questions and requests for clarification	April 20, 2022 5:00 p.m.
Pre-bid Webinar: Residential informational session	April 26, 2022 10:00 a.m. – 11:30 a.m.
Intent to Respond/Interest in Teaming form submittal deadline	May 3, 2022 5:00 p.m.
Interest in Teaming list published on Energy Trust website	May 6, 2022
Posting of responses to submitted questions/requests for clarification	May 6, 2022 5:00 p.m.
Proposal submittal deadline	June 8, 2022 5:00 p.m.
Interview invitations sent to finalists	Week of July 5, 2022
Interviews conducted	Week of July 18, 2022
Selection and notification to bidders	Week of Aug 29, 2022
Board meeting to request authorization for contracting with selected bidder(s)	Sept 2022

All times listed are Prevailing Pacific Time (PPT). Energy Trust reserves the right to modify this schedule (see **Section 6: Governing Provisions, Energy Trust Rights Reserved**).

1.2. About Energy Trust

Energy Trust is an independent nonprofit organization selected and overseen by the Oregon Public Utility Commission (OPUC) to help Oregon customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas, and Avista save energy and generate renewable power. Energy Trust has been developing programs and offers that deliver services and cash incentives to people making energy-efficient or renewable energy upgrades to homes and businesses since 2002. These programs will save customers \$8.9 billion on estimated utility bills over time.

Some of the requirements in this RFP and in any subsequent negotiating or contracting phases are driven by governing law, the provisions of the grant agreement with the OPUC (the OPUC Grant Agreement) and funding agreements with each utility. A copy of the OPUC Grant

Agreement is available at https://www.energytrust.org/wp-content/uploads/2016/10/grant_agreement.pdf as is information about Energy Trust's background, funding sources, strategic and action plans, policies and programs. For more information about Energy Trust's annual budget and contract development processes, see **Appendix F: Program Implementation Contracting Overview**.

Energy Trust programs are designed to acquire cost-effective electric and natural gas energy-saving resources. To this end, Energy Trust offers financial incentives to help customers improve the energy efficiency of their homes and businesses. Energy Trust requires that all measures be cost-effective or receive a formal exception to this requirement from the OPUC to qualify for incentive funding. A **measure** is defined as a change in equipment, operating practices or system configuration intended to improve efficiency. Additional information about cost-effectiveness and the Cost-effectiveness Fact Sheet is available on Energy Trust's website.

Energy Trust also delivers energy-efficiency services for customers of NW Natural in Southwest Washington through contractual agreement with NW Natural under the oversight of the Washington Utilities and Transportation Commission (WUTC).

The cumulative impact of Energy Trust's leadership has led to low energy costs throughout the region and contributed to a more sustainable energy future. Read more at <https://www.energytrust.org/about/explore-energy-trust>.

2020-2024 Strategic Plan

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

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

Commitment to Diversity, Equity, and Inclusion

Energy Trust is focused on advancing diversity, equity and inclusion (DEI) within the organization and across programs. Energy Trust continuously seeks to better serve low- and moderate-income homeowners and renters, small businesses, and those in communities of color and rural areas. The organization designs and promotes initiatives to increase information and access to programs, and evolves incentive offers to fit the needs of customers across [Energy Trust's service area](#). Additional details are provided in Energy Trust's [Diversity, Equity and Inclusion Plan](#).

2. Residential Program Portfolio Overview

2.1. Savings Summary

Energy Trust residential customers have access to a range of cash incentives and expertise for making energy-efficiency improvements to their homes. The Residential program's 2022 incentive budget is approximately \$33.5 million. Energy Trust's 2022 residential energy savings goals total 7.5 average megawatts (aMW) of electricity, more than 2.8 million therms of natural gas, and 2.9 aMW of installed generation. In 2021, Energy Trust saved 8.7 aMW and 2.7 million annual therms and generated 1.9 aMW by helping residential customers make improvements in more than 33,000 homes in Oregon and Southwest Washington. In 2021, home builders received technical and financial assistance to construct more than 3,900 energy-efficient EPS™ homes, while DIY customers and contractors accessed discounted efficient water heaters, appliances, gas fireplaces and lighting products through 35 retailer and distributor partners with over 500 locations throughout Oregon.

2.2. Who We Serve

Energy Trust's Residential portfolio serves over 1.1 million residential detached single-family and manufactured homes in Oregon. About 20% of these are rental homes and approximately 200,000 residential customers reside in manufactured homes. Oregon customers living in multifamily and attached residential properties are served by Energy Trust's Existing Buildings programs, organized under the commercial sector. Collaboration and coordination between all PMCs and PDCs serving the Commercial and Residential portfolios improves the quality-of-service Energy Trust provides to all customers.

Energy Trust also delivers energy-efficiency services for natural gas customers of NW Natural in Southwest Washington through contractual agreement with NW Natural under the oversight of the Washington Utilities and Transportation Commission. NW Natural serves approximately 82,000 customers in Southwest Washington. Proposals in response to this RFP shall also include Southwest Washington delivery services where specified throughout the RFP. Delivery costs and savings forecasts for Washington are separated in the **Appendix D: Pricing and Savings Proposal Template** as they require distinct identification. For more information specific to NW Natural Washington delivery please refer to **Appendix M: Southwest Washington Operations**.

Energy Trust's Residential programs continually adapt strategies to better serve all customers and provide benefits to market actors who serve customers, including home builders, equipment distributors and trade ally contractors. Programs provide standard incentives across customer segments and regions, but also employ a combination of enhanced incentives, strategic partnerships, and tailored program designs and marketing strategies to reach low- and moderate-income homeowners and renters, communities of color and rural areas.

2.3. Diversity, Equity, and Inclusion Focus Areas

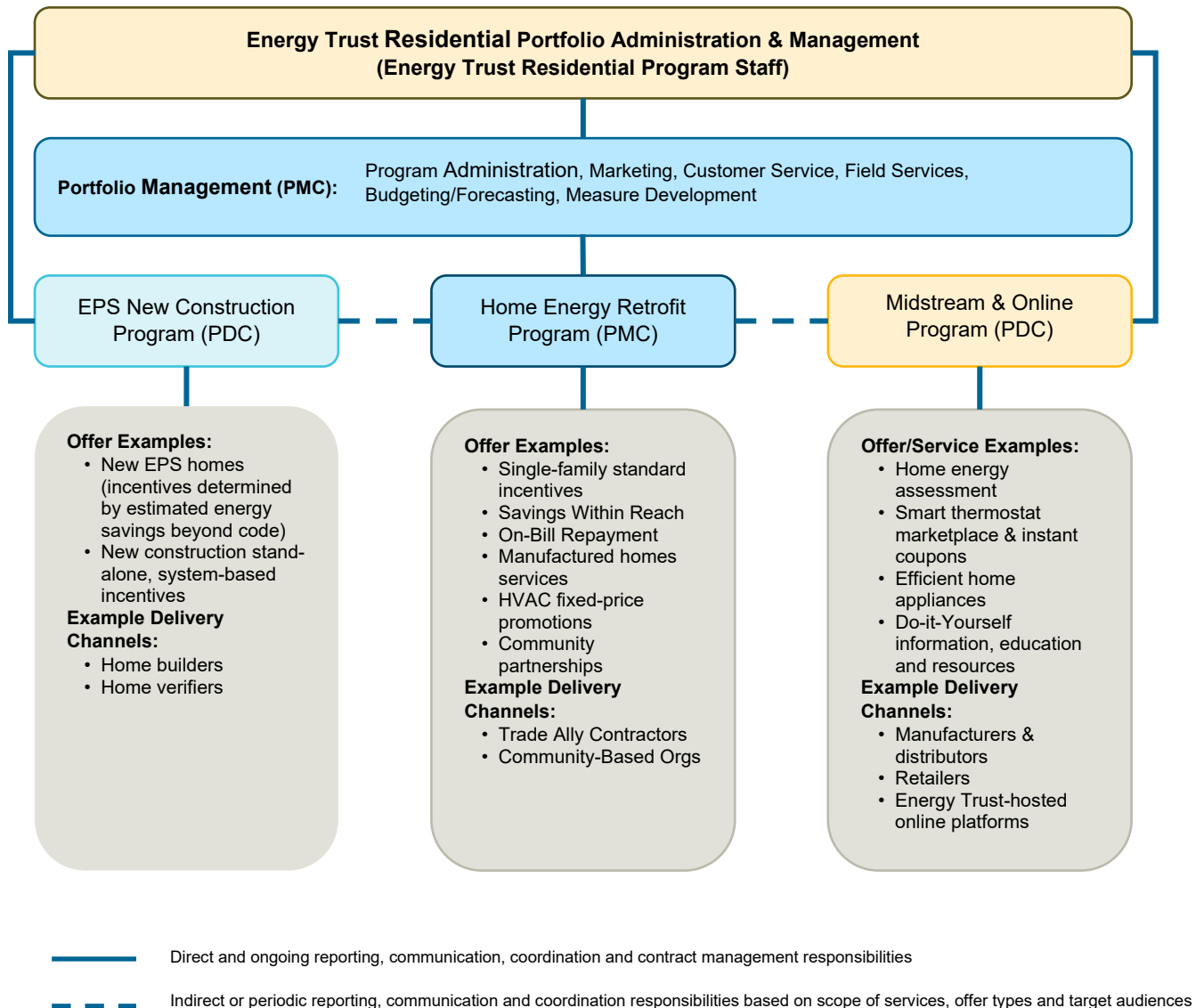
Energy Trust's residential customers vary significantly based on region, community, housing type and access to financial resources. The Residential program invests significant resources to better understand these audiences to ensure incentives and services effectively meet their needs. Program staff, our Diversity Advisory Council, Community Based Liaisons (CBLs), Community Based Organizations (CBOs), and program implementers apply these insights to develop focused offers and customer engagement strategies, including but not limited to:

- Region-specific approaches that better serve rural areas, such as parts of Eastern and Southern Oregon where housing types, access to trade ally services, proximity to retailers, communication preferences and income distribution differ from urban/suburban parts of the state.
- Partnerships and co-created offers with community organizations familiar with the specific needs of their constituents — especially organizations rooted within communities of color and rural areas.
- In-language resources and culturally specific marketing strategies to better reach mono- and bilingual audiences.
- Enhanced incentive offers for single-family rental properties and manufactured homes, housing types frequently tied to populations with fewer financial resources or whose occupants have less decision-making authority.
- Enhanced incentives for income-qualified customers, including but not limited to Savings Within Reach, Solar Within Reach, and On-Bill Repayment, which address financial barriers to home improvement faced by energy-burdened customers.

Energy Trust is committed to continuing to execute these focused approaches while exploring new ways of including customers we have been less successful in serving in the past.

2.4. Delivery Overview

The following graphic describes the relationship of services provided by the PMC and PDCs in support of the Residential program portfolio. The PMC provides overarching services to the entire portfolio of programs and is also responsible for the delivery of the Home Energy Retrofit program. PDCs leverage services provided by the PMC to deliver the EPS New Construction and the Midstream and Online Offers programs. The programs are generally distinguished by the market channel through which energy-efficiency services and benefits are delivered to the end customer. Home Energy Retrofit offers are brought to market through a network of trade ally contractors and community-based program allies. EPS New Construction maintains a verifier network to support home builders. The Midstream and Online Offers program partners with distributors, manufacturers, retailers and fulfillment vendors to deliver energy-efficient consumer products and appliances to end customers.



2.5. Residential Offers and Initiatives

The Residential portfolio of programs achieves its goals through a suite of offers and initiatives. For the purpose of this RFP, an “offer” is defined as a product- or service-specific cash incentive that helps reduce the incremental cost between energy-efficient and baseline models. “Initiatives” refer to non-incentive interventions such as workshops, trainings, educational resources and other community-based or regional activities designed to grow participation. Initiatives are generally accompanied by customized, culturally resonant, and fully integrated marketing campaigns and are intended to increase accessibility to program offers. The following sections provide an overview of Residential offers and initiatives segmented by program area.

2.5.1. Home Energy Retrofit Offers and Initiatives

Home Energy Retrofit offers include standard incentive offers for general audiences, focused offers that enable trade allies to provide enhanced incentives and services to discrete audiences, and initiatives for specific communities. Home Energy Retrofit program delivery relies on relationships with trade allies, distributors and community partners to advance energy-efficient weatherization practices and increase uptake of efficient HVAC and water heating improvements in existing detached single-family and manufactured homes. The program onboards trade ally contractors and provides support and technical resources through program trainings, communications and field-based activities. Trade ally contractors typically communicate the benefits of energy efficiency — and the value of equipment upgrades — when engaging home retrofit program customers.

The Home Energy Retrofit program offered in Southwest Washington mirrors the Oregon program in many ways and is managed through many of the same resources as Oregon; however, it has distinct differences. Most notably, Washington service territory is specific to NW Natural gas customers, and Energy Trust only offers incentives in Washington that achieve natural gas savings. One additional distinction is that the Residential PMC also serves small multifamily customers in Washington (condos, townhomes and side-by-side plexes).

For more specific information on Washington delivery, please refer to **Appendix M: Southwest Washington Operations**.

Standard Offers

Energy Trust maintains a suite of standard offers to advance energy-efficient weatherization practices and increase uptake of efficient HVAC and water heating improvements in existing detached single-family and manufactured homes. A description of the current standard offers is available on [Energy Trust's website](#). Standard offer incentive amounts are generally intended to be sufficient to prime market demand while maximizing the cost-effectiveness of utility ratepayer funding. Energy Trust provides support to customers by maintaining a trade ally network to facilitate access to efficiency improvements throughout its service territory. Customers select an Energy Trust trade ally or use their own installation contractor, and standard incentives are paid directly to the customer or to the Energy Trust trade ally who passes on the discount to the customer. The program reviews incentive eligibility requirements, specifications and amounts on an annual basis, at which point the program may introduce new offers or make substantive updates to existing offers.

Availability: Oregon and Washington

Focused and Enhanced Offers

Focused and enhanced incentive offers are typically higher amounts than standard offers and are directed at discrete audiences for which specific barriers to participation may exist and/or historical rates of participation are lower than that of the general population.

Savings Within Reach

Savings Within Reach (SWR) provides enhanced incentives for households with income levels less than 120% of state median income that may be ineligible for low-income, energy-related services from other agencies. Select trade ally contractors complete a participation agreement and training to qualify their company to present SWR instant incentives. With “instant incentives,” a trade ally contractor receives the incentive directly, then lists it as a line-item discount on a customer bid or service contract. Customers attest to their eligibility for SWR on an income qualification form. SWR customers can also access low-interest financing and cover remaining project costs through an on-bill repayment mechanism.

Availability: Oregon only

On-Bill Repayment Financing

Energy Trust supports On-Bill Repayment (OBR) financing, through which customers of participating utilities can apply for loans to finance select energy upgrades, which they repay as a line item on monthly utility bills. The energy savings reduce a customer’s utility bill, helping to offset the cost to repay the loan. The Home Energy Retrofit OBR offer is for Savings Within Reach customers and provides an incentive to pay the cost of loan transaction fees on behalf of the customer. OBR financing is also available for general program offers; however, transaction fees are not covered. Craft3 is a nonprofit lender that provides OBR financing to customers of PGE, Pacific Power and NW Natural. Puget Sound Cooperative Credit Union (PSCCU) also provides financing for Avista customers and NW Natural customers in Southwest Washington.

Availability: Oregon and Washington

Rental Property Offers

Energy Trust introduced rental property offers to broaden access to energy-efficiency benefits among renters. Single-family rental property offers include increased incentives and outreach to rental property owners and managers.

Availability: Oregon and Washington

Community Partner Offers

Community partnerships are essential to Energy Trust’s ability to better serve communities of color, low- and moderate-income customers and rural areas. These relationships involve co-creating focused offers and initiatives with community-based organizations (CBOs) and other agencies embedded in these communities. Examples of eligible community partners include CBOs, community action agencies, and municipalities such as housing authorities and economic development districts. Community partners complete site-based home energy assessments and facilitate contractor installations in customer homes.

The Home Energy Retrofit program coordinates with the Existing Buildings multifamily program to provide community partners with resources to facilitate energy improvements for detached single-family, existing manufactured homes and small multifamily properties, which include attached residences such as duplexes, triplexes, fourplexes and rowhouses.

Energy Trust also provides capacity-building support to community partners, which may include training, administrative funding, program development and/or other assistance to address challenges organizations face in serving their communities and to ensure they have the

resources necessary to make home efficiency improvements more accessible to their constituents. Community partners in turn provide feedback to Energy Trust and help evolve programs to better serve the full array of customers within Energy Trust's service territory.

Partner organizations must serve one or more of the following communities:

- Customers with low-to-moderate incomes (LMI)
- Communities of color
- Indigenous communities
- Rural customers
- Veterans
- Customers living with disabilities

Availability: Oregon and Washington

[HVAC Fixed Price Offers](#)

The Home Energy Retrofit program selects contractors through a competitive solicitation for limited-duration fixed-price offers, which enables the selected trade ally contractors to access enhanced incentives for their customers in exchange for the contractor's best possible price. The program selects a limited number of trade allies to serve individual regions within Energy Trust territory. Participating trade allies must honor pricing commitments for all eligible customers and meet other service-oriented criteria to provide a consistently high level of customer service. The combination of competitive pricing and enhanced incentives results in significantly reduced out-of-pocket costs for customers. Trade allies primarily market this offer themselves with minimal support from Energy Trust. The program initially introduced HVAC fixed price offers as a means of serving manufactured home communities, but the offers have since expanded into multiple offers serving both manufactured homes and detached single-family homes.

Availability: Oregon only

[Manufactured Home Free Services](#)

Customers in manufactured homes may be served by a variety of focused offers including Savings Within Reach, HVAC fixed price offers and/or through engagement with a community partner. In tandem with these offers, Energy Trust competitively selects trade allies to provide no-cost duct repair and sealing services for manufactured homes with high energy use. Trade allies access an incentive to qualify homes for services and complete a required home energy assessment to determine additional energy savings opportunities. Customers are pre-screened to prioritize duct repair and sealing services.

Availability: Oregon only

[Manufactured Home Replacement](#)

The Manufactured Home Replacement (MHR) program serves owners of manufactured homes built before 1995 and located within Energy Trust service territory whose primary heating source is either electric or natural gas. The offer provides financial and technical assistance to owners of older manufactured homes who are seeking to replace their home with a newly built, energy-efficient home. Customers include households impacted by wildfires and other state-declared disaster events. Replacing an older home with a newly built home results in energy savings and

improves quality of life for the occupants. Customers may participate in Energy Trust's MHR program in tandem with opportunities such as loans, grants, matched savings and financial counseling services available through other public and nonprofit agencies.

The replacement home must be newly constructed and meet standards set by the Northwest Energy Efficient Manufactured Home (NEEM) program. Either the participant or the future occupant (if not the participant) must meet household income eligibility not to exceed 120% of area median income.

Energy Trust initially offered MHR as a limited-scale demonstration project from 2017 to 2021. It then relaunched the offer as an ongoing component of the Residential program portfolio in Q1 2022. The PMC provides project management services to MHR clients. The PMC's customer-facing point of contact, referred to as a Program Navigator, is responsible for receiving new inquiries and assisting clients as they progress through project milestones. The Navigator may refer clients to specialized support services such as first-time and/or affordable housing service providers or financial counseling services. The focus of Energy Trust-provided Navigator services is to refer customers to all other available resources and to track customer progress through the steps of home replacement, as described at

<https://energytrust.org/residential/manufactured-home-replacement>. The PMC is also responsible for incentive processing, marketing, field inspection, budgeting and forecasting services in support of the MHR offer through its capacity delivering the Home Energy Retrofit program and its overarching support and management role. Prime bidders should anticipate capacity to support roughly 100 – 150 projects per year. Delivery of the MHR offer is performed in conjunction with New Manufactured Home services. More information on MHR is provided in **Appendix Q: MHR Offer Overview**.

Availability: Oregon only

[New Manufactured Homes](#)

The new manufactured homes offer engages several dozen manufactured home dealerships throughout Oregon to promote efficient ENERGY STAR® or NEEM+ certified new manufactured homes. Though these incentives are only for newly constructed homes, this offer is managed by the Home Energy Retrofit program team. Qualifying homes exceed the energy performance of homes built to the federal manufactured housing code; however, the homes frequently present opportunities for home retrofit offers targeting HVAC and domestic hot water (DHW) systems. The program distributes information to retailer offices and home centers and helps place efficient model homes to promote their features and benefits. Retailer sales staff receive a program incentive for each efficient home they sell and report to the program. Customers can also apply for an incentive when they purchase and site a qualifying home. Field and outreach staff build and maintain relationships with retailers and monitor market trends to support the promotion and sales processes as needed.

Availability: Oregon and Washington

Special Initiatives and Campaigns

Home Energy Reports

The Home Energy Retrofit (HERS) initiative is coordinated with Pacific Power's vendor who delivers digital HERs to approximately 140,000 customers. The primary scope of the PMC includes supporting prioritization of educational content and referrals to program offers and recording savings from behavioral tips in Energy Trust Project Tracking systems. In 2022, this effort will expand to support mailing paper reports to a segment of customers without email addresses.

Technical Information, Education and Customer Resources

The Home Energy Retrofit program develops educational and informational materials that assist customers in navigating options and pursuing energy savings opportunities. This includes both original and third-party, curated content for customers and trade allies. Content includes technical information and training or workshops; low- and no-cost ways to save energy; and educational content on how energy-efficient systems work. Materials are tailored to different audiences and media and complement the standard and focused incentive offers.

This work includes a comprehensive, online do-it-yourself (DIY) customer engagement and content strategy. Launched in 2021 and hosted on Energy Trust's website, this DIY resource library is an evolving, long-term effort to offer accessible, consumer-friendly information and resources on clean energy technologies and energy-saving practices.

The PMC marketing team maintains and develops content for the DIY resource library, collaborating closely with subject matter experts and technical advisors across Residential programs.

Availability: Oregon and Washington

Culturally Specific Initiatives and Campaigns

Energy Trust strives to apply best practices for inclusive and multicultural marketing across all efforts focused on raising customer awareness, engagement and participation across programs. Programs also develop culturally specific campaigns to support regional initiatives and/or to complement community partnerships and outreach to communities of color. In-language or bilingual campaigns, such as those that support Hispanic and Latino community engagement, frequently involve transcreation. "Transcreation" refers to the process of adapting all phases of campaign scoping, strategic planning, channel selection and creative development to a given audience and in its native language. Along with multicultural best practices, the transcreation process helps ensure campaigns and the products or information they highlight are culturally responsive, resonate with their intended audience and meet its needs. For this reason, cultural representativeness, and fluency in other languages — particularly Spanish — are fundamental to the success of PMC marketing teams.

Availability: Oregon and Washington

2.5.2. Residential New Construction Program Offers and Initiatives

The Residential New Construction program seeks to expand the breadth and depth of energy-efficient residential new construction practices in Oregon and Southwest Washington through cash incentives and education for builders, subcontractors and emerging professionals. The program offers incremental performance-based incentives to builders for energy-efficient new home construction through EPS, an energy performance score, and drives new-home market transformation by influencing building codes. The program leverages ongoing outreach and partnerships with local and state home builders' associations to deliver these services.

The program is committed to exploring opportunities to better meet the needs of under-participating markets (e.g., communities of color, rural areas and affordable housing). The program also supports workforce development by partnering with organizations that have expertise in workforce development.

New Construction Offers

EPS New Construction Offer

The EPS New Construction offer is the principal means of supporting builders and verifiers and has historically been responsible for acquiring 95% of the new construction savings. The offer presents performance-based efficiency incentives calculated through energy modeling. Incentives paid to builders are designed to offset a portion of the incremental cost to build above code-level requirements. Incentives paid to verifiers are designed to offset the cost of energy modeling and other verification services provided to a builder. Verifier incentives may be up to 20% of the value of a builder incentive, similarly scaled to the degree of building energy performance above code.

Availability: Oregon and Washington

Stand-Alone Offers

Stand-alone offers are prescriptive incentives for individual equipment upgrades and are intended to provide an entry point for builders not yet participating in the EPS New Construction offer. Energy modeling and verification services are not required. Stand-alone offers are a pathway to acquiring additional savings while engaging and creating relationships with builders outside the core program offer.

Availability: Oregon and Washington

Wildfire Recovery Enhanced Offer

The EPS New Construction program offers enhanced incentives to builders and homeowners rebuilding homes destroyed in wildfires. Oregon legislation allows for homes destroyed by wildfires to be built to the 2008 Oregon building code; however, the incentive encourages builders and homeowners to build beyond the 2021 Oregon code by offering double the incentive paid in the market-rate EPS offer. Builders may also receive additional bonuses for incorporating systems and equipment that make the home more resilient to wildfires, such as sealed attics, rigid exterior insulation and/or triple-paned fire-rated windows.

Availability: Oregon only, targeted to state-declared disaster areas

Energy Smart Homes and Net Zero Homes

Energy Smart Homes is a bonus incentive offer to builders who install demand response-capable equipment such as smart thermostats and networked water heaters. Energy Trust does not administer demand response programs but does promote demand response-capable equipment to reduce lost opportunity costs and maximize the value of ratepayer investments. Energy Trust also offers incentives to builders for homes that are built to be net zero. The EPS New Construction definition of a net zero home is one with an installed photovoltaic (PV) system that offsets all the home's electric load as modeled by the verifier in the EPS program.

Availability: Oregon only

Solar Ready Offer

The EPS New Construction program offers a bonus incentive to builders who install conduits and incorporate design elements to reduce the cost and improve a site's suitability for PV system installation. Energy Trust's efficiency programs complement the incentive offers available through Energy Trust's renewable energy programs.

Availability: Oregon only

Code Credits

Code Credits is a prescriptive offer based on Washington State Energy Code Residential credit options. Code Credits are intended to provide an alternative for builders not participating in the EPS New Construction offer.

Availability: Washington only

EPS New Construction Initiatives

Early Design Assistance

EPS New Construction supports early design meetings to coordinate various elements of the design and construction process. Energy Trust does not claim or attribute energy savings or renewable energy generation directly to early design meetings. The program supports these meetings and may offset travel or other material costs to facilitate them to maximize future opportunities and the cost of adopting efficiency measures, energy storage and renewable energy systems. Program staff participate and/or support early design assistance meetings in partnership with the verifier.

Availability: Oregon and Washington

Verifier & Energy Modeling Training

Verifiers are critical to the success of the EPS New Construction program. Energy Trust invests in their technical capacity by developing original (and sponsoring third-party) training materials and user guides for energy modeling. This includes both the use of energy modeling software and proficiency in collecting data from in-person field inspections, site plans and other sources of information.

Availability: Oregon and Washington

Code Compliance Training

The EPS New Construction program supports the market by sponsoring and promoting code compliance trainings for builders in Washington and Oregon. Understanding strategies for complying with current and future codes facilitates energy savings and creates an opportunity to engage with a broader range of builders and industry professionals.

Availability: Oregon and Washington

Workforce Development

The workforce development initiative includes a range of activities aimed at providing career opportunities in the new construction sector. These include the sponsorship of student home builder programs, trade-related training with organizations, and sponsoring the cost of green building training to facilitate broader access. Bidders may propose new activities and partnerships.

Availability: Oregon and Washington

Subcontractor Training

The subcontractor training initiative is designed to provide bilingual, in-person and on-demand trainings to subcontractors (e.g., framers, HVAC, insulation) focused on EPS New Construction program best practices and requirements. Trainings are offered as needed and throughout the Energy Trust service territory.

Availability: Oregon and Washington

2.5.3. Midstream and Online Offers

The Midstream and Online Offers PDC will deliver offers brought to market through the retail and distributor channels. The PDC will also maintain existing, and/or create new, program-integrated online offers. The midstream channel consists of retail and distributor-based offers in which incentives are paid directly to retailers, distributors or other supply-chain actors to provide instant discounts and lower the price of qualified efficient products at the point of sale. The program establishes agreements with participating retailers, distributors and/or manufacturers that identify eligible product SKUs, participating locations, incentive amounts by product, reporting expectations, incentive budgets and other program rules or promotional and marketing details. Effectively managing these relationships is critical to the success of the midstream programs.

The consolidation of these delivery services under a single PDC represents a transition from previous delivery structures, which had divided these responsibilities between the PMC and the PDC. This new approach will create efficiencies and consistency in the delivery of midstream programs to facilitate strategic growth of savings opportunities and expand support for do-it-yourself (DIY) customers who participate in retail and online offers.

Distributor Offers

Energy Trust's distributor offers currently emphasize hybrid heat pump electric water heaters, but incentives are also available for powerless-damper efficient gas tank water heaters and gas fireplaces with electronic ignitions. Given supply chain variability, distributors may include any market actor that supplies products to installing contractors, such as plumbing and HVAC supply outlets or manufacturers who manage their own distribution. Offers for distributors

influence markets by expanding availability of efficient product choices and reducing equipment prices at the point of purchase for contractors.

Availability: Oregon and Washington

Retail Offers

Energy Trust's retail offers currently support the following products: Hybrid water heaters and powerless-damper efficient gas tank water heaters, ENERGY STAR clothes washers, ENERGY STAR clothes dryers, [DLC certified](#) grow lights sold by brick-and-mortar retailers, and smart thermostats. More than 500 home improvement, warehouse, discount, hardware, grocery chains, and garden or horticultural supply stores in Energy Trust service territory currently participate in the offer. However, many of these retail partnerships were established when showerheads and residential lightbulbs were the two most significant retail product categories. These two product categories will not continue in 2023, which will significantly impact these partnerships, the number of participating store locations, and energy savings realized through the retail offers. Bidders are encouraged to review **Appendix H: Measures and Savings Data Workbook** to ascertain trend lines and the historical significance of lighting and showerhead products to the retail offer. Energy Trust is committed to maintaining and evolving retail partnerships to achieve growth in new and emergent areas of opportunity.

Availability: Currently Oregon only, interested in expanding gas measures to Washington

Online Offers

The Residential program portfolio currently includes several online offers. Energy Trust anticipates expanding these and other online services to improve the accessibility of incentives, streamline the customer experience, and reduce the time and effort required to participate. Current online offers include:

- A smart thermostat site where online shoppers can purchase discounted thermostats directly from a program fulfillment vendor.
- A smart thermostat digital coupon that customers can reserve online and present during checkout at participating brick-and-mortar or online retail stores.
- An online home energy assessment to inform customers about the performance of their home and guide them to improvement opportunities through a series of questions and recommendations.
- Enrollment opportunities for smart thermostat optimization services provided by thermostat manufacturers, which adjust set points for connected devices to maximize thermostat efficiency.
- Limited-time promotions for hybrid water heaters that provide online purchase options and/or directly connect customers to participating distributors and/or installers.

The smart thermostat direct-fulfillment, digital coupon, and home energy assessment offers are third-party online tools that the current vendor may continue to provide through a contract directly with Energy Trust; however, bidders may propose new approaches. The PDC will oversee the evolution of these tools, and/or development of new approaches, and incorporate them into a broader strategy for online and midstream offers.

Smart thermostat optimization services involve coordinating with device manufacturers to recruit and enroll customers with previously installed thermostats. The product manufacturer provides optimization services directly through connected thermostat devices.

Additionally, utility partners such as PGE provide their own online services. The Residential Midstream and Online Offers PDC will coordinate with these utilities as appropriate and account for relevant utility offers in program design and planning activities. For example, PGE hosts an online marketplace that includes Residential program incentives for products such as smart thermostats. The PDC must support work with PGE to incorporate its online marketplace into the program strategy and align marketing efforts and incentive budgeting to avoid customer confusion and to ensure both organizations achieve their respective goals.

In addition to expanding and refining current online offers, the PDC will explore new opportunities for online sales and engagement. Retail and distributor midstream partnerships have historically emphasized physical locations; the Midstream and Online Offers PDC will work with midstream partners to cultivate new opportunities for online offers, cross-promotion and/or limited-time promotions.

Availability: Oregon and Washington

DIY Initiatives

The PMC marketing team maintains and develops content for the DIY resource library, collaborating closely with subject matter experts and technical advisors across Residential programs. Launched in 2021 and hosted on Energy Trust's website, this DIY resource library is an evolving, long-term effort to offer accessible, consumer-friendly information and resources on energy-saving technologies and practices, and this work requires a comprehensive customer engagement and content strategy.

The Midstream and Online Offers PDC delivers offers that reduce costs and increase product availability to DIY customers. The PDC further supports the DIY market by developing original content and curating third-party resources that help customers navigate options and pursue energy-saving opportunities. Content may include technical information and training or workshops; low- and no-cost ways to save energy; and educational content from product manufacturers on how energy-efficient systems work.

Availability: Oregon and Washington

2.6. RFP Objectives

Energy Trust is seeking one PMC to provide services across the Residential portfolio of programs and deliver Home Energy Retrofit programs, as well as two PDCs to deliver the EPS New Construction and Midstream and Online Offers contracts, respectively.

Over the coming years, Energy Trust's programs will be challenged to become more responsive to changing market conditions. Technological advancements, codes and standards, and market practices may reduce the cost-effectiveness of energy-efficient products, key measures that deliver electric and gas savings will expire, and low-cost energy savings will be harder to acquire. Equity in program design and outreach will continue to be a focus for all Energy Trust programs to serve customers that have historically been excluded from energy-efficiency and renewable energy programs.

To address these challenges, the Residential program will need to develop and expand connections with communities, cultivate existing customer and trade ally relationships to encourage repeat participation, and establish new relationships. The program must prioritize and engage customers and communities that have not been served in the past. The program implementation team will also need to develop new measures, new market approaches, and create efficiencies in program design and delivery.

Bidders should consider Energy Trust's 2020 – 2024 Strategic Plan and the following objectives in designing a response to this RFP:

- Implement programs that achieve cost-effective electric and natural gas savings that meet energy savings goals in 2023 and beyond.
- Bring new perspectives to our work by increasing the role of Diverse Contractors in delivering program services.
- Continue to reach new customers and improve our services by understanding customers' needs, engaging with communities, and creating focused offers and initiatives.
- Grow existing offers and develop new, innovative strategies and ideas.
- Establish effective collaboration between program implementers and Energy Trust's internal teams, industry partners and other stakeholders.

3. Proposal Format and Content

Bidders may propose to deliver:

- PMC Services and Home Energy Retrofit only.
- EPS New Construction PDC Services only.
- Midstream Online & DIY PDC Services only.
- Any combination of the three.

Option 1	Option 2	Option 3	Option 4 (any combination)
<input type="checkbox"/> PMC Services and Home Energy Retrofit Only	<input type="checkbox"/> EPS New Construction PDC Services Only	<input type="checkbox"/> Midstream Online & DIY PDC Services Only	<input type="checkbox"/> PMC Services and Home Energy Retrofit <input type="checkbox"/> EPS New Construction PDC Services <input type="checkbox"/> Midstream Online & DIY PDC Services

Proposals should illustrate bidder’s knowledge of market needs, identify potential solutions and describe how and why bidder’s approaches align with the goals and objectives in Energy Trust’s [2020 – 2024 Strategic Plan](#). Bidders should also clearly demonstrate how proposed approaches will create more diverse, equitable and inclusive programs, from management and delivery through program design and marketing.

The sections below detail submission requirements for sections common across all proposals, as well as sections unique to the program-specific proposals.

3.1. Page Limits

Bidders should make their proposals concise, use [plain language](#) (e.g., avoid complicated language and jargon), and adhere to the page limits listed in **Table 2** below. Some sections request or allow additional materials to be appended to the proposal (e.g., resumes, letters of commitment, marketing samples). Appended materials are not counted in the page limits below.

Table 2: Page Limits

Part	Page Limit	Appendix
All Proposals: Cover Page, Table of Contents and Executive Summary	6	
3.3 Residential Program Portfolio Management (Option 1)	12	
3.4 Home Energy Retrofit Program Delivery (Option 1)	10	
3.5 EPS New Construction Program Delivery (Option 2)	10	
3.6 Midstream and Online Offers Program Delivery (Option 3)	10	
All Proposals: Common Requirements and Services (3.7)	4	
All Proposals: Transition (3.8)	4	
All Proposals: Pricing and Savings Proposal Narrative (3.9)	4	Y
All Proposals: Staffing Plan and Qualifications (3.10)	6	Y
All Proposals: Supplier Diversity Requirements (3.11) * see note below	6	Y
All Proposals: References (3.12)	n/a	Y
All Proposals: Required Licenses and Certifications (3.13)	1	
All Proposals: Administrative Materials (3.14)	5	

* Complete and submit [Appendix N: Contracting Plan Template](#) and include in your proposal for the Supplier Diversity Requirement section.

3.2. Introductory Content (All proposals)

3.2.1. Cover Page

Include a cover page that clearly identifies the legal business name and contact information for the entity submitting the proposal, as well as a completed [Appendix C: Representation and Signature Page](#) signed by a duly authorized officer or agent of that business entity.

3.2.2. Table of Contents

Response must include a table of contents with functional links to pages and main sections.

3.2.3. Executive Summary

Provide an executive summary that:

- Demonstrates understanding of the objectives and requirements of the contract on which bidder is bidding.
- Summarizes why bidder’s team is the best candidate to deliver the program, including the skills and experience bidder’s team offers in the areas of program management, delivery and marketing.
- Summarizes bidder’s understanding of, approach to, and experience with diversity, equity and inclusion.

3.3. Residential Program Portfolio Management (Option 1) – 12 pages

The PMC provides portfolio level services across all Residential program contracts (Home Energy Retrofit, New Construction, and Midstream and Online Offers). This section should detail a suite of services related to managing Energy Trust's Residential portfolio, including how services would support the Midstream and Online Offers and EPS New Construction programs.

3.3.1. Budget Management

The PMC will support budget development and savings goals for the entire Residential portfolio. The PMC will incorporate contributions from the PDCs to create a comprehensive budget for the Residential portfolio of programs.

Bidders should demonstrate their team's ability to establish and manage a program budget that achieves annual savings goals with minimal variance between budgeted and actual expenditures.

Bidders should include a budget management plan that:

1. Describes an approach to developing an annual incentive and delivery budget and energy savings goals for the Residential sector portfolio, inclusive of savings and incentive expenditures associated with PDC programs.
2. Identifies tools, methods and assumptions to be used for drafting and maintaining a budget, such as measure buildup workbooks and techniques for predicting market uptake, estimating delivery costs and/or other relevant resources.
3. Outlines an approach to balancing annual program performance, achieving savings goals within budget, and developing new savings opportunities and expanding participation.
4. Describes how PMC team would collaborate with PDCs to meet the overall objectives of the Residential programs.
5. Demonstrates their ability to meet savings goals within Energy Trust's cost-effectiveness and levelized cost parameters.

3.3.2. Forecasting and Market Intelligence

The PMC will lead portfolio-wide forecasting activities and monitor the performance of all offers within each program year and over an extended multi-year timeline. The PMC will be responsible for tracking and monitoring all savings as recognized in Energy Trust's system of record and for synthesizing this information with available data on market conditions and historical trends to monitor progress toward achieving annual goals. Each month, the PMC will provide a forecast of projected annual performance metrics compared to the targets established in the program's annual operating budget, including key inputs from PDC program areas.

In addition to forecasting for the present year, the PMC will create multi-year projections for key aspects of the portfolio to monitor future available energy resources, trends in cost-effectiveness, and/or other relevant indicators that may assist in characterizing future operating budgets. The PMC will work with Energy Trust to determine appropriate levels of investments to direct toward research and innovation activities that develop future savings opportunities.

Energy Trust uses SQL, Power BI, and RStudio for analytics and reporting. Bidders should demonstrate their capabilities, identify staffing resources, and describe a plan for reporting actuals and forecasting future activities, including the following:

- Outline an approach to monitoring savings, delivery costs and incentive expenditures in relation to goal and budget on a monthly, quarterly and annual basis, inclusive of PDC program areas.
- Describe how PMC team would work with the PDCs to support monthly and quarterly forecasting expectations and meet deadlines.
- Describe how PMC team would use market intelligence, program trends and experience to forecast annual and multi-year savings and expenditures.
- Include a proposal for analytical approaches that support up-to-date access to program performance metrics for Energy Trust. Power BI is the preferred method for reporting analysis and visualization.
- Provide an example of how bidder would identify and mitigate circumstances related to an underperforming metric within the portfolio.
- Identify how bidder would distinguish Washington initiatives from Oregon services (where applicable) and forecast them separately to support accurate pricing between Oregon and Washington activities.

3.3.3. Reporting

Describe staffing responsibilities and overall business capacity to support accurate and timely invoicing and reporting requirements. Bidders should demonstrate how their team would meet invoicing and reporting requirements, including:

- Monthly reporting on activities and results such as incentive spending and progress to savings goals by utility and measure type; customer service issues, successes and case tracking; marketing and outreach activities; market intelligence; outcomes from diversity, equity and inclusion initiatives; and other relevant program implementation information.
- Quarterly and annual reporting on program achievements, challenges, lessons learned and plans for future quarter/year activities, reflective of inputs provided by the PDCs that address their program focus areas.
- Developing and enhancing reports that reduce reliance on ad hoc reporting and support future data requests from Energy Trust.

3.3.4. Marketing

Marketing is an integral part of Residential program design, delivery and savings acquisition. Energy Trust utilizes the full range of marketing and communications channels to reach, engage and empower residential customers and communities with information, incentives and services. The internal Energy Trust Program Marketing Team oversees and collaborates with PMC marketing teams and subject matter experts to design and deliver both general and tailored marketing initiatives and campaigns to customers across Energy Trust service territories.

The Residential program works with a range of audiences across different communities within Oregon and Southwest Washington, including single-family and manufactured homeowners and renters, manufacturers, distributors, retailers, specialty contractors and builders. These audiences can vary greatly by demographics, interests, needs, affinities and backgrounds — all of which are important considerations in the scoping and development of marketing strategies. Next to English, Spanish is the second-most common language spoken among program audiences.

The Residential PMC marketing team acts as a full-service agency to support all three contracts included in this RFP: Home Energy Retrofit, EPS New Construction, and Midstream and Online Offers. Residential PMC marketing teams design and deliver both business-to-consumer (B2C) and business-to-business (B2B) strategies to support these contracts. Specific services and expertise include but are not limited to: Account management; customer segmentation and market insights; design, development and execution of integrated marketing strategies; multicultural marketing, including campaign transcreation and in-language content strategies; technical content development; and digital content strategy. Energy Trust encourages marketing teams to form creative partnerships that prioritize inclusion and bring deeper insights and expertise to marketing strategy, particularly as they pertain to multicultural and inclusive marketing best practices and principles, which are fundamental to the delivery of special initiatives and culturally specific campaigns. Please note, public relations (PR) does not fall within the scope of marketing services for these contracts.

In addition to program-specific activities, the PMC marketing team coordinates closely with other Energy Trust programs, such as Residential Solar and Multifamily, creative agencies working on sector-level projects, and external partners, such as community-based organizations. Refer to **Appendix J: Marketing Activities** for additional details on these relationships.

This section of the proposal should describe the proposed marketing team's capabilities and approach to resource, plan and execute annual program marketing activities or other key deliverables related to customer awareness, engagement and acquisition. At a minimum, this section should address the proposed team's:

- Core capabilities and areas of specialization, e.g., advertising, media buying, digital/social content strategy and management, multicultural marketing, creative strategy, automated marketing and/or user experience.
- Approach to marketing account management, collaboration and reporting.
- Experience working with and/or managing multidisciplinary teams, including creative professionals, technical subject matter experts, program/product designers, market researchers and business analysts.
- Prior experience with and proposed approach to collaborating with other creative agencies, subject matter experts, and program implementation and delivery teams across all three Residential program contracts.
- Approach to conducting and applying market research to better understand core audiences, particularly communities of color and rural communities, as well as how this has impacted the formation of campaign teams, channel strategies and creative concepts.
- Approach to ensuring cultural representativeness and equity throughout campaign planning and design processes.
- Approach to developing and implementing integrated marketing campaigns, including but not limited to conducting research, developing creative concepts and channel strategies, developing content, coordinating campaign launches and measuring campaign impacts.
- Experience in multicultural and culturally specific marketing, including experience with in-language campaigns for non-English speaking or bilingual audiences.

- Experience using automated marketing platforms for direct marketing campaigns (e.g., email).
- Experience with social media content strategy, listen and response, and measurement.
- Experience with, approach to, and tools for managing, monitoring, and reporting on marketing performance across channels.
- An appendix that includes three to five marketing case studies, at least one of which should demonstrate experience in multicultural and inclusive marketing to communities of color, rural communities or specific affinity groups and another of which includes in-language strategies to reach Hispanic/Latino audiences. **The appendix should not exceed 10 pages.**

Appendix J: Marketing Activities provides further detail on specific Residential program marketing channels and tactics, cross-program and cross-organizational relationships, PMC responsibilities and desired capabilities.

3.3.5. Customer Service

Energy Trust places a high value on the experience of customers seeking information about and participating in its programs. This section of the proposal should detail bidder's plan for supporting customer inquiries. Proposals should provide a cohesive and streamlined approach to helping all customer types navigate through and select appropriate Energy Trust offerings. This approach should consider everything from initial contact through project identification and project completion, as well as reaching out to previously dissatisfied customers. The plan must address how bidder will:

- Meet Energy Trust's expectations for customer service and maintain high customer satisfaction.
- Ensure an equitable experience and access to program resources for all customers, including non-English speakers.
- Dedicate support for email- and phone-based customer and vendor/trade ally inquiries with staff who triage inquiries and route to appropriate program staff, as well as transfer inquiries to other programs when appropriate.
- Receive feedback from market actors and assist in resolving customer concerns and escalated complaints.
- Adhere to Energy Trust's customer service values and service level expectations and contribute to Energy Trust-led conversations about customer experience strategy and projects.
- Collaborate and coordinate with other relevant Energy Trust program teams (i.e., Existing Buildings) to meet the needs of customers who cross over programs, especially those in multifamily housing.
- Ensure subcontractors working on the program team meet Energy Trust's customer experience and delivery standards.
- Distinguish differences between managing Residential call center services and general Energy Trust call center services.

- Ensure that Residential call center representatives and staff are aware of and can support customers with residential solar inquiries, EPS new construction inquiries, and midstream and other offers as needed.
- Address complaints from trade allies and end-use customers.

See **Appendix K: Customer Service and Call Center** for more details on service level agreements and delivery expectations.

3.3.6. Outreach and Field Services

Energy Trust maintains a network of market- and community-based actors that deliver energy-efficient products and/or services to Energy Trust’s residential customers. A description of Energy Trust’s Residential ally network, including program and trade allies, is available in **Appendix I: Outreach and Market Engagement**.

The PMC will be responsible for maintaining the Home Energy Retrofit ally network, supporting the midstream and online offer PDC team by managing local relationships at participating store and distributor locations, and providing in-field, project-based oversight and support. The PMC will cultivate and support strategic relationships with relevant industry and trade associations, membership organizations, community-based organizations, managers and staff at stores and distributor locations, and other key stakeholders.

The PMC will work with Energy Trust to assess and prioritize engagements most likely to support Energy Trust’s organizational goals related to savings and customer experience and to ensure all eligible customers are aware of and have access to Energy Trust services and incentives. Energy Trust will work with the selected program implementers to identify gaps in field service delivery and coordinate complementary scopes through which the PMC may provide support for PDC program areas in select regions of the territory.

Prime bidders should provide a detailed tactical and strategic plan for field services and ally management. Proposals should:

- Demonstrate capacity to provide recruitment, onboarding, communications, training, education, field support, performance ranking and general management for Energy Trust’s Residential ally network.
- Explain how bidder has and would leverage trade allies and contractors to drive program energy savings and to expand participation and reach diverse customers. Provide previous experience with recruiting diverse trade allies.
- Explain how bidder would work with community-based organizations to expand participation and reach diverse customers. Provide previous experience collaborating with community-based organizations.
- Provide specific examples of trade and/or community-based organizations with which bidder has worked and how those engagements have supported the development of minority- and women-owned trade allies.
- Detail the qualifications, staffing resource allocation by geographic regions and location of staff supporting field services and ally management.
- Describe approach to supporting field services for midstream programs and key tactics for establishing and building relationships with staff at participating retail and distributor locations.

- Describe how field staff would ensure technical protocols governing installation requirements and design guidelines for applicable technologies and services, including how the team would identify projects for work quality verification and complete in-field review.
- Propose targeted quantitative and qualitative goals for each activity listed in [Appendix I: Outreach and Market Engagement](#).
- List anticipated industry partners, such as trade associations and/or distributors.
- Provide examples of bidder's approach to addressing ally complaints.
- Participate in relevant Residential market events and represent program offerings that create opportunities to reach new participants across the full territory and with all types of eligible customers.

3.3.7. New Opportunity Development

The PMC will work with Energy Trust staff to identify, prioritize, test and develop new approaches to delivering energy-efficiency services. This may include new offers or new initiatives. Energy Trust has developed processes and protocols for these activities, referred to as Coordinated Research Projects (CRPs). The role of the PMC is to cultivate new approaches, to work with Energy Trust's program and evaluation teams to establish research questions, and to develop and execute implementation plans that direct in-market activities aimed at resolving research questions. This may include a technology test for technologies such as smart controls, new HVAC equipment or other energy-efficient technologies. The PMC may also be responsible for implementing new partnership models, which may include partnerships with affordable housing providers or the public health sector. New Opportunity Development may also include unique approaches to serving discrete populations that have not previously participated at a high rate in Energy Trust programs. The PMC does not design or conduct evaluation activities, and bidders should not propose services or qualifications for evaluation services.

Proposals should incorporate, at a minimum, the following key areas of interest to Energy Trust and address how the PMC will:

- Investigate and propose new approaches to delivering energy-efficiency services.
- Formulate research questions that can be resolved within a reasonable timeframe and budget.
- Work with Energy Trust and third-party evaluators to facilitate independent and transparent analysis of research projects.
- Effectively partner with PDCs and other organizations to develop and implement new opportunity projects.
- Determine "product-market fit" for a diverse population of residential customers.

3.3.8. Measure Development and Research

The PMC will lead all Residential sector measure development activities for Home Energy Retrofit and PDC-delivered measures. This includes developing new measures, updating existing measures, and conducting ongoing research and monitoring for available data and market intelligence that may improve Energy Trust's savings assumptions and support measures for various delivery channels (e.g., downstream, midstream and via trades or community partners) to serve customers. The role of the PMC in measure development is to

ideate, scope and develop measures that fit program and offer designs and help inform budget assumptions on savings, costs and non-energy benefits and to collaborate with PDC staff on measures implemented by PDC teams.

The PMC will incorporate insight from market intelligence, trade allies, field services and marketing into measure development, and will collaborate with Energy Trust's program and engineering teams on an ongoing basis. Energy Trust will provide training on the Measure Development process and templates for measure development, including a Cost-Effectiveness Calculator for use in determining benefit-cost ratios for measures developed for the program. For Oregon measures, PMC will adhere to the cost-effectiveness framework established by the Oregon Public Utility Commission that requires Energy Trust to screen measures for cost-effectiveness using the Total Resource Cost (TRC) and Utility Cost Test (UCT), as described in the [Energy Trust Cost-Effectiveness Fact Sheet](#).

Proposals should address, at a minimum, how the PMC would develop new measures and maintain existing energy-efficiency measures, including:

- Demonstration of market knowledge of customers and trade allies to propose new measures and updates to existing measures to increase savings and customer participation through prescriptive and semi-prescriptive measures.
- Proposed strategy to proactively identify research needs and potential research strategies for new and existing measures, including primary and secondary research.
- Experience and qualifications for analyzing measure savings, costs and non-energy benefits using fundamentals of energy engineering and analysis.
- Experience and qualifications for developing and specifying program designs, delivery channels, baseline types and end-use applicability of a given technology or measure to both technical and non-technical audiences.
- Documentation of final assumptions, research citations and other supporting resources.
- Experience and qualifications for implementing continuous improvement, including monitoring and updating measures for changes in baseline conditions or assumptions, measure costs, measure performance in implementation, updates to codes and standards, new information on market characteristics, and incorporating results of evaluation reports or outside research.
- Illustration of how the PMC would use engineering and technical support tools and methods to monitor measure performance between evaluation and measure approval cycles.
- Expectations for ongoing learning and skills development for technical team members.

3.4. Home Energy Retrofit Program Delivery (Option 1) – 10 pages

In addition to portfolio services, the PMC delivers Home Energy Retrofit program offers and initiatives. These include weatherization, HVAC and other offers for single-family and manufactured homes. Existing offers, detailed in **Section 2.5.1**, are primarily driven by trade and program allies throughout Oregon and Southwest Washington. This section should provide the basis for Home Energy Retrofit program delivery and cost assumptions.

3.4.1. Program Delivery

Offers and Initiative Development

The PMC will be responsible for delivering the Home Energy Retrofit program, ensuring that all savings objectives and goals are met with the provided price proposal. Proposals should include an implementation plan that clearly demonstrates the ability to effectively deliver the program, including the actions bidder would take to complete each task and anticipated outcomes or deliverables.

Proposals can expand on or offer alternatives to current activities listed in **Section 2.5.1**. Significant changes to current program offerings should demonstrate benefits to Energy Trust by improving portfolio cost-effectiveness, broadening participation or addressing market challenges. Proposals should reflect a focus on customers, with strategies that reach all eligible Energy Trust residential customers and identify and address opportunities to collaborate and coordinate with other existing Energy Trust programs.

Expertise in the following areas is highly recommended and proposals should, at a minimum:

- Demonstrate bidder's understanding of HVAC, weatherization, and water heating technologies and related markets.
- Demonstrate bidder's knowledge of building science principles, single-family homes and trades that work in the built environment. Provide an overview of how energy is used, technology solutions that improve performance, and the program strategies to facilitate customer understanding and participation.
- Demonstrate bidder's understanding of residential markets, including how customers make decisions, how they research and select contractors, and what motivates them to make efficiency improvements.
- Demonstrate bidder's knowledge of manufactured housing and how it differs from site-built homes. Provide insights on the existing and newly built manufactured housing market and considerations for how to influence the market, including market support for the MH Replacement offer.
- Outline barriers that limit participation among lower-income customers and considerations for reaching these customers, including the role of financing products.
- Describe work with community-focused nonprofits or other customer advocates to reach new customers.
- Distinguish strategies to deliver energy-saving benefits to renters. Include skills and abilities needed to identify opportunities and develop specific strategies that address barriers.
- Indicate how bidder's team would deliver offers and initiatives from **Section 2.5.1**, including staffing and cost assumptions provided in the Home Energy Retrofit *Offers and Initiative Development* activity in [Appendix D: Pricing and Savings Proposal Template](#).

Diversity, Equity and Inclusion

Energy Trust is seeking delivery approaches and strategies that will help position the Residential program for long-term success in providing more value to all customers. This includes increasing the presence and project activity by minority-owned, women-owned, service-disabled veteran-owned, and emerging-small business contractors who work in the HVAC, water heating, weatherization and solar trades. Energy Trust is currently designing an MWESB/SDVBE tracking system to capture key Diverse Contractor metrics to support compliance with contracting requirements, and is developing customer data collection and data-driven approaches to support outreach activities and for monitoring and reporting on the diversity, equity and inclusion goal results.

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

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

- Increased participation by low- and moderate-income customers, rural customers and communities of color.
- Increased diversity of the trade ally network with a focus on minority-owned, women-owned and rural contractors.
- Provision of community-informed and supported approaches to initiative development.
- Initiatives for regions of the state with lower rates of participation.
- The ability to provide bilingual, Spanish-language training and education services and ability to incorporate other languages per Energy Trust direction.

Home Energy Retrofit in Southwest Washington

Energy Trust's Residential program is offered to NW Natural customers in Southwest Washington under a separate budget specific to Washington. Energy Trust's Residential program in Southwest Washington is subject to guidelines from the Washington Utilities and Transportation Commission (WUTC). Energy Trust uses a different avoided cost to calculate gas savings cost-effectiveness in Washington than that used in Oregon. This avoided cost is subject to more variability because investment by NW Natural is necessary to support new gas main line feeders and lines of service to new homes and businesses being constructed on previously undeveloped land; therefore, the cost of expansion is considered a key factor in calculating avoided costs. Though the Residential offerings are similar in Oregon and Washington, the WUTC requires separate evaluation of Washington offers for cost-effectiveness, which may lead to slight differences in Washington gas measure offerings, measure designs and incentives. Energy Trust also delivers services for commercial customers in Southwest Washington through the Energy Trust Existing Buildings program.

PMC proposals may include scope to provide Washington new construction services; however, PMCs are not required to do so. PMC bidders may propose ways in which new homes' services can be delivered to gain efficiencies by delivering these service offerings through the same delivery channels as retrofit services. PMC bidders providing proposals for Washington new

home services must provide separate proposal cost and savings numbers via the 'PDC EPS Price Proposal' tab under the Washington New Construction section in the [Appendix D: Pricing and Savings Proposal Template](#)

Southwest Washington scope must be bid separately because of its separate funding source.

For more specific information on Washington delivery, please refer to **Appendix M: Southwest Washington Operations**.

Solar Delivery

The Solar program, one of Energy Trust's renewable energy offerings, serves Oregon's Portland General Electric and Pacific Power. The program offers incentives to reduce project installation costs and connects customers with experienced solar trade ally contractors who support system installations. Energy Trust renewable energy funding is separate from energy efficiency funding sources and requires distinct tracking and invoicing for delivery services.

Roles and responsibilities for Solar delivery are similar to those for Residential programs but are divided up differently. Energy Trust renewable energy program staff manage solar strategy, program offerings, and incentive budget internally. The PMC will support Solar incentive processing and administration across multiple sectors, including both residential and non-residential customers. Additional context and details of Solar program structure, offerings and trends are provided in **Appendix O: Solar**.

Proposals should include:

- Capacity to deliver the Solar customer service, incentive processing and trade ally account management roles as outlined in [Appendix O: Solar](#).
- Approach to integrating Solar and Residential delivery activities.
- Strategy to respond to fluctuations in customer demand for solar leads and incentives.
- Staff experience with solar and storage technologies.
- Delivery costs for 2023 and 2024 in [Appendix D: Pricing and Savings Proposal Template](#).

3.4.2. Coordination

The PMC must describe planned coordination between the Home Energy Retrofit program and PMC portfolio services. Bidders should demonstrate how Home Energy Retrofit staff and technical subject matter experts would coordinate with teams providing portfolio level services.

Budgeting, Forecasting and Reporting

The PMC will provide estimates of production levels, savings and expenditures to support Home Energy Retrofit incentive processing, reporting, budgeting and forecasting activities. The PMC will be responsible for savings and goals associated with delivery of the Home Energy Retrofit programs.

Proposals should:

- Provide an estimated measure buildup detailing savings targets, associated program delivery and incentive costs for 2023 and 2024 for each relevant measure detailed in [Appendix D: Pricing and Savings Proposal Template](#), specific to each utility service territory.
- Demonstrate understanding of residential construction market and overall logic model that supports bidder's key budget assumptions and overall rates of production, including elements that may be vulnerable to market conditions.
- Propose a strategy for forecasting project activity and tools that support monitoring of project pipelines, as well as resources needed to maintain program forecasting.
- Summarize bidder's experience and approach to developing and maintaining a performance dashboard.
- Address specific needs of Washington savings and delivery related to regulatory and market differences.

Marketing Coordination

PMC Home Energy Retrofit program staff collaborate closely with marketing staff. Bidders should address how they will:

- Collaborate with marketing team, including when and how they would involve marketing representatives in discussions around program design and the development of new offers and initiatives.
- Provide the marketing team with ongoing quantitative and qualitative market intelligence and customer insights related to market penetration and adoption trends, technological advancements, customer segmentation, and the performance of key offers and initiatives.
- Provide subject matter expertise on key technologies and/or services to support marketing strategists and creative teams in developing technical information and/or educational content.

Outreach and Field Services

Proposals should demonstrate bidder's experience:

- Working with, and providing account management of, HVAC, water heating, and weatherization trades and other market actors, and coordinating with PDCs as appropriate to share market intelligence and context.
- Related to building science with a focus on home energy retrofit technical expertise, highlighting current or proposed relationships with stakeholders in the home renovation and retrofit industries. Include outreach or field staff certifications that relate to residential energy-efficiency and/or construction services.
- Performing work quality verification for installations of energy savings technologies.

Measure Development and Research Support

In addition to managing measure development for the overall Residential portfolio, PMC Home Energy Retrofit staff will be responsible for market-specific insights for the Home Energy Retrofit program. Bidders should address how they will:

- Monitor market trends for Home Energy Retrofit program energy-efficiency technologies.
- Understand and proactively develop options for delivering measures through all possible delivery channels.
- Monitor market intelligence, including data collected through program implementation and regional research and analysis, to continuously improve assumptions and sources regarding costs, savings and non-energy benefits for Residential energy-efficiency measures.
- Provide field and research design expertise to explore the development of new measures and offers.

Operations and Controls

Proposals should address bidder's qualifications to perform operational tasks and adhere to Energy Trust requirements, demonstrating the ability to:

- Process incentives and provide quality control reviews for up to 20,000 participant project submissions per year.
- Manage quality review of a wide span of offers with distinct customer, site and payment requirements.
- Adhere to quality control and compliance procedures as established by Energy Trust.
- Maintain and deliver sensitive data and other confidential information in a secure environment as required by state and federal laws and regulations.
- Develop and manage program forms used to document program participation requirements, workflows and incentive agreements consistent with Energy Trust's requirements.
- Use DocuSign forms or similar online workflows for information-gathering and process management, including any web service integration.
- Coordinate and deliver participant check payments, including compliance with W-9 requirements.

The PMC is required to develop, implement and maintain a quality control plan. Bidder should include a proposed quality control and compliance plan for the program. As part of quality control and compliance, bidders should be aware that the PMC is required to comply with Energy Trust's program quality assurance requirements. Bidder's proposed plan need not be detailed, but should address, at a minimum, the following:

- Data, payment and project file quality control plans, clearly addressing how bidder would create, maintain and accurately enter customer and project electronic (and hard copy, as needed) records into Energy Trust's Customer Relationship Management and Project Tracker systems.

- Describe quality control challenges bidder’s team has encountered and overcome. Describe the team’s program implementation compliance audit results for a program similar in size and scope to the program services in this RFP.

Bidder should include samples of record-keeping procedures as an appendix to the proposal, which will not count toward the page limit.

Further details on Operations and Controls requirements, including Energy Trust policies on general quality assurance, audit requirements, forms and documentation, and incentive processing can be found in **Appendix L: Operations & Controls**.

Cross-Program Coordination

Small Multifamily Coordination

Residential customers living in attached residences, such as duplexes, triplexes, fourplexes and side-by-side units, with no residences above or below such as townhomes or rowhouses, are served by Energy Trust’s Existing Buildings program. This customer group can be impacted by Residential community engagement tactics, and marketing initiatives sometimes span both programs, which requires close collaboration across programs. As the program furthers its relationships with communities and better serves renters, coordinating program strategy and initiative development (including delivery and forecasting), program operations, incentive processing, market engagement, marketing and measure development efforts will become increasingly important.

Proposals should include:

- Demonstrated experience or qualifications around efficient management of initiatives that cross multiple sectors and residential customer types.

Residential Solar Coordination

Energy Trust would like to provide more seamless customer experiences for homeowners pursuing energy efficiency and solar offerings. Residential solar strategy, budget and program offers are managed by Energy Trust renewables program staff. Bidders should plan for close coordination to integrate solar with respective Residential program services, marketing and delivery activities. Solar program offerings are detailed in **Appendix O: Solar**.

Proposals should include:

- Strategies to cross-promote and improve customer experiences for residential customers interested in efficiency, solar and storage measures.

3.5. EPS New Construction Program Delivery (Option 2) – 10 pages

3.5.1. Program Delivery

Any entity bidding on the EPS New Construction PDC contract must include services for Southwest Washington in the proposed scope, though Energy Trust may ultimately decide to include Southwest Washington in PMC scope. PMC Proposals may include services to provide the Washington new homes scope. The Southwest Washington scope must be bid separately due to its separate funding source.

Offers and Initiative Development

PDC delivery services include, but are not limited to, Residential sector strategy support, budgeting/forecasting, trade ally account management, field and file quality assurance, reporting, marketing coordination, customer service, incentive processing and measure development support. Demonstrated expertise in the following areas is highly recommended in PDC proposals:

- Experience working with, and account management of, new construction trades (builders, verifiers and subcontractors). Proposals should highlight previous experience with and current staff certifications that relate to residential energy efficiency and/or residential new construction.
- Understanding of new construction code process and experience with regional industry stakeholders that inform how the program interacts with the cycle of code changes. This includes identifying and prioritizing measures, and providing education on construction techniques that will likely be incorporated into future code cycle(s).
- Expertise in residential energy modeling. The EPS New Construction program currently utilizes REM/Rate™ and Ekotrope as approved modeling software. PDC must have experience in one or both software packages, but Energy Trust welcomes ideas for new approaches to energy modeling that can be incorporated into future program years.
- Exploration of new technologies and construction techniques that can be incorporated into program best practices through literature and primary research.
- Clear understanding of elements of the residential new construction market, such as housing permit trends, current/future technologies and construction practices, and insights from construction trades.
- Ability to interpret available residential new construction market data into regular program forecasts and reporting.

Bidder's plan and pricing proposals for delivery should include:

- Capacity to process up to 4,000 project submissions annually, distributed across weekly payment cycles with seasonal spikes, in the Axis database and Project Tracker.
- Capacity to support account management of trade ally builders and verifiers throughout Oregon and Southwest Washington (Washington should be provided separately).
- Capacity to perform field quality assurance inspections for a minimum of 5% of all annual program homes throughout Energy Trust territory.
- Demonstrated experience and technical understanding of REM/Rate and/or Ekotrope.
- Bidder's experience and qualifications in building science with a focus on new construction technical expertise, highlighting current or proposed relationships with stakeholders in the construction community that would improve the effectiveness of the New Construction program.
- How bidder's team would deliver offers and initiatives from **Section 2.5.2**, including staffing and cost assumptions provided in the EPS New Construction *Offers and Initiative Development* activity in [Appendix D: Pricing and Savings Proposal Template](#).

- Pricing proposals should detail costs for Washington services separately from Oregon.

Diversity, Equity and Inclusion

Application of a diversity, equity and inclusion (DEI) lens is important for all program work. Describe how the PDC would achieve equitable outcomes in delivery of the new construction program.

Proposals should highlight:

- Experience in the identification of, and developing solutions for, stakeholders building new construction projects intended for communities of color, low-to-moderate income homeowners as well as projects built in rural areas.
- Experience supporting workforce development for new construction trades with a focus on energy efficiency and renewable best practices.
- Ability to provide bilingual Spanish-speaking training and education services and ability to incorporate other languages per Energy Trust direction.
- A strategy for engaging Tribal communities to deliver no- or low-cost program services and working with Tribes to understand their long-term housing goals and to incorporate energy efficiency and renewables, where possible.

Outreach and Field Services

The PDC will work with builders and verifiers to support the continuation and advancement of EPS in Residential New Construction. The PDC will provide account management services to trade allies throughout Energy Trust territory in Oregon and Southwest Washington and is also responsible for field quality assurance management across the territory to ensure field data sourced by third-party verifiers is represented accurately in energy models.

Proposals should:

- Propose a strategy that drives Energy Trust participation across all utility territories with a focus on rural areas, communities of color, tribal communities and under-participating markets, plus innovative tactics to support increased participation.
- Propose a strategy to engage builders and trades to maintain participation during code changes that will likely see a reduction to available incentives in future program years, i.e., What other services can the program offer to stay relevant in the new construction industry as incentives phase out?
- Propose a plan of engagement that crosses all builder types (i.e., production, custom, owner/builder) and provide strategies to overcome traditional barriers to participation.
- Create a strategy that provides high levels of account management, technical, training and field support to verifiers and builders.
- Propose a plan to deliver communications, training, education and program updates to trade allies, including consistent and accurate information regarding promotions, program changes, incentive information, and technical specification requirements.
- Offer bilingual, Spanish-speaking services to trade allies and customers.

- Propose a strategy to ensure the trade allies and building community of Southwest Washington are properly supported.

Option for Washington

Any entity bidding on EPS New Construction PDC services must include services for Southwest Washington in the scope, though Energy Trust may ultimately decide to include Southwest Washington in the PMC scope. Southwest Washington scope must be bid separately because of the separate funding source.

Prime bidders should include pricing for program enhancements and activities as options in [Appendix D: Pricing and Savings Proposal Template](#).

Solar New Construction Delivery

The EPS New Construction PDC currently supports builder promotions and provides incentives for homes that are built net-zero, support future solar-readiness, or feature battery storage or other grid-responsive technologies. The solar and storage incentives are closely coordinated with Energy’s Solar Team, but PDC has direct oversight in the outreach and delivery of the offers. EPS New Construction bidders should incorporate expanded integration of solar program support that aligns with respective program services and delivery activities. Refer to **Appendix O: Solar** for context on Solar program offers and delivery structure.

Proposals should include:

- Strategy to reach builders to promote solar and storage technologies.
- Staff experience with solar and storage technologies.
- Current or planned solar industry stakeholder relationships and/or strategies.
- Capacity to deliver field services (account management, quality assurance) and cross-program management of solar and storage offers.
- Capacity to deliver the solar incentive processing, outreach and coordination roles outlined in [Appendix O: Solar](#).
- Delivery costs for 2023 and 2024 in [Appendix D: Pricing and Savings Proposal Template](#).

3.5.2. Coordination

The PDC will work with the PMC to support budgeting, forecasting, reporting, marketing and other PMC functions. Bidders should address how they intend to coordinate with the PMC in the event the PMC is a separate, independent organization.

Proposals should:

- Provide examples of additional PMC collaboration opportunities/activities that would support efficient new construction.
- Illustrate communication methods and ability to collaborate on program delivery with external organizations.

- Demonstrate ability to coordinate with PMC on applicability of stand-alone offerings and identify when they are best suited for the customer, for example, delivery of water heaters that are promoted both downstream to builders and midstream to distributors.
- Provide examples of successful past experiences in which bidder has collaborated with other organizations to deliver a coordinated budget, and detail strategies deemed useful for coordination with PMC.
- Demonstrate ability to coordinate with regional utility programs and stakeholders such as Northwest Energy Efficiency Alliance (NEEA) and Bonneville Power Administration (BPA) to maintain alignment between programs, where possible.

Budgeting, Forecasting and Reporting

The PDC will provide estimates of production levels, savings and expenditures to support the Residential program's incentive processing, reporting, budgeting and forecasting activities. The PDC will be responsible for savings and goals associated with delivery of EPS New Construction and associated stand-alone offers. Forecasted EPS homes are segmented by the level of performance above code.

Proposals should:

- Illustrate a high level of understanding of the new construction market as it relates to creating budgets and forecasts, including knowledge of energy codes, construction techniques, technology trends and how influences in the market can impact forecasts and future program design.
- Describe how PDC would work with the PMC to meet the deadlines for monthly and quarterly in-year forecasting, as well as regular reporting expectations.
- Provide a strategy for supporting budgeting and forecasting activities, including an estimated measure buildup detailing future savings and incentive costs for 2023 specific to each utility service territory in [Appendix D: Pricing and Savings Proposal Template](#).
 - Include gas market transformation savings forecast.
- Propose a strategy for creating a project pipeline tool and other resources needed to improve program forecasting.
- Address specific needs of Southwest Washington savings and delivery related to a stringent energy-efficiency code.

Marketing Coordination

The EPS New Construction PDC will collaborate closely with PMC marketing staff to develop marketing strategies and content. Bidders should address how they will:

- Collaborate with the PMC marketing team, including how they would keep it apprised of new program developments and proactively communicate outreach needs to support builder, verifier and consumer engagement, and/or other marketing needs.

- Provide the PMC marketing team with ongoing quantitative and qualitative market intelligence and customer insights related to market penetration and adoption trends, technological advancements, customer segmentation and the performance of key offers and initiatives.
- Provide subject matter expertise on key technologies and/or services to support marketing strategists and creative teams in developing technical information or educational content, including drafting articles, providing technical content for the website and/or developing collateral.
- Maintain proficiency in technical writing and review.

Measure Development and Research Support

PDC will work with PMC to update existing measures and develop new measures, including creating and updating measure analysis documentation and cost-effectiveness calculations per Energy Trust measure development standards. The PMC is responsible for managing the technical copy writing and analysis documented in Measure Approval Documents and the technical analysis of savings, costs and non-energy benefits in the Cost-Effectiveness Calculators for each measure. The PDC will provide support in the form of energy modeling for baseline and improved home configurations, leveraging the PDC's subject matter expertise in building codes, relevant policies and market intelligence.

Operations and Controls

The EPS New Construction program leverages third-party verifiers to provide services to participating builders, such as testing and energy modeling, to document a home's energy usage. Field data is entered into program-approved modeling software that calculates the energy savings of incremental improvements over a program baseline informed by state building code, federal appliance standards or market practice. The software produces a report that is then uploaded to the program's online workflow and data management platform, Axis.

To maintain the integrity and accuracy of project data, the PDC reviews file submissions before Axis transfers data to Energy Trust's proprietary Project Tracker system to issue payment to builders and verifiers.

Proposals should provide an approach to managing quality assurance of EPS projects. A minimum of 5% of EPS construction sites receive a field inspection review by PDC or a subcontractor to PDC. Field inspections should be spread throughout Energy Trust's service territory according to project volume. Energy Trust expects to continue the EPS incentive processing workflows and welcomes suggestions for improvement on current workflow.

Proposals should address bidder's qualifications and plan to perform operational tasks and adhere to Energy Trust requirements, demonstrating bidder's ability to:

- Adhere to quality control and compliance procedures as established by Energy Trust.
- Maintain and deliver sensitive data and other confidential information in a secure environment as required by state and federal laws and regulations.

- Develop and manage program forms used to document program participation requirements, workflows and incentive agreements consistent with Energy Trust’s requirements.
- Use DocuSign forms or similar online workflows for information-gathering and process management, including any web service integration.
- Coordinate and deliver participant check payments including compliance with W-9 requirements.

Further details on Operations & Controls requirements, including Energy Trust policies on general quality assurance, audit requirements, forms and documentation, and incentive processing can be found in **Appendix L: Operations and Controls**.

Cross-Program Coordination

New Buildings Coordination

Like the EPS New Construction program, Energy Trust’s New Buildings program serves customers constructing commercial and multifamily buildings. The EPS New Construction PDC is expected to regularly coordinate with the New Buildings program to sort projects and ensure each program’s offers best serve customer needs.

Third-Party Software Platforms

The following third-party software platforms are used in the EPS New Construction program. Energy Trust covers the costs of these platforms and they do not need to be included in proposal pricing; however, bidders should have familiarity with Axis and experience with energy modeling software. Demonstrations of how these platforms are used in the current program workflows are available upon request.

- Axis, by [Pivotal Energy Solutions](#), is an intake platform that serves as the connection point between the verifier and Energy Trust systems. Verifiers use Axis to submit project details, upload energy modeling files (REM/Rate or Ekotrope) and determine the project’s energy savings and incentive.
- [REM/Rate](#), by NORESO, is the primary modeling software used by program verifiers/modelers to intake project details and create energy models.
- Ekotrope, by [Ekotrope](#), is another program-approved modeling software program/app used by program verifiers and modelers. Ekotrope was introduced as a second modeling tool option in 2021.

3.6. Midstream and Online Offers Program Delivery (Option 3) – 10 pages

The midstream and online PDC drives strategy for, and implements, midstream programs (retail- and distributor-based), online fulfillment offers and other online services. The PDC will be responsible for the delivery of midstream and online offers and initiatives in Oregon and Southwest Washington.

3.6.1. Program Delivery

Incentive offers directed to midstream actors may not capture the same level of site information for the end customer as projects facilitated by program allies in the Home Energy Retrofit Program. Therefore, the PDC will use savings allocation tools to determine how program savings will be attributed to a given gas or electric utility in the Residential program.

Energy Trust utilizes the Retail Sales Allocation Tool (RSAT) to allocate retail savings among electric and gas utilities. The RSAT is a third-party-evaluated predictive tool that determines the prevalence of consumers visiting individual retail store locations from a given geographic catchment area. The PDC will utilize store level sales data to determine the aggregate monthly savings for a given product category and, using RSAT, determine the geographic area(s) and utility service territories where energy savings are realized, given that products are installed and energy savings are realized at the customer's home and not at the physical address of the retailer. The RSAT model determines how the total product category savings are distributed among the utilities providing electric or gas service to retailer customers. Energy Trust claims savings solely for the portion of sales attributed to customers of Energy Trust's partner utilities. More information regarding the RSAT is available on [BPA's website](#).

The Distributor Sales Allocation Tool (DSAT) is an adaptation of the RSAT and serves a similar function. The DSAT is a predictive tool determining the installation location, based on installation zip code, of products originating from equipment distribution centers. As for the retail model, Energy Trust claims savings solely for the portion of sales attributed to customers of partner utilities.

Bidders should assume the use of RSAT and DSAT when considering their proposal. If bidder has no specific experience with RSAT and DSAT, the proposal should describe its qualifications to utilize an allocation tool of this type and specifically how it would incorporate the use of allocation tools into its program delivery strategy.

Offer and Initiative Development

Proposals should:

- Indicate how bidder's team would deliver offers and initiatives from **Section 2.5.3**, including staffing and cost assumptions provided in the program's *Offers and Initiative Development* activity in [Appendix D: Pricing and Savings Proposal Template](#).

Retailer and Distributor Offers

The PDC will facilitate agreements among retailers, distributors and manufacturers on behalf of Energy Trust and leverage incentives and other tactics to influence sales of qualifying products. Bidders should include their proposed structure and plan for driving retail offer participation for qualified water heaters, appliances and LED grow lights, and for developing distributor offers for qualified water heaters and fireplaces. Bidders should provide clear examples of PDC activities that will support the success of retail and distributor offers. Bidders may propose additional product categories but should consider site-specific eligibility requirements that may pose a challenge to market-wide midstream models (e.g., measures that are exclusively available to homes with electric resistance heating, or unique offers for discrete audiences).

Proposals should include:

- Qualifications that contribute to Energy Trust's ongoing analysis of the retail channel and bidder's prior experience managing retail promotions.
- Previous experience and demonstrated ability to cultivate and maintain positive working relationships with retailers/manufacturers that offer water heaters, appliances, LED grow lights and/or other products in a similar supply channel.
- Demonstrated ability to maintain midstream offers across a range of retailer types such as national home improvement stores (e.g., The Home Depot or Lowe's), membership clubs, discount retailers, mass market retailers (e.g., supermarkets, drug stores), independent hardware stores, garden supply stores and others.
- Demonstrated ability to conduct supply chain analyses, map the flow of product through distribution networks and to propose appropriate points of intervention.
- Previous experience and demonstrated ability to cultivate and maintain positive working relationships with distributors/manufacturers whose inventory includes water heaters, fireplaces and/or other products in a similar supply channel, as well as relationships with contractors purchasing from these suppliers.
- Demonstrated ability to maintain program offers across a range of distributor types such as plumbing, HVAC and/or electrical supply companies.
- An outline of the offer structure for each product category, including the flow of incentives, participation requirements for retailers, distributors and manufacturers, and required data points obtained from midstream partners.
- Demonstrated ability to collaborate on program offers with utilities or other industry partners such as the Northwest Energy Efficiency Alliance (NEEA).
- Description of how to scale operations up or down based on market events.
- Additional examples of PDC activities that would support the successful delivery of midstream offers.

Online Offers

The PDC will develop a strategy for effectively serving customers online. This strategy should incorporate new solutions and address how existing online offers, including the instant-coupon and direct-fulfillment smart thermostat solutions and the online energy assessment service, will be incorporated into the plan. Bidder should include their proposed structure and plan for developing new online promotions with retailer and/or distributor partners. Bidder may provide examples of additional PDC activities that will support the success of online promotions.

Proposals should include:

- Qualifications and prior experience developing and managing online offers and/or other customer-facing technical solutions.
- An outline of the offer structure for each product category, the flow of incentives, fulfillment process, and customer experience.
- Previous experience working with product fulfillment vendors.
- Demonstrated approach to working with retailer and/or distributor partners to promote products/equipment online and an understanding of the challenges in collaborating with these partners.
- Additional examples of PDC activities that would support the successful delivery of online offers.

DIY Initiatives

The PDC will serve as the Residential program portfolio subject matter expert on the DIY audience segment and all market channels serving this customer base.

Proposals should include:

- Demonstrated ability to collaborate with midstream program partners, industry associations and other stakeholders to understand the prevalence and other market characteristics of the DIY customer segment.
- Bidder's approach to understanding unique customer needs, and how the DIY initiatives may support Energy Trust's DEI goals.
- Examples of successful collaborations with third-party marketing teams that may demonstrate the bidder's approach to working with the Residential PMC and Energy Trust's internal marketing teams.
- Plan for creating cohesiveness across midstream, online and customer education efforts.

Diversity, Equity and Inclusion

Application of a diversity, equity and inclusion lens is important for all program work. Describe how the PDC would achieve equitable outcomes in delivery of midstream programs, online offers and informational resources across a broad range of diverse customer characteristics and demographics.

Demonstrate bidder's understanding of the barriers experienced by customers who have not been served by the program in the past and how bidder would authentically involve

stakeholders in identifying program participation barriers and removing hurdles to expand access to the program.

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

Proposals should highlight:

- Opportunities to provide educational resources and support increased customer access to energy savings opportunities through DIY offers.
- Strategies and solutions to increase participation among communities of color, low-to-moderate income homeowners, and customers living in rural areas.

Options for Southwest Washington

Any entity bidding on the Midstream and Online Offers PDC must include services for Southwest Washington. Washington midstream offers are only available for gas technologies, which limits midstream opportunities. **Appendix M: Southwest Washington Operations** demonstrates historical activity for distributor and retail offers in Southwest Washington. Thermostats are available to NW Natural customers in Washington but are limited to customers who qualify based on having a gas heating system.

Southwest Washington scope must be priced separately because of the separate funding source, including costs segmentation aligned with the pricing template in [Appendix D: Pricing and Savings Proposal Template](#).

3.6.2. Coordination

The PDC will work with the PMC to support budgeting, forecasting, reporting, marketing, field services, measure development, incentive processing and other PMC functions. To demonstrate the ability to collaborate with external organizations, bidders should address this request by demonstrating how they intend to coordinate with the PMC in the event the PMC is a separate, independent organization.

Proposals should:

- Provide examples of PMC collaboration opportunities/activities that would support midstream and online offers.
- Illustrate communication methods and ability to collaborate on program delivery with external organizations.
- Provide examples of successful past experiences in which bidder has collaborated with other organizations to deliver a coordinated budget, and detail which strategies will be deemed useful for coordination with PMC.

Budgeting, Forecasting and Reporting

The PDC will provide estimates of production levels, savings and expenditures to support the Residential program's incentive processing, reporting, budgeting and forecasting activities. The

PDC will be responsible for savings and goals associated with delivery of midstream programs and through online offers.

Proposals should:

- Provide an estimated measure buildup detailing savings targets, associated program delivery and incentive costs for 2023 and 2024 for each relevant measure detailed in [Appendix D: Pricing and Savings Proposal Template](#), specific to each utility service territory.
- Demonstrate bidder's capabilities to utilize outputs from the RSAT to distribute costs and savings among multiple utilities within a given store's catchment area, and outputs from DSAT to distribute costs and savings among multiple utilities within a given zip code. Bidders may propose changes or enhancements to the design of midstream promotions that use the RSAT or DSAT to allocate sales.
- Describe how bidder would work with the PMC to meet the deadlines for monthly and quarterly in-year forecasting, as well as regular reporting expectations.
- Illustrate a strong understanding of retail and distributor markets in Oregon.

[Appendix H: Measures and Savings Data Workbook](#) details prior and expected performance for active retail product measures.

Marketing Coordination

The Midstream and Online Offers PDC will collaborate closely with PMC marketing staff to develop marketing strategies, source and develop educational content for the DIY online library, and produce materials for retailer and/or manufacturer promotions. Bidders should address how they will:

- Collaborate with PMC marketing teams to identify cooperative marketing strategies or opportunities for alignment with retailer and/or manufacturer promotions.
- Identify content needs, source third-party content and/or help to develop original multimedia content for the DIY library.
- Provide the PMC marketing team with ongoing quantitative and qualitative market intelligence and customer insights related to market penetration and adoption trends, technological advancements, customer segmentation and the performance of key offers and initiatives.
- Provide subject matter expertise on key technologies and/or services to support marketing strategists and creative teams in developing technical information and/or educational content, including drafting articles and providing technical content for the website or collateral.
- Maintain proficiency in technical writing and review.

Outreach and Field Services

The PDC will work with retailers, manufacturers, distributors and online service providers to support the continuation and advancement of midstream and online offers. The PDC will

collaborate with the PMC field staff who will provide in-field account management services to retail stores and distributor locations throughout the Energy Trust service area.

Proposals should:

- Create a strategy that describes PDC account management for corporate-level or regional retailer and distributor relationships, and how coordination with in-field PMC staff would occur.
- Propose a strategy that drives retailer and distributor participation, including in rural areas.

Measure Development and Research Support

PDC will work with PMC to update existing measures and develop new measures, including creating and updating measure analysis documentation and cost-effectiveness calculations per Energy Trust measure development standards. The PMC is responsible for managing the technical copy writing and analysis documented in Measure Approval Documents and the technical analysis of savings, costs and non-energy benefits in the Cost-Effectiveness Calculators for each measure. The PDC will contribute expertise related to retail and distributor markets and supply chains and online offers, including information on product specifications and energy savings performance, costs, and relevant data collection and reporting. Bidders should address how they will:

- Monitor market intelligence, including data collected through program implementation and regional research and analysis, to continuously improve assumptions and sources regarding costs, savings and non-energy benefits for Residential energy-efficiency measures.
- Provide field and research design expertise to explore the development of new measures and offers.

Operations and Controls

PDC will support PMC processing of midstream and online offer projects and incentives, as well as other operational activities described below. PDC will receive monthly midstream and online offer sales reports and invoices, confirm reporting accuracy of program partners, allocate sales and format reporting as needed, and provide these datasets to PMC for processing into Energy Trust systems.

Proposals should address bidder's qualifications and plans for performing operational tasks and adhering to Energy Trust requirements, demonstrating bidder's ability to:

- Manage and pay out aggregate incentive requests for retail and distributor offers, paid directly to market partners based on submitted sales data for qualifying units.
- Develop and maintain data worksheets supporting each project submission.
- Coordinate with PMC to ensure timely processing of payment requests and any needed corrections of data or payment errors.

- Adhere to quality control and compliance procedures as established by Energy Trust, including weekly ‘concurrent’ audit requirements on all payment requests.
- Maintain and deliver sensitive data and other confidential information in a secure environment as required by state and federal laws and regulations.
- Develop and manage program forms used to document program participation requirements, workflows and incentive agreements consistent with Energy Trust’s requirements.
- Use DocuSign forms or similar online workflows for information-gathering and process management, including any web service integration.
- Coordinate and deliver check payments to midstream and online offer partners, including compliance with W-9 requirements.

Further details on Operations and Controls requirements, including Energy Trust policies on general quality assurance, audit requirements, forms and documentation, and incentive processing, can be found in **Appendix L: Operations and Controls**.

Cross-Program Coordination

Multifamily Coordination

Midstream and online offers generally serve customers living in both detached single-family homes and multifamily sites. Limiting eligibility of offers to just one of the two programs is often difficult. Therefore, coordination with Energy Trust’s multifamily program is required to ensure offers are aligned, rules and processes for sorting results between the two programs are clear, and program budgets properly account for scope of activities planned by both programs.

Proposals should include:

- Demonstrated experience or qualifications around efficient management of initiatives that cross multiple sectors and residential customer types.

Third-Party Software Platforms

Atlas, by CLEARResult, is a customer engagement platform through which customers can apply for a digital coupon that can be redeemed at select participating retailer locations for a discount on products. Additionally, customers can use Atlas to purchase incentivized products to be shipped directly to their homes. Lastly, Atlas hosts the online home energy assessment, which informs users of how their home uses energy, identifies potential areas of improvement, and connects them to resources to help them save. The cost for this software platform is covered by Energy Trust and does not need to be included in proposal pricing. Demonstrations on how this platform is used in the current program workflows are available upon request.

3.7. Common Requirements and Services (All Proposals) – 4 pages

3.7.1. Program Implementation Manual

PMC and PDCs are responsible for developing, delivering and maintaining content for a program implementation manual for their respective program areas. The manual will document all procedures, protocols, forms, processes and policies regarding the program delivery, program management, quality control, customer service and compliance activities. Program implementers are required to update current documentation around processes and procedures in their respective program manuals on a regular basis and post them to Energy Trust's systems.

Proposals should:

- Describe approach to developing and maintaining a program implementation manual.

3.7.2. Evaluation Support

Energy Trust evaluation staff manage evaluation efforts to document and assess program activities and customer experience. Evaluation activities are typically implemented by third-party contractors and require implementer awareness and coordination. Evaluation scopes may include tasks such as providing program data and documents; helping to develop evaluation plans for research projects and new initiatives; recruiting customers and trade allies/vendors to participate in evaluations; participating in evaluation interviews; and reviewing and commenting on evaluation deliverables.

Proposals should:

- Describe the team's experience supporting evaluation activities and provide examples of how the team has incorporated evaluation and research findings to continuously improve program delivery.

3.7.3. Planning Support

PMC and PDCs will provide general support to Energy Trust planning team as necessary for projects such as:

- Providing data and market intelligence to support Energy Trust efficiency forecasting for utility Integrated Resource Planning efforts.
- Providing data and support for data requests from stakeholders such as the Oregon State Legislature, Oregon Public Utility Commission, and Energy Trust's funding utilities.
- Forecasting benefit-cost ratios based on planned program designs.
- Coordinating to develop mechanisms to quantify peak reduction impacts and carbon reduction impacts from program activities and actions.
- Ensuring that planning assumptions are up-to-date in program tools.
- Developing cost-effectiveness frameworks to quantify the combined impacts of Energy Trust and Northwest Energy Efficiency Alliance market transformation activities related to new construction in Oregon.
- Coordinating with Energy Trust and utilities to develop solutions for Distribution System Planning projects.

3.7.4. Information Technology

Bidders should describe how they would use Energy Trust's systems of record to manage and deliver the program (e.g., CRM and Project Tracker), including:

- Details on any additional technologies or software applications that would be used to deliver the program.
- Approach to setting up, testing, monitoring and maintaining data transfers between bidder's IT systems and Energy Trust systems.
 - Identification of any data points from Energy Trust systems that would be accessed in order to be fully functional.
 - Any updates to bidder's systems that would be required to deliver the program.
- The technical team available to implement and support the system integration.
- Security protocols that would be implemented to protect all confidential information.

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

- Provide examples of successful IT development and XML data transfer capabilities.
- Describe security protections governing any client data input into its systems.
- Describe approach to monitoring information security in bidder's environment.
- List all industry certifications for IT security, including but not limited to SOC 2 and ISO 27001/27002 compliance or certification.
- List date and high-level results of most recent independent information security assessment.
- Discuss how bidder would comply with the Energy Trust Information Technology requirements outlined in [Appendix G: Information Technology Requirements](#).

Proposals should include all expenses related to IT implementation for services proposed.

3.7.5. Record Keeping

In support of operations, customer service, and auditability, program implementers are required to maintain electronic or hard copy file records, according to Energy Trust policies and procedures, with all associated paperwork in systematic order with a clear accounting of the contents, the final disposition of the project, and storage in a secure location. Electronic project files, received or created as needed from hard copy files, shall be submitted in the format specified on a continuous basis as payments are made.

Program implementers are required to:

- Maintain project information directly in Energy Trust's systems of record or in bidder's system(s), which transfer to Energy Trust's systems of record.
- Comply with internal and external audit requirements and program evaluations, whether the work is performed by Energy Trust or by trade allies/vendors.
- Maintain project files in accordance with documented requirements and procedures.
- Support Energy Trust with any data transfers to Energy Trust systems of record from PMC or PDC residential workflow systems.
- Observe standard data retention and data destruction protocols.

Proposals should:

- Reference bidder's experience managing sensitive data and maintaining project records.
- Provide protocols for data retention and destruction.

3.7.6. Invoicing

Describe staffing responsibilities and overall business capacity to support accurate and timely invoicing. Bidders should demonstrate how their team would meet invoicing and reporting requirements, including:

- Generation of monthly invoices accounting for all labor and other direct charges incurred the previous month.
- Monthly documentation of payments to Diverse Contractors and invoices from those subcontractors as supporting documentation to track Diverse Contractor Spend in a format specified by Energy Trust for each required invoice.
- Segmentation of invoiced costs utilizing Energy Trust-provided general ledger codes, unique to the organization. Distinct invoices are required for unique contract elements or scopes of work; the PMC contract will likely require at least four separate invoices and each PDC contract will require at least two separate invoices.

3.7.7. Quality Control

Program implementers will be expected to develop, maintain and implement a quality control plan, including but not limited to:

- Conducting site visits and verification reviews for purposes of quality control, including coordinating with customers on scheduling, safety and site access requirements.
- Developing and complying with protocols for processing and delivering incentive payments.
- For Southwest Washington delivery, conducting site visits and verification reviews for purposes of quality control, including coordinating with customers on scheduling, safety and site access requirements.

Proposals should:

- Provide examples of bidder's quality control procedures and processes to ensure the accuracy of data entry, compliance with program requirements and project documentation.
- Describe quality control challenges bidder has encountered and overcome.
- Describe the team's program implementation compliance audit results for a program similar in size and scope to the program services in this RFP.

3.7.8. Forms Management

Energy Trust provides a dedicated resource to work with program implementers to develop and manage program forms used to document program participation requirements, workflows and incentive agreements consistent with Energy Trust's requirements. This includes use of paper, digital and online tools. Bidders should demonstrate capacity to:

- Work collaboratively with Energy Trust resources to develop and maintain forms.

- Use DocuSign forms or similar online workflows for information-gathering and process management, including any web service integration.
- Create fillable forms in either of the following formats: PDFs (Adobe Acrobat) or Adobe InDesign.

Further details on Forms Management requirements can be found in **Appendix L: Operations and Controls**.

3.8. Transition (All proposals) – 4 pages

Energy Trust anticipates a transition period from September through December 2022.

During the transition period, the existing implementation contractors will be:

- Accountable for delivering 2022 energy savings to Energy Trust.
- Responsible for information transfer, training, and relationship and project handoffs to the incoming implementation team(s).

Prime bidders should describe their plan to ensure a successful launch on January 1, 2023, with minimal change or disruption to customers, trade allies and/or other program partners. The incoming implementation contractor transition plan must include specific tasks, deliverables and timelines to implement an efficient and coordinated transition of the Residential program, including:

- Participation in program orientation sessions and training on program requirements, processes, forms and tools.
- Participation in trainings on Energy Trust's Customer Relationship Management (CRM) and Project Tracker (PT) systems.
- Work with Energy Trust and the current implementers to transition strategic relationships, trade ally and vendor relationships, and customer accounts.
- Establishment of monthly invoicing, reporting templates and forecasting procedures.
- Coordination with Energy Trust marketing staff on updates to marketing and/or website content required for 2023, including any immediate opportunities for new or enhanced program materials.
- Implementation and testing of operations and IT systems.
- Work with Energy Trust to develop the 2023 contract scope of work and budget.
- Transition staffing plan that identifies key personnel and partnerships that would enable a successful transition; description of how transition team member experience relates to specific transition responsibilities and tasks.

Include information about the transition team members, as well as bidder's experience implementing other program transitions of like scale and scope, in the Qualifications portion of the response.

Bidder should include a schedule of transition activities in the Implementation Schedule (see **Section 3.8.1** below) and proposed budget for the 2022 transition activities in **Appendix D: Pricing and Savings Proposal Template**.

3.8.1. Transition and Implementation Timeline

Energy Trust expects the selected team to begin full program implementation as of January 1, 2023. Energy Trust anticipates transition activities will begin in coordination with the selected implementer(s) and the existing implementers no later than October 1, 2022. Activities contemplated beyond December 31, 2022, must be accounted for in bidder's 2023 implementation plan and associated 2023 pricing and savings proposal.

Provide a schedule, in the form of a Gantt chart, for the three-month transition period in 2022. The schedule should include tasks, activities and deliverables described in the transition plan.

In addition to transition activities, include in the schedule key focus areas, implementation goals and/or high-level objectives for each quarter of 2023.

3.9. Pricing and Savings Proposal (All Proposals) – 4 pages

Energy Trust budgets annually and tracks and reports expenses and energy savings for Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas and Avista utility service territories in Oregon and for NW Natural in Southwest Washington.

Use **Appendix D: Pricing and Savings Proposal Template**, according to the instructions included in the template, to prepare a proposal detailing anticipated pricing for program delivery activities, forecasted incentive costs and savings results.

In addition to **Appendix D**, bidder must provide (in no more than four pages) a narrative explaining the key assumptions made when pricing tasks or activities listed in the pricing template. The narrative should provide insight into staffing for key activities, subcontractor roles and context for any significant direct costs. Any proposal that fails to include complete information or to use the template as directed by Energy Trust will be considered unresponsive.

A pricing worksheet and a savings worksheet are included in the template for each of the three contracts (Residential PMC, Midstream and Online Offers PDC, and EPS New Homes PDC). Bidders must submit a single **Appendix D** template with completed pricing and savings worksheets for each program contract they are interested in delivering. Worksheets for contracts for which they are not developing proposals should be left blank.

Appendix H: Measures and Savings Data Workbook details prior and expected performance for active measures. This information can be used to inform measure-level forecasting and savings estimates. Other appendices, such as **Appendix I: Outreach and Market Engagement**, include information that can inform pricing for delivery of program activities, such as outreach and field support.

If bidder is interested in proposing optional program enhancements beyond the requirements described in this RFP, new rows may be added to the pricing and/or savings worksheets to allow for optional delivery or incentive costs. Optional program enhancements must also be described in the price proposal narrative. If the enhancement reduces program cost, show the pricing as a negative number; if it is additional program work, show the pricing as a positive number in the pricing template.

3.10. Staffing Plan and Qualifications (All Proposals) – 6 pages

3.10.1. Staffing Plan and Organizational Chart

In this section, describe how team members would deliver the program. Describe the distribution of labor across the team. Identify all key personnel by name, position title, primary responsibilities, summary of qualifications and expected full-time equivalent (FTE) designation for each title. Note the location of the identified personnel, whether they are Portland-based or in home/field offices outside of the Portland metropolitan area. If the prime bidder or any subcontracted team members are not currently located in Oregon, include a plan and timing for how bidder would build a presence and deliver services in Oregon.

Subcontracting to provide expertise for specific tasks, such as outreach and delivery to specific market segments, is encouraged. Describe the roles of subcontractors and the scope they would perform to deliver various aspects of the program.

Provide an organizational chart, including subcontractors or other partners that would deliver portions of the program services.

Include resumes of key personnel as appendices. Resumes should highlight experience relevant to this RFP and should not exceed one page each in length. Resumes do not count toward the overall page count.

Include a letter of commitment to the proposed team from each subcontractor or consultant included in bidder's proposal. Letters of commitment should be included as an appendix and will not count toward the overall page count.

Bidders should:

- Describe the expected management structure within the PMC team, including an outline of the hierarchical distribution of labor and proposed subcontractors that deliver significant components of the program.
- Include a directory of position titles, including the expected full-time equivalent (FTE) designation for each title and a brief description of associated roles and responsibilities.
- Describe team's approach to staff development, employee satisfaction and retention.
- Detail the location of each team member, delineating Portland-based staff and staff located in home or field offices outside of Energy Trust's service territory.
- Identify the point(s) of contact between the PMC staff, PDC staff and Energy Trust's Residential program management staff.

3.10.2. Diversity, Equity and Inclusion

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

Diversity, Equity and Inclusion Hiring Practices and Policies

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

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

Diversity, Equity and Inclusion Program Implementation Experience

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

Describe bidder's team's experience including:

- Program strategies the team has implemented for other energy-efficiency or solar programs that prioritized certain customers historically underserved, and that expanded program participation with those customers.
- Examples of specific program activities to increase the participation of diverse customers.
- Experience using an equity lens to develop program offers to meet the needs of diverse customers.
- Methods to collect, analyze and report disaggregated market, customer and participant demographic and firmographic data to baseline, and to benchmark and track participation of prioritized customer groups.

Experience in Subcontracting with Diverse Firms

Energy Trust seeks program implementers who share its commitment to advancing opportunities for diverse companies to become active and valued service providers in the energy-efficiency industry. Bidder should describe its specific experience in subcontracting with minority-owned and women-owned businesses, emerging small businesses, service-disabled veteran businesses, and nonprofit community-based organizations.

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

3.11. Supplier Diversity Requirements for the Residential Program (All Proposals) – 6 pages

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

Energy Trust has a goal of providing opportunities for Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Service-Disabled Veteran Business Enterprise (SDVBE), and/or Emerging Small Business (ESB) enterprises that are certified by the Oregon COBID, referred to as Diverse Contractors in this RFP.

In RFP responses, Energy Trust expects to see:

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

Energy Trust’s supplier diversity requirements are intended to create attractive opportunities for Diverse Contractors to enter and/or grow in the energy-efficiency field. Proposals should thoughtfully address challenges that Diverse Contractors may experience, with plans that proactively support their success. Examples include:

- Considerations for how to expand or flex a Diverse Contractor’s role to maintain their expected involvement, should a change in program plans reduce a Diverse Contractor’s initial role on the team.

- Establishment of protocols for attributing Diverse Contractor contributions and work (e.g., Diverse Contractor co-branding/logos on presentations and presenting their work whenever possible).

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

For this RFP, Energy Trust requires that a minimum of 20% of the contract value goes to Diverse Contractors. The Diverse Contractor Spend Goal applies to the total value of contract payments for each of the three contracts: Residential Program Portfolio management and Home Energy Retrofit services, EPS New Construction Program Delivery services, and Midstream and Online Offers PDC Services (See [Appendix F: Program Implementation Contracting Overview](#)).

Other state or federal diversity certifications will not be counted toward the Diverse Contractor requirements in this RFP. To be counted as part of the Diverse Contractor requirement, firms must be certified or have their certification in process when a proposal is submitted, and all certifications must be completed and verified by the selection date for this RFP, as shown in **Section 1.1**.

Prime bidders must develop a Contracting Plan using the template provided as [Appendix N: Contracting Plan Template](#), which specifies in six pages or less how bidder would, as prime contractor, contribute to achievement of Energy Trust's goals of contracting with Diverse Contractors during the initial two-year contract term and strategies for increasing the total contract spend and percentage for Diverse Contractors each year of the potential contracting term. Bidder will also provide details on its Contracting Plan in [Appendix D: Pricing and Savings Proposal Template](#).

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

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

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

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

Note: Energy Trust encourages teams to work with community-based organizations (CBOs) and other stakeholders that represent a specific geographic region, such as an isolated rural area, or

a group with a shared goal, such as reducing energy burden for low-income customers or building a sustainable community. Teaming with CBOs or other stakeholders will not count toward the Diverse Contractor Spend Goal for this RFP.

3.12. References (All Proposals)

Provide a minimum of three references, including name, title, address, telephone number and email, for parties knowledgeable about prime bidder's energy-efficiency program implementation services, including one IT reference to illustrate capabilities in integration and adoption of IT systems and IT security. Energy Trust may request additional references reflecting specific implementation services. Identify any relevant existing energy-efficiency programs bidder has developed and/or operated.

Include contact information for at least four references total:

- Provide a minimum of three references from parties knowledgeable about prime bidder's company and its experience with residential program delivery such as the work described in this RFP.
- At least one reference must have knowledge of the prime bidder's specific experience in delivering residential services such those described in this RFP.
- Include at least one person who directly worked with the prime bidder on a prior IT integration project.
- References must include name, title, address, telephone number and email. Energy Trust is especially interested in references who have had experience working directly with key team members identified in the proposal.

3.13. Required Licenses and Certifications (All Proposals) – 1 page

In no more than one page, disclose whether any of the work proposed would require any state- or federally-approved license or professional certification and/or any third-party license or professional certification.

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

Potential license or professional certification requirements include, but are not limited to, licenses or certifications from:

- Oregon Construction Contractors Board.
- Oregon State Board of Architect Examiners.
- Oregon State Board of Examiners for Engineering & Land Surveying.
- Oregon Building Codes Division.
- Oregon Department of Education.
- Oregon Department of Consumer and Business Services.

3.14. Administrative Materials (All Proposals) – 5 pages

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

3.14.1. Conflict of Interest Disclosure

In one page or less, disclose any direct or indirect, actual or potential conflicts of interest bidder and/or bidder's proposed subcontractors has or would have with Energy Trust. A direct or indirect conflict of interest is any situation in which the bidder or an individual, or a member of their family or close business or personal acquaintance, is employed by Energy Trust or the OPUC, or may be reasonably construed to have a direct or indirect personal or financial interest in any business affairs of Energy Trust, whether because of a proposed contract or transaction to which Energy Trust may be a party or in which it may be interested or is under consideration, or whether such conflict is purely conceptual, because of similarity of business interests or affairs. If no such conflict exists, the proposal should explicitly so state. The determination of whether a conflict of interest exists is left to Energy Trust at its sole discretion.

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

3.14.2. Insurance

In two pages or fewer, provide a description of bidder's proposed insurance coverage for performing the program work, including but not limited to:

- Whether such coverage is on a comprehensive or commercial form.
- Whether such coverage is on a claims-made or occurrence basis.
- All endorsements excluding coverage of any nature, if any.
- All limits, including aggregate limits and the current remaining coverage amounts under those limits.

Additional information may be appended if needed (appended items will not count toward the page limit). For reference purposes and to inform Pricing Proposal development, Energy Trust's prime contracts for program implementation services typically require, at a minimum, the following types and amounts:

- Workers' compensation insurance including employer's liability coverage in compliance with statutory requirements.
- Occurrence-based commercial general liability insurance coverage (including contractual liability and products and completed operations coverage) with at least \$1,000,000 per occurrence/\$2,000,000 aggregate.
- Automobile liability insurance with at least \$1,000,000 per accident.
- Umbrella coverage (in excess of the employer's liability, commercial general and automobile liability insurances) of at least \$5,000,000 per occurrence/aggregate.
- Errors and omissions/ professional liability insurance with at least \$2,000,000 per claim/aggregate.
- Cyber liability insurance with an annual total limit of at least \$1,000,000.
- Pollution liability/hazardous substances insurance of at least \$1,000,000.

Additional requirements apply. Appropriate insurance would need to be in place by transition contracting.

3.14.3. Financial Package

Proposals should include a financial statement package of no more than two pages (excluding appended items) including, at a minimum:

- A plan for financing the program, such as sources of working capital and payment plans for subcontractor reimbursement.
- Details of the risk management instruments and strategies that bidder employs for operating programs of this scope.
- A signed copy of the most recently-completed full-year financial statement reviewed or audited by an outside independent accounting firm, including balance sheet, income statement and cash flow statement. (Provide a complete copy of the independent auditor's or accountant's report, including footnotes, along with contact information and authorization to contact. Also provide a copy of any management letter or recommendations issued by the independent firm, which may be appended.)
- A copy of the most recently-completed interim or unaudited financials, noted as such (may be appended).
- The same information required by this section for any subcontractors that would play a significant role in program implementation and handling of program funds (if applicable).
- If the plan for financing the program includes external sources of funds, such as a bank line of credit, provide copies of in-force agreements.
- Three credit references.
- Bank reference information and authorization for Energy Trust or its representatives to contact regarding verification of financial information.
- Tax Identification Number (this information, plus an authorization for a financial credit check, will be required for finalists).
- List of all legal or administrative proceedings pending and concluded for bidder within the last five years that relate to procurement or performance of any public or private contracts.
- Statement about whether bidder or predecessors or any principal of the firm has been insolvent or declared bankruptcy within the past five years.
- D-U-N-S® Number from Dun & Bradstreet, if available.

4. Proposal Submittal Process

4.1. Intent to Respond/Interest in Teaming

See [Appendix B: Intent to Respond and Interest in Teaming](#).

All firms planning to submit a proposal in response to this RFP must submit the Intent to Respond form. This ensures that Energy Trust can communicate any updates or changes to the RFP to all bidders who are preparing proposals. Failure to submit **Appendix B: Intent to Respond** is grounds for disqualification.

All firms interested in teaming with other potential bidders on this work are encouraged to submit the Interest in Teaming Form. Firms that indicate interest in teaming will be added to a

list on Energy Trust's website at: <https://energytrust.org/about/explore-energy-trust/rfps-rfqs>. This list is meant to help facilitate connections between bidders.

Email the form(s) to Energy Trust by the date and time shown in **Section 1.1** to: ResidentialSolicitations@energytrust.org.

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

4.2. Questions and Requests for Clarification

*Any questions and/or requests for clarification or additional information regarding this RFP, including any questions that may arise during the informational pre-bid webinar, should be submitted via email and received by Energy Trust by the date and time listed in **Section 1.1** to ResidentialSolicitations@energytrust.org.*

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

Answers to questions submitted by email and received prior to the stated deadline will be published on Energy Trust's website by the date shown in **Section 1.1**. Energy Trust staff is not available for verbal conversations with individual bidders and will not respond to additional requests for information after the date listed in the schedule.

4.3. Pre-Bid Webinar

Energy Trust invites all potential bidders to attend an informational pre-bid webinar. This session will provide potential bidders with additional information about Energy Trust, its structure, the programs that are the subject of this RFP, roles and responsibilities, and interactions and coordination across Energy Trust and its program management and delivery teams. The presentation will be conducted via webinar and participation is encouraged. All attendees will be expected to identify themselves.

The date and time of the pre-bid webinar is listed in **Section 1.1**.

Register for the pre-bid webinar at:

<https://us06web.zoom.us/meeting/register/tZcvceiurz4uG9DKiyScL2gdxawcnBORxnNb>

4.4. Proposal Submittal and Method of Delivery

Proposals should be clear, complete and concise. Pages must be numbered, with sections clearly titled, with font no smaller than 11-point. For hard copy submissions, include labeled tabs for each section. Energy Trust requests that proposals be printed double-sided on 8.5-inch by 11-inch recycled paper and packaged without spiral bindings or non-recyclable binders/folders.

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

Submit proposal via email to ResidentialSolicitations@energytrust.org. Email should include a reference to this RFP (e.g., Proposal – Residential RFP).

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

Energy Trust will accept proposals no later than the date and time indicated in **Section 1.1**. Energy Trust will not be obligated to consider information received after this deadline.

4.5. Withdrawal and Modification of Proposals

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

4.6. Revisions to RFP

If revision of any part of this RFP becomes necessary, Energy Trust will issue an addendum and provide the addendum to all parties that submitted an **Appendix B: Intent to Respond and Interest in Teaming**. Potential bidders should contact Energy Trust if any inconsistencies or ambiguities are found in the RFP. Clarifications given by Energy Trust may become an addendum to the RFP.

4.7. Validity and Deadlines

Proposals should specify the date through which the proposal is valid. At a minimum, proposals should be valid for 180 days from the proposal receipt deadline.

5. Proposal Evaluation Process and Criteria

This section explains how Energy Trust will evaluate proposals, including descriptions of the evaluation stages and scoring criteria for proposals.

5.1. Proposal Selection Criteria

Proposal selection will be the sole responsibility of Energy Trust. A team of reviewers consisting of Energy Trust staff and experts from external organizations will evaluate the proposals. All external reviewers sign confidentiality agreements related to their review. Proposals may be eliminated from consideration at Energy Trust's sole discretion for any reason including, but not limited to:

- The prime bidder did not return an Intent to Respond/Interest in Teaming Form.
- The proposal is substantially incomplete or exceeds page limits.
- The proposal is not responsive to the objectives and requirements of this RFP.
- The proposal does not meet Energy Trust's minimum requirements for Diverse Contractor Spend.
- The prime bidder firm or team has not demonstrated financial stability.
- The proposal is inconsistent with Energy Trust policies or requirements.
- The proposal does not meet financial criteria.
- Energy Trust determines that a conflict of interest exists.

5.2. Proposal Evaluation and Notification of Interview

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

5.3. Scoring Criteria

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

Table 3: Scoring Criteria for Proposal Ranking and Selection

Criteria	Weight	Description
Cost and Energy Savings	40%	Budget aligned with program functions and proposed approaches Adequate FTE allocation for management and implementation Energy savings goals achievable and appropriate Competitive labor rates and subcontractor costs Competitive other direct costs

Competitive and reasonable transition costs		
Diversity, Equity and Inclusion	25%	<p>Prime bidder is COBID-certified and/or has demonstrated experience and success in the prime bidder's diversity, equity and inclusion hiring practices, policies and staffing.</p> <p>Demonstrated experience and success in diversity, equity and inclusion program design and implementation is embedded throughout the proposal.</p> <p>Strength of Contracting Plan and demonstrated experience with and ability to deliver on the Supplier Diversity Spend requirement.</p>
Strength and Cohesion of Bidder Team	20%	<p>Demonstrated management experience and technical ability to address the many components included in this RFP for the implementation of the program services.</p> <p>Demonstrated experience and success in residential program management and delivery, including:</p> <ul style="list-style-type: none"> • Budget Management • Forecasting and Market Intelligence • Invoicing and Reporting • Marketing • Customer Service • Outreach and Field Service • New Opportunity Development • Measure Development and Research • Offers and Initiatives • Cross-Program Coordination
Strength of Proposal	15%	<p>Proposal demonstrates understanding of program objectives and makes connections to Energy Trust's organizational goals and strategies.</p> <p>Proposal demonstrates understanding of challenges facing the program, customers and</p>

potential customers, and presents strategies and approaches to effectively overcome these challenges.

Proposal is concise and uses plain language to respond to required sections of the RFP.

6. Governing Provisions

All submitted proposals are subject to the following provisions:

6.1. Agreement to All Terms

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

6.2. Right to Accept or Reject

Energy Trust reserves the right to make multiple awards, reject any and all proposals and to waive any nonconformity in proposals received; to accept or reject any or all of the items in the proposal; or to award the contract in whole or in part as it is deemed in Energy Trust's best interest. Energy Trust may also choose to negotiate any details of proposals prior to contracting.

6.3. Criminal Record and Credit Check

Energy Trust may require bidders selected as finalists to this RFP to consent to a combined criminal record and credit check to proceed in the process. Energy Trust will obtain bidder's consent to proceed with these checks.

6.4. Confidentiality

Except in the case of litigation or other legal disclosure and/or audit requirements, Energy Trust will not disclose information submitted in response to an RFP to any third party.

6.5. Ownership of Responses

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

6.6. No Verbal Addendums

No verbal agreement or conversation made or had at any time with any officer, agent or employee of Energy Trust, nor any oral representation by such party shall add to, detract from, affect or modify the terms of this RFP. Any addendum to this RFP will be in written form.

6.7. Proposal Costs

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

6.8. Waiver of Claims

The bidder waives any right it might otherwise have to bring any claim, whether in damages or equity, against Energy Trust, Energy Trust Board of Directors or any of Energy Trust's agents, employees or contractors, with respect to any matter arising out of any process associated with this RFP.

6.9. Energy Trust Rights Reserved

Energy Trust reserves the right, in its sole discretion, to reject any or all proposals in whole or in part, to waive any minor irregularities or informalities in a proposal, and to enter into any

agreement deemed to be in its best interests. In addition to any other enumerated reserved rights and/or options as stated in this RFP, Energy Trust may in its sole discretion do any one or more of the following:

1. Determine which proposals are eligible for consideration in response to this RFP;
2. Disqualify proposals that do not meet the requirements of the program;
3. Negotiate with bidders to amend any proposal;
4. Select and negotiate and/or enter into agreements with bidders who are most responsive to the RFP and whose proposals best satisfy the interests of Energy Trust and not necessarily on the basis of price alone, or any other single factor;
5. 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;
6. Vary any timetable or schedule, add or change any provisions discussed herein;
7. Conduct any briefing session or further RFP process on any terms and conditions;
8. Suspend or modify the RFP process at any time; and/or
9. Enter into relationships with more than one bidder.

6.10. Resulting Contract

This RFP does not constitute an offer to contract with any party for any purpose. Energy Trust does not consider any response to this RFP to constitute an agreement to enter into any contract. Execution of a written contract with Energy Trust will be necessary to perform any of the work described in this RFP or any responding proposals. No award will be considered a commitment, and no obligations or legal relations shall exist between Energy Trust and any selected bidder(s) until a final and binding written contract has been executed by and between Energy Trust and the bidder(s).

Key terms in any resulting contract would include the following: appropriate license and certification requirements; timely and accurate invoicing requirements; requirements stating that written contracts with any of the subcontractors performing any portions of the program on behalf of contractor are required and must include provisions requiring adherence to specified requirements incumbent upon the contractor in its contract with Energy Trust; intellectual property provisions ensuring that work or product developed for the program shall be the property of Energy Trust; conflict of interest disclosure requirements; confidential information nondisclosure requirements; indemnification for third-party claims and limitation of liability provisions; and insurance requirements.

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

7. Appendices

- 7.1. Appendix A – Residential Program Territory**
- 7.2. Appendix B – Intent to Respond and Interest in Teaming**
- 7.3. Appendix C – Representation and Signature Page**
- 7.4. Appendix D – Pricing and Savings Proposal Template**
- 7.5. Appendix E – Residential Roles and Responsibilities**
- 7.6. Appendix F – Program Implementation Contracting Overview**
- 7.7. Appendix G – Information Technology Requirements**
- 7.8. Appendix H – Measures and Savings Data Workbook**
- 7.9. Appendix I – Outreach and Market Engagement**
- 7.10. Appendix J – Marketing Activities**
- 7.11. Appendix K – Customer Service and Call Center**
- 7.12. Appendix L – Operations and Controls**
- 7.13. Appendix M – Southwest Washington Operations**
- 7.14. Appendix N – Contracting Plan Template**
- 7.15. Appendix O – Solar**
- 7.16. Appendix P – Employee Data Template**
- 7.17. Appendix Q – MHR Offer Overview**