



**focus on energy**<sup>sm</sup>

Partnering with Wisconsin utilities

Agriculture and School & Government  
Sector Program  
Energy Efficiency Program Implementation  
Request for Proposals

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**REQUEST FOR PROPOSALS**

ISSUED BY:



**focus on energy**<sup>sm</sup>

Partnering with Wisconsin utilities

For

Business Programs:  
Agriculture and School & Government Sector Program  
**Energy Efficiency Program Implementation**

Proposal Due: Thursday, September 18, 2014 at 5:00 pm CST

**Issued: Thursday, August 14, 2014**



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**TABLE OF CONTENTS**

<b>DEFINITIONS</b> .....	<b>4</b>
<b>PART A</b> .....	<b>8</b>
<b>1.0 GENERAL INFORMATION</b> .....	<b>8</b>
1.1 Introduction.....	8
1.2 Overview of Focus on Energy .....	8
1.3 Overview of Current Programs .....	8
1.4 Governance Structure of Focus on Energy .....	10
<b>2.0 INFORMATION FOR BIDDERS</b> .....	<b>10</b>
2.1 Eligible Program Areas and Program Elements to Consider .....	10
2.2 Programs Not Included in this RFP .....	17
2.3 Restrictions .....	17
2.4 Cost-Effectiveness Calculator.....	19
2.5 SPECTRUM .....	19
2.6 Incentive Payments/Subcontractor Payments .....	20
2.7 Other Information .....	20
2.8 Intent to Bid .....	22
2.9 Schedule.....	22
<b>3.0 PREPARING AND SUBMITTING A PROPOSAL</b> .....	<b>23</b>
3.1 General Instructions .....	23
3.2 Proposal Format .....	24
<b>4.0 PROPOSAL SUBMISSION REQUIREMENTS</b> .....	<b>24</b>
4.1 Time and Place for Submission .....	24
4.2 Hard Copy Proposal Submission .....	24
4.3 Electronic Proposal Submission.....	24
4.4 Verification of Receipt of Proposal .....	25
4.5 RFP Updates .....	25
4.6 Errors or Omissions .....	25
4.7 RFP Withdrawal.....	25
4.8 Proposal Preparation Cost.....	25
4.9 Proposals Not Confidential .....	25
4.10 Program Conflicts Provisions .....	25
4.11 Post-Proposal Negotiation .....	26
4.12 Submission of Questions.....	26
4.13 Terms and Conditions of Submission .....	26
4.14 Program Implementation Experience.....	26
4.15 Financial Requirements .....	26
<b>5.0 PROPOSAL SELECTION AND CRITERIA</b> .....	<b>27</b>
5.1 Evaluation Committee .....	27
5.2 Preliminary Evaluation .....	27
5.3 Evaluation Process .....	27
5.4 Threshold Criteria .....	27
5.5 Evaluation Criteria .....	28



5.6	Proposal Review – Clarifications.....	29
5.7	Bidder Interview .....	29
<b>6.0</b>	<b>APPENDICES .....</b>	<b>29</b>
<b>PART B</b>	<b>.....</b>	<b>33</b>
<b>I.</b>	<b>COVER LETTER WITH COMPANY INFORMATION (NOT TO EXCEED 1 PAGE).....</b>	<b>33</b>
<b>II.</b>	<b>TECHNICAL APPROACH (NOT TO EXCEED 50 PAGES).....</b>	<b>33</b>
<b>III.</b>	<b>STAFFING PLAN (NOT TO EXCEED 5 PAGES).....</b>	<b>43</b>
<b>IV.</b>	<b>TRANSITION TIMELINE (NOT TO EXCEED 2 PAGES) .....</b>	<b>45</b>
<b>V.</b>	<b>PROPOSED BUDGET (NOT TO EXCEED 3 PAGES) .....</b>	<b>45</b>
<b>VI.</b>	<b>CONFLICT OF INTEREST DISCLOSURE .....</b>	<b>46</b>
<b>VII.</b>	<b>REFERENCES .....</b>	<b>46</b>
<b>VIII.</b>	<b>NON-COLLUSION STATEMENT.....</b>	<b>46</b>

## DEFINITIONS

When capitalized, whether in singular or plural, the following words and phrases shall have the following meanings:

- a. **Achieved Savings** means savings for which a payment approval workflow has been completed in SPECTRUM, and SPECTRUM indicates the Incentive is “pending export” to the Fiscal Agent.
- b. **Addendum** or **Addenda** means a written change to the Program Agreement, which is only effective when signed by both the Program Implementer and Program Administrator.
- c. **Agreement** means the contract and all Attachments for successful Bidder(s), as may be amended from time to time by mutual written consent of both Parties.
- d. **Agricultural Producer(s)** means a business engaged in the production of grain, livestock, milk, poultry, fruits, vegetables, bees and honey; fish; shellfish; or other common agricultural products in Wisconsin. Green houses, grain elevators (grain handling and drying operations) and feed mills are included as Agricultural Producers due to their close relationships with farms and farmers. Entities not considered to be Agricultural Producers are those that process raw agricultural products into intermediary or final products, including but not limited to milk and cheese processors, meat and poultry packing plants, fruit and vegetable processors and ethanol plants.
- e. **Application(s)** means a request for an Incentive for an eligible Measure(s) submitted by a Customer or Trade Ally.
- f. **Budget Cost Categories** means the Focus on Energy cost categories which include travel, marketing, labor, Program Implementer Subcontractor, and Incentives. The travel Budget Cost Category only includes allowable travel costs as set forth in the Program Agreement and in the *Focus on Energy Policy Manual*. The marketing Budget Cost Category does not include any labor associated with marketing or marketing materials production. Program Implementer Subcontractor costs must be allocated in the appropriate Budget Cost Categories on budgets and invoices. The Incentives Budget Cost Category includes Incentives paid to Customers and Trade Allies for Measures. For direct install Programs, the Incentives Budget Cost Category may also include the full cost of the Measure, as well as labor to install the Measure.
- g. **Business Day(s)** means days not including Saturday, Sunday or a Federal Holiday.
- h. **Business Incentive Program** or **BIP** means a Focus on Energy Program available to a Business Customer of an Energy Utility that does not qualify as a Large Energy User, School/Government/Agriculture Customer, or Chain Store and Franchise Customer.
- i. **Business Program(s)** means a portfolio of Focus on Energy efficiency and renewable energy programs offered to Customers of Wisconsin Energy Utilities taking service on non-residential rates or tariffs, and Agricultural Producers on residential rates or tariffs due to a residence attached to an Agribusiness. Business Programs are designed to target commercial, industrial, Agricultural Producers, schools, Local Units of Government, and non-local government Customers.
- j. **Commission** or **PSC** means the Public Service Commission of Wisconsin.
- k. **Committed Incentive(s)** means an Incentive in an Application for which a pre-approval workflow has been completed in SPECTRUM but the Incentives will not be paid until a future date.
- l. **Confidential Information** means (1) program participant-specific information and databases comprised of such information and (2) any information provided or made available by a party that (a) is marked as proprietary or confidential; (b) is orally identified as being confidential, followed by written confirmation of confidentiality within 30 days of such verbal identification.



- m. **Cost-Effectiveness Calculator** or **Calculator** means the MS Excel-based computer software tool that is used by Focus on Energy to calculate Program costs, savings and cost-effectiveness.
- n. **Customer(s)** means a current ratepayer of participating Wisconsin's Energy Utilities that purchases or installs Measures in the Focus on Energy Program.
- o. **Days Incentives Outstanding (DIO)** means the time in Business Days starting from the time that a Program Implementer enters a complete and accurate Incentive Application into SPECTRUM for payment review and ending on the day the Program Administrator approves the Incentive Application.
- p. **Effective Date** is January 1, 2015.
- q. **Effective Useful Life** means the median number of years of expected operation of a specific Measure, i.e. the time until half the units would be expected to have failed or been removed.
- r. **Eligible Cost(s)** means those costs that can be audited, are directly attributable to the Work, and are allowable under *Focus on Energy Policy Manual*.
- s. **Energy Utility** or **Energy Utilities** means, as defined in §196.374(1)(e) and the *Focus on Energy Policy Manual*, Investor-Owned Utilities, Retail Electric Cooperatives, Wholesale Electric Cooperatives, and Municipal Utilities that provide energy to Customers in Wisconsin.
- t. **Ex Ante Savings** means the energy savings values that are contained in the Cost-Effectiveness Calculator. For values that are not contained in the Cost-Effectiveness Calculator, Ex Ante Savings refers to values contained in approved Workpapers or the Technical Reference Manual.
- u. **Focus on Energy** means the statewide energy efficiency and renewable energy programs specified under Wis. Stat. §196.374(2)(a).
- v. **Focus on Energy Policy Manual** means the compilation of policies, as amended and revised from time to time, developed by Compliance Agent in conjunction with Program Administrator and Commission, which provides the rules, regulations and policies of Focus on Energy to be followed by Program Administrator, Program Implementers and others working for the Focus on Energy programs.
- w. **Free Rider(s)** means a Program Customer who would have installed Program Measures in the absence of the Program.
- x. **Incentive(s)** means funds, provided by Focus on Energy to a Customer or Trade Ally, which enable or facilitate the implementation of an energy efficiency or renewable energy project.
- y. **Large Energy User(s)** means a Customer of an Energy Utility that had, in any month of the preceding year, a monthly energy demand of at least 1,000 kW of electricity or 100,000 therms of natural gas and was billed at least \$60,000 by the Energy Utility. Large Energy Users include industrial, institutional and commercial facilities, such as paper mills, food processors, hospitals, hotels, 4-year university buildings, and 15 publically owned waste water plants.
- z. **Lifecycle Savings** means annual energy savings that are multiplied by the Estimated Useful Life.
- aa. **Measure(s)** means an energy-using appliance, piece of equipment, audit, or practice that will result in measurable, reduced energy usage at a comparable level of service. Measures may also refer to Program-qualified Renewable Resources.
- bb. **Notice to Proceed** or **NTP** means notice to proceed, which occurs when the Program Agreement is signed by both Parties.
- cc. **Party** or **Parties** means Program Administrator and Program Implementer, by and through their representatives.
- dd. **Performance** means implementation of the Work consistent with the requirements established and any applicable professional standards, and to the satisfaction of Program Administrator.



- ee. **Pipeline Savings** means savings from Committed Incentives that are expected to be achieved in subsequent calendar years.
- ff. **Program Evaluator** means the independent third party Contractor hired by Commission to evaluate the Performance of all programs administered by Program Administrator.
- gg. **Program Material(s)** means materials created for the Program, including but not limited to Program descriptions, web sites, fact sheets, brochures and advertisements.
- hh. **Project(s)** means a Measure or group of Measures on a single Customer Application.
- ii. **Realization Rate** means the ratio of gross savings to verified gross savings as per Appendix C of the 2013 Focus on Energy Evaluation Report.
- jj. **Renewable Resource(s)** means, as defined under §196.378(1)(h), a resource that derives energy from any source other than coal, petroleum products, nuclear power except as used in a fuel cell, and natural gas. "Renewable Resource" includes resources deriving energy from any of the following: Solar energy, wind power, water power, biomass, geothermal technology, tidal or wave action or fuel cell technology that uses a renewable fuel, as determined by Commission and as addressed in Commission's ruling 163778 under Docket 5-GF-191.
- kk. **Residential Program(s)** means the Focus on Energy efficiency and renewable energy portfolio of programs offered to Customers of the Wisconsin Energy Utilities taking service on residential rates.
- ll. **Small Business(es)** means a Customer of a participating Energy Utility that has an average monthly energy demand of 100 kW or less of electricity. Examples of Small Businesses include restaurants, laundromats, small offices, storage facilities, Producers on residential rates or tariffs due to a residence attached to an Agribusiness, lodging, town halls, public schools, and fire and police stations in towns with a population under 7,500. A renter in a commercial building, with the owner's permission, can be a Small Business Customer.
- mm. **Special Offering** means a limited time Program offering which may provide additional Incentives to existing Program offerings and may have additional energy savings associated with the Special Offering.
- nn. **SPECTRUM** means the Focus on Energy database that all program implementers are required to use for tracking and managing energy savings and usage; Customer relations; energy efficiency and renewable energy projects; Incentive payments and processing; Incentive approvals; Customer, property and utility information; marketing initiatives; workflows; approved Trade Allies; and contractor invoicing, budgeting approval and payment.
- oo. **Term of Agreement** is from January 1, 2015 to December 31, 2018.
- pp. **Total Contract Budget Amount** is defined in Article 5 of the Program Agreement.
- qq. **Trade Ally** or **Trade Allies** means any independent organization that participates in the Program to enable the delivery of the Program to end use Customers including, but not limited to, HVAC, insulation, and electrical contractors, builders, and retailers.
- rr. **Unverified Energy Savings Goals** means energy savings entered by Program Implementer and approved for payment by Program Administrator, but not yet verified by Program Evaluator.
- ss. **Wholesale Electric Cooperative** means, as defined under §16.957(1)(v), a cooperative association that is organized under ch. 185 for the purpose of providing electricity at wholesale to its members only.
- tt. **Work** means Program Implementer's functions, duties, and activities as set forth in the General Terms and Conditions, Specific Terms and Conditions, Scope of Work, and any other Attachments to the Program Agreement.
- uu. **Workpapers** means papers submitted by Program Implementer to Program Administrator that contain detailed justifications for any Measure-level values contained in the Focus on Energy Cost-Effectiveness Calculator. The justifications include engineering calculations, values from prior evaluation, measurement and control (EM&V) studies, or other technical

documentation deemed sufficient by the Program Administrator technical review group and Focus on Energy Program Evaluator.

Refer to the 2013 Focus on Energy Policy Manual for additional definitions, including:

- Compliance Agent
- Contract Administrator
- Contractor
- Fiscal Agent
- Investor-Owned Utility
- Local Unit(s) of Government
- Municipal Utility
- Program
- Program Administrator
- Program Implementer
- Program Implementer Subcontractor
- Retail Electric Cooperative
- Subcontractor

## PART A

### 1.0 GENERAL INFORMATION

#### I.1 Introduction

The Focus on Energy Program Administrator is issuing this Request for Proposals (“RFP”) for the selection of one (1) Program Implementer, or a Program Implementer with Program Implementer Subcontractor(s), to deliver energy efficiency programs for Business Customers under the Focus on Energy Agriculture and School & Government Sector Program. The purpose of this document is to provide Bidders with information to enable them to prepare and submit a proposal to perform all necessary program implementation functions. The Focus on Energy Program Administrator intends to use the results of this solicitation to award a contract to the successful Bidder for program implementation beginning January 1, 2015 through December 31, 2018. Selected Bidder(s) shall complete program design, transition and launch activities. Costs incurred by selected Program Implementer(s) for ramp-up and launch activities will come from the Total Contract Budget Amount. Selected Program Implementer(s) shall bill costs related to program design, transition, and launch from 2014 on the January 2015 invoice.

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

Program Implementer(s) and Program Implementer Subcontractor(s) will: 1) collaborate with the Program Administrator in designing an energy efficiency Program targeting Agriculture Customers and School & Government Customers; 2) conduct cost-effectiveness evaluation of the Measure mix and the Program area; 3) develop and implement marketing and outreach campaigns to encourage Customer participation; 4) engage Customers and the Trade Ally network; 5) process Incentives for Customers that complete eligible energy efficiency Measures; and 6) track and report on Program targets and goals.

#### I.2 Overview of Focus on Energy

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

Additional information on the Focus on Energy programs can be found at [www.focusonenergy.com](http://www.focusonenergy.com). In addition, several documents are available as appendices to this RFP to further assist Bidders in formulating a response.

#### I.3 Overview of Current Programs

##### *Background*



Wisconsin Act 141 requires Focus on Energy to budget at least ten percent (10%) of Program budget annually on Agricultural Producers and Local Units of Government Customers.<sup>1</sup> Focus on Energy includes schools within the Local Government sector. Prior to the first quarter of 2012, there were four sectors of Business Programs for Focus on Energy: 1) commercial; 2) industrial; 3) agricultural; and 4) schools and government. Each sector was implemented by a different program implementer. The Program Administrator moved away from the separate sector model for the program period from 2012 through the end of 2014, to tailor program processes to the Customer.

Currently, Agricultural Producers (“Ag Sector”) and Local Units of Government and school Customers (“S&G Sector”) are served by three Business Programs, including the Business Incentive Program (“BIP”), Large Energy Users Program (“LEUP”), and Small Business Program (“SBP”). Customers are divided between Programs by energy use.

Due to the legislative 10% spend requirement and the unique characteristics and challenges of serving Ag Sector and S&G Sector Customers, a separate Agriculture and School & Government Sector Program will begin in Program Year 2015 (“PY 2015”) to serve both sectors of Customers. As a stand-alone program, energy savings for the Ag Sector and S&G Sector have an opportunity to increase over the life of the program. Utilizing specific communications strategies and program approaches for each sector can lead to strong participation and high satisfaction from Ag and S&G Customers. It is anticipated that program delivery strategies, appropriate end uses, and effective marketing and outreach may differ significantly in Bidder proposals between the Ag Sector and S&G Sector.

#### *Agriculture, School, and Local Government Customers*

Customers in the Ag Sector include Agricultural Producers. Customers in the S&G Sector include certain categories of schools and “Local Units of Government” as defined by the Wisconsin legislature. Certain exclusions apply. For guidance, refer to Table 1 below.

<b>Table 1: Focus on Energy Business Customer Distribution</b>	
<b>Focus on Energy Program</b>	<b>Customers Served by Focus on Energy Programs</b>
<b>Business Incentive Program</b>	Business Customers not designated as Large Energy Users or Agricultural Producers.
<b>Small Business Program</b>	Business Customers in communities of 7,500 residents or less, with an average electric monthly demand of 100 kW or less (i.e. restaurants, laundromats, small offices, storage facilities, Agricultural Producers on residential rates or tariffs due to a residence attached to an Agribusiness, lodging, and local government facilities such as town halls, public schools, and fire and police stations).
<b>Large Energy Users Program</b>	Customers designated as Large Energy Users (excluding Agricultural Producers); publicly-owned wastewater facilities designated as Large Energy Users; private four-year colleges designated as Large Energy Users; and University of Wisconsin campuses.

<sup>1</sup> Act 141, Section 69, Article 196.374(2)2.b.

<b>Table 1: Focus on Energy Business Customer Distribution</b>	
<b>Focus on Energy Program</b>	<b>Customers Served by Focus on Energy Programs</b>
<b>Agriculture and School &amp; Government Sector Program</b>	<p><u>Agriculture Sector</u>: Agricultural Producers, including those designated as Large Energy Users.</p> <p><u>School &amp; Government Sector</u>: Tribes; Federal facilities; municipal buildings; county government buildings; K-12 public schools; K-12 private schools; community colleges; technical colleges; public and private colleges/ universities (except those designated as Large Energy Users); Local Units of Government facilities (town, city and county); and publicly-owned wastewater facilities that are not designated as Large Energy Users.</p>

#### **I.4 Governance Structure of Focus on Energy**

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

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

## **2.0 INFORMATION FOR BIDDERS**

### **2.1 Eligible Program Areas and Program Elements to Consider**

Through this solicitation, Focus on Energy is seeking proposals in the Program Areas listed in sections 2.1(a) and 2.1(b) below. Bidders shall include a proposal to serve both the Ag Sector and S&G Sector in one program.

#### *2.1(a) Eligible Program Area – Agriculture Sector*

Bidders are required to detail plans describing how to effectively run a cost-effective program serving all Customers in the Agriculture Sector.

Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application intake, Incentive processing, marketing, outreach, participation at events, technical review, recruitment, training and mentoring of Trade Allies, and Customer service. It is the Program Administrator's expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of Customers in this Program area.

In addition to providing plans for how to effectively run a cost-effective program serving Agriculture Sector Customers, Bidders are required to detail plans for fair and equitable geographic distribution throughout the state.

Bidders shall describe their approach to, and any experience, working with utility account representatives, or utility account managers, to effectively leverage utility relationships to reach agribusiness Customers to increase Customer participation in efficiency programs. Bidders shall describe their approach to, and any experience, working with agribusiness organizations, including local, state, and federal agencies. Bidders shall also describe their approach and experience in working with Trade Allies across the state that interact with agribusiness Customers.

Pipeline projects for eligible agriculture Customers will be transferred to the successful Bidder, including energy efficiency and renewable energy projects. Any pipeline project currently in BIP and LEUP that has not been paid by January 1, 2015, and will be Customers of the Agriculture and School & Government Sector Program, shall be transferred to the Agriculture and School & Government Sector Program on January 1, 2015. Refer to Table 1 for Customer designations. This includes projects that are in the process of pre-approval and projects that have been pre-approved. The successful Bidder shall work with current Program Implementers handling projects for a smooth transition to the Agriculture and School & Government Sector Program.

In a proposal to implement the Program to Agriculture Sector Customers, Bidders shall include the following elements:

1. **A comprehensive approach.** Bidders are required to detail plans describing how to effectively run a cost-effective comprehensive prescriptive and custom incentive program serving the Ag Sector.
  - a. **Prescriptive Incentives.** Prescriptive Incentives will be for high-efficiency Measures where the Measure savings do not depend on site-specific analysis. Bidders shall review the current list of Focus on Energy prescriptive Measures (see [www.focusonenergy.com](http://www.focusonenergy.com)). Bidders shall propose a list of Measures specific to the Ag Sector and provide strategies to increase Customer uptake of cost-effective Measures.
    - i. **Additional Measures:** Bidders are not required to offer all prescriptive Measures currently in the Focus on Energy Business Programs. Bidders shall propose to offer Measures that are specialized to agriculture Customers. However, any Measure in the current Focus on Energy Business Programs that Bidders propose to offer to Ag Sector Customers shall include the same base Incentive amount as the current offering. Bidders may propose additional cost-effective prescriptive Measures applicable to agriculture Customers.
  - b. **Custom Incentives:** Custom Incentives will be for Measures where savings depend on site-specific analysis. Bidders shall not propose changes to the Custom Incentive structure, and shall use the same workbooks.
    - i. **Technical Assistance.** Bidders shall propose a plan to provide technical assistance to Customers with custom Measure analysis on complex projects.
2. **A detailed marketing and outreach plan.** Bidders shall provide a specific marketing and outreach plan to effectively reach Agriculture Customers, taking into account the unique characteristics of the dispersed agribusiness Customer segment and specific communication strategies. Bidders shall include a marketing and outreach plan with the following elements:
  - a. **Overall Strategy.** Bidders shall include a comprehensive approach to communications with Customers, Trade Allies, and other interested parties, which may include utilizing upstream, midstream, or downstream approaches. Bidders shall answer the following questions:



- i. How will the proposed marketing and outreach plan support the Program goals?
      - ii. How will the Bidder use outreach in one Program area (e.g. a school Future Farmers of America (“FFA”) group or grain elevators) to reach out to another Program area such as the Agriculture community?
  - b. Mission Statement. Bidders shall include a marketing and outreach mission statement, answering the following question:
    - i. What is the marketing and outreach plan trying to accomplish, and why?
  - c. Market Segments and Targets. Bidders shall describe plans to segment this group of Customers, including the following information:
    - i. How will the Ag market be segmented and which segments are priority segments and why? (e.g. segmentation may be by type and/or size of operation, by Measure(s) or geographically, etc.)
    - ii. How will marketing activities differ among segments?
    - iii. How will the Bidder ensure that all Customers have access to the Program?
  - d. Outreach Strategy. Bidders shall propose a specific outreach strategy in the marketing and outreach plan, including information in the categories detailed below.
    - i. Communication channels:
      1. How will the Bidder identify communications channels appropriate for agriculture Customers?
      2. What are the existing communications channels and how will the Bidder utilize them?
      3. How will the Bidder use communications channels to foster word-of-mouth among agriculture Customers?
    - ii. Customers:
      1. The Bidder shall describe a plan to ensure that non-targeted Customers across Wisconsin will have access to the Program.
      2. The Bidder shall describe a plan for how the program will lead to personalized attention for Ag Customers and ensure that the personalized attention leads to increased savings.
    - iii. Trade Allies:
      1. Which Trade Allies or Ag organizations (e.g. measure vendors, Stray Voltage programs, rural cooperatives) will be enlisted to help deliver specific Measures or help target specific Customer segments?
      2. How will the Bidder recruit and leverage the Trade Ally community for cost-effective lead generation and a consultative Customer approach?
      3. What does the Bidder project for total Trade Ally delivered savings in the Ag Sector?
    - iv. Guide for Customers and Trade Allies:
      1. Bidders shall describe a plan to provide a document or best practice guide available to the Ag Sector to educate and inform eligible Customers and Trade Allies about the Program (i.e. a description of high impact Measures, Program processes, opportunities to receive an energy audit or assessment).
  - e. Promotion and Rebate Plan. Bidders proposing higher Incentives for Agriculture Sector Customers as detailed in item 1 below should answer the following questions:
    - i. What special promotions are planned for target markets or Trade Ally groups and why?
    - ii. What segments, Measures or ally actions may receive special bonuses, when and why?
  - f. Technology or Media. Bidders shall describe how technology or media will be utilized in the Program, answering the following questions:
    - i. What, if any, technologies will the Bidder use to efficiently reach and communicate with Customers and Trade Allies?
    - ii. How will print or broadcast media be used in outreach and communications?
  - g. Budget. Bidders are required to propose a separate marketing and outreach budget (see Table 10, Proposed Budget by Category). Bidders shall provide additional marketing and outreach budget details, answering the following question:
    - i. How much budget will be spent on marketing and outreach, and on what activities?

- h. Metrics. Bidders shall propose measurement metrics, answering the following question:
  - i. How will the Bidder measure marketing and outreach results and determine improvements?

In a proposal to implement the Program to Agriculture Sector Customers, Bidders may include:

1. **Higher Incentives**. Bidders may propose higher Incentives in the Program proposal for either prescriptive or custom Incentives, available to the Ag Sector Customer base on a consistent basis (i.e. a higher Incentive may be applicable to agriculture-specific equipment upgrades, or seasonally as appropriate, leading to uptake in program participation and increased energy savings). Bidders proposing to offer higher Incentive(s) to Customers shall provide offering details and explain why higher Incentive(s) are necessary. Proposed higher Incentives shall be consistently offered to Customers to minimize market confusion.
2. **Energy audits or assessments**. Bidders may propose to offer energy audits or assessments to qualifying agriculture Customers.
  - a. Process. Bidders may propose a step-by-step process to offer audits or assessments to Customers, including a plan to educate Customers about energy savings opportunities and projects that qualify for program Incentives. Bidders shall describe whether an audit or assessment will be accompanied by direct install Measures, and if so, identify the proposed Measures. Additional information such as the Customer's key service providers (i.e. an electrician, plumber and other vendors who might install efficient Measures) should also be included as part of the data collection. If Bidders propose to include an audit as a program component, Bidder shall describe evidence and a plan to ensure that audits will generate savings, and not just be "informational only."
  - b. Type of audit: Audits or assessments may involve desk and/or "in-person" audits. Bidders shall describe the selected approach and a plan for implementation.
  - c. Audit or Assessment Tool. Bidders shall describe any audit or assessment tool or software utilized by the company, answering the following questions:
    - i. Whether a tool is currently in operation;
    - ii. If a tool is in operation, information about its functionality and capabilities; and
    - iii. If a tool is in operation, how it will be utilized.
3. **Trade Ally Incentives**. Bidders may propose a plan to offer additional Trade Ally Incentives to increase uptake in the Program, either as a percentage of the Incentive amount or tied to the number of Incentives completed by a Trade Ally. Budget for this type of Incentives will be included in the Incentive cost category.
4. **Direct Install component**. Bidders may propose a program including a direct install component for Ag Sector Customers, not already covered under the Small Business Program. Bidders proposing a direct install component are required to demonstrate it is cost-effective, describe the process to reach Customers, and describe a plan to increase uptake of additional Measures in the Program. Bidders proposing a direct install program component targeting Agricultural Producers may be requested to coordinate with the currently operating Small Business Program (see [Focus on Energy Small Business](#)).
5. **Behavior-based Energy Efficiency**. Bidders may propose to offer a behavior-based energy efficiency option to eligible Agriculture Customers. Bidders proposing this program component should detail any experience offering behavior-based changes to Customers through this type of program. "Behavior-based" energy efficiency refers to energy savings that result from behavior changes rather than installation of more efficiency Measures.

In a proposal to implement the Program to Agriculture Sector Customers, Bidders shall not include:

1. **Financing**. Bidders shall not propose a financing program for Ag Sector Customers. Offering financing may face many challenges, including set up costs, institutional utility barriers, and complicated lending laws at the state and federal level.
2. **Midstream lighting approach**. Bidders shall not propose a midstream lighting program component. Bidders may propose other midstream approaches applicable to Ag Sector Customers.
3. **Renewable Measures**. Bidders shall not propose offering renewable Measures to Customers. However, the successful Bidder will be required to process renewable Measures and renewable pipeline projects at the direction of Program Administrator.

### 2.1(b) Eligible Program Areas – School & Government Sector

Bidders are required to detail plans describing how to effectively run a cost-effective program serving all Customers in the School and Government Sector. Publically-owned wastewater facilities designated as Large Energy Users and University of Wisconsin campuses are excluded from the S&G Sector.

Bidders are responsible for all aspects of the Program Area implementation including but not limited to: application intake, Incentive processing, marketing, outreach, participation at events, technical review, engaging Trade Allies, and Customer service. It is the Program Administrator's expectation that Bidders have the technical expertise and knowledge to effectively meet the needs of Customers in this Program area.

In addition to providing plans for how to effectively run a cost-effective program serving S&G Sector Customers, Bidders are required to detail plans for fair and equitable geographic distribution throughout the state.

Bidders shall also describe their approach to, and any experience, working with organizations related to the S&G Sector, including local, state, and federal agencies. Bidders shall also describe their approach and experience in working with Trade Allies across the state that interact with S&G Sector Customers.

Pipeline projects for eligible S&G Sector Customers will be transferred to the successful Bidder, including energy efficiency and renewable energy projects. Any pipeline project currently in BIP and LEUP that has not been paid by January 1, 2015, and will be Customers of the Agriculture and School & Government Sector Program shall be transferred to the Agriculture and School & Government Sector Program on January 1, 2015. Refer to Table 1 for Customer designations. This includes projects that are in the process of pre-approval and projects that have been pre-approved. The successful Bidder shall work with current Program Implementers handling projects for a smooth transition to the Agriculture and School & Government Sector Program.

In a proposal to implement the Program to School & Government Sector Customers, Bidders shall include the following elements:

1. **A comprehensive approach.** Bidders are required to detail plans describing how to effectively run a cost-effective comprehensive prescriptive and custom Incentive program serving School & Government Sector Customers, which includes the following elements:
  - a. **Prescriptive Incentives.** Prescriptive Incentives will be for high-efficiency Measures where the Measure savings do not depend on site-specific analysis. Bidders shall review the current list of Focus on Energy prescriptive Measures (see [www.focusonenergy.com](http://www.focusonenergy.com)). Bidders shall propose a list of Measures specific to the School & Government sector and provide strategies to increase Customer uptake of cost-effective Measures.
    - ii. **Additional Measures:** Bidders are not required to offer all prescriptive Measures currently in the Focus on Energy Business Programs. Bidders shall propose to offer Measures that are specialized to S&G Sector Customers. However, any Measure in the current Focus on Energy Business Programs that Bidders propose to offer to S&G Sector Customers shall include the same base Incentive amount as the current offering. Bidders may propose additional cost-effective prescriptive Measures applicable to S&G Sector Customers.
  - b. **Retrocommissioning (“RCx”):** Bidders shall include RCx as a Program Measure available to S&G Sector Customers. In addition to achieving energy savings, RCx also results in improved operation and maintenance practices, with longer term efficiency gains. Bidders shall review the current RCx Measure available through BIP and LEUP and propose a plan to offer this Measure to School and Government Customers (see [Focus on Energy Retrocommissioning](#)).
    - i. **Note:** The successful Bidder will be required to utilize the same workbooks as well as the same Technical Service Provider (“TSPs”) and Retrocommissioning Service Providers (“RSPs”) as the current Program (i.e. BIP and LEUP). The successful Bidder may bring in new providers through the Program Administrator-approved process.

- c. Custom Incentives: Custom Incentives will be for Measures where savings depend on site-specific analysis. Bidders shall not propose changes to the Custom Incentive structure, and shall use the same workbooks.
  - i. *Technical Assistance*. Bidders shall propose a plan to provide technical assistance to Customers with custom Measure analysis on complex projects.
- 2. **A detailed marketing and outreach plan**. Bidders shall provide a specific marketing and outreach plan to effectively reach School and Government Customers, taking into account the unique characteristics of the Customer segment and specific communication strategies. Bidders shall include a marketing and outreach plan with the following elements:
  - a. Overall Strategy. Bidders shall include a comprehensive approach to communications with Customers, Trade Allies, and other interested parties, which may include utilizing upstream or downstream approaches. Bidders shall answer the following questions:
    - i. How will the proposed marketing and outreach plan support the Program goals?
    - ii. How will the Bidder use outreach in one Program area (e.g. a school FFA group) to reach out to another Program area such as the Agriculture community?
  - b. Mission Statement. Bidders shall include a marketing and outreach mission statement, answering the following question:
    - iii. What is the marketing and outreach plan trying to accomplish, and why?
  - i. Market Segments and Targets. Bidders shall describe plans to segment this group of Customers, including the following information:
    - i. How will the S&G market be segmented and which segments are priority segments and why? (e.g. segmentation may be by type and/or size of S&G Sector Customer, by Measure(s), geographically, etc.)
    - ii. How will marketing activities differ among segments?
    - iii. How will the Bidder ensure that all Customers have access to the Program?
  - j. Outreach Strategy. Bidders shall propose a specific outreach strategy in the marketing and outreach plan, including information in the categories detailed below.
    - i. Communication channels:
      - 1. How will the Bidder identify communications channels appropriate for S&G Sector Customers?
      - 2. What are the existing communications channels and how will the Bidder utilize them?
      - 3. How will the Bidder use communications channels to foster word-of-mouth among S&G Sector Customers?
    - ii. Customers:
      - 1. The Bidder shall describe a plan to ensure that non-targeted Customers across Wisconsin will have access to the Program.
      - 2. The Bidder shall describe a plan for how the Program will lead to personalized attention for S&G Sector Customers and ensure that the personalized attention leads to increased savings.
    - iii. Trade Allies:
      - 1. Which Trade Allies or S&G organizations will be enlisted to help deliver specific Measures or help target specific Customer segments?
      - 2. How will the Bidder recruit and leverage the Trade Ally community for cost-effective lead generation and a consultative Customer approach?
      - 3. What does the Bidder project for total Trade Ally delivered savings in the S&G Sector?
    - iv. Community Outreach:
      - 1. Bidders shall propose a plan to encourage School & Government Customer participants to promote energy efficiency Measures to their communities (i.e. students, teachers, and families for schools, or residents and businesses for municipalities). Both schools and local governments are trusted messengers and have multiple means of access to their communities.
      - 2. Bidders shall consider program designs that require School and Government Customer participants, as part of their implementation efforts, to promote and disseminate energy efficiency information to their

- constituents. Key components of such an approach may entail sharing information with constituencies about energy efficiency programs and incentives, celebrating and emphasizing their own energy efficiency accomplishments, and using existing forums and channels to promote energy efficiency.
3. This approach calls on schools and local governments to fully embrace the role of leading their communities by example. Bidders should demonstrate knowledge of Wisconsin-specific channels to reach School & Government Customers in Wisconsin.
  - k. Promotion and Rebate Plan. Bidders proposing higher Incentives for S&G Sector Customers as detailed in item 1 below should answer the following questions:
    - i. What special promotions are planned for target markets or Trade Ally groups and why?
    - ii. What segments, Measures or ally actions may receive special bonuses, when and why?
  - l. Technology or Media. Bidders shall describe how technology or media will be utilized in the Program, answering the following questions:
    - i. What, if any, technologies will the Bidder use to efficiently reach and communicate with Customers and Trade Allies?
    - ii. How will print or broadcast media be used in outreach and communications?
  - m. Budget. Bidders are required to propose a separate marketing and outreach budget (see Table 10, Proposed Budget by Category). Bidders shall provide additional marketing and outreach budget details, answering the following question:
    - i. How much budget will be spent on marketing and outreach, and on what activities?
  - n. Metrics. Bidders shall propose measurement metrics, answering the following question:
    - i. How will the Bidder measure marketing and outreach results and determine improvements?

In a proposal to implement the Program to School & Government Sector Customers, Bidders may include:

1. **Higher Incentives**. Bidders may propose higher Incentives in the Program proposal for prescriptive or custom Measures, available to the S&G Sector Customer base on a consistent basis (i.e. a higher Incentive may be applicable to S&G Sector-specific equipment upgrades, or seasonally as appropriate, leading to uptake in program participation and increased energy savings). Bidders proposing to offer higher Incentive(s) to Customers shall provide offering details and explain why higher Incentive(s) are necessary.
2. **Direct Install component**. Bidders may propose a Program including a direct install component for S&G Sector Customers, not already covered under the Small Business Program. Bidders proposing a direct install component are required to demonstrate it is cost-effective, describe the process to reach Customers, and describe a plan to increase uptake of additional Measures in the Program. Bidders proposing a direct install program component targeting S&G Customers may be requested to coordinate with the currently operating Small Business Program (see [Focus on Energy Small Business](#)).
3. **Energy audits or assessments**. Bidders may propose to offer energy audits or assessments to qualifying School & Government Sector Customers.
  - a. Process. Bidders may propose a step-by-step process to offer audits or assessments to Customers, including a plan to educate Customers about energy savings opportunities and projects that qualify for program Incentives. Bidders shall describe whether an audit or assessment will be accompanied by direct install Measures, and if so, identify the proposed Measures. Additional information such as the Customer's key service providers (i.e. electrician, plumber and other vendors who might install efficient Measures) should also be included as part of the data collection. If Bidder proposes to include an audit as a program component, Bidder shall describe evidence and a plan to ensure that audits will generate savings, and not just be "informational only."
  - b. Type of audit: Audits or assessments may involve desk and/or "in-person" audits. Bidders shall describe the selected approach and a plan for implementation.
  - c. Audit or Assessment Tool. Bidders shall describe any audit or assessment tool or software utilized by the company, answering the following questions:
    - i. Whether a tool is currently in operation;



- ii. If a tool is in operation, information about its functionality and capabilities; and
  - iii. If a tool is in operation, how it will be utilized.
4. **Trade Ally Incentives.** Bidders may propose a plan to offer additional Trade Ally incentives to increase uptake in the Program, either as a percentage of the Incentive amount or tied to the number of Incentives completed by a Trade Ally. Budget for this type of incentives will be included in the Incentive cost category.
5. **Behavior-based Energy Efficiency.** Bidders may propose to offer behavior-based energy efficiency option to eligible S&G Sector Customers. Bidders proposing this program component should detail any experience offering behavior-based changes to Customers through this type of program. “Behavior-based” energy efficiency refers to energy savings that result from behavior-changes rather than installation of more efficiency Measures.

In a proposal to implement the Program to School & Government Sector Customers, Bidders shall not include:

1. **Financing.** Bidders shall not propose a financing program for S&G Customers. Offering financing may face many challenges, including set up costs, institutional utility barriers, and complicated lending laws at the state and federal level.
2. **Midstream approach.** Bidders shall not propose a midstream component of the Program.
3. **Renewable Measures.** Bidders shall not propose offering renewable Measures to Customers. However, the successful Bidder will be required to process renewable Measures and renewable pipeline projects at the direction of Program Administrator.

## 2.2 Programs Not Included in this RFP

At this time, Focus on Energy will not be seeking proposals in the Program Areas or Measures listed below. Bidders shall not address the below listed Program Areas or Measures in their responses.

- Residential and Business Program Areas and Measures:
  - Renewables.
  - Codes and Standards.
  - Financing.
  - Low Income Customers.

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

### 2.2.1 Renewable Energy Resources

Renewable energy resources and related Incentives are currently under review by the Commission in the Quadrennial Planning Process II. The successful Bidder will be required to process renewable Measures and renewable pipeline projects at the direction of Program Administrator in calendar year 2015.

## 2.3 Restrictions

### 2.3.1 Bidder Requirements

Bidders must demonstrate successful experience and expertise in the area(s) in which they are bidding. It is the Program Administrator’s expectation that Bidders are knowledgeable in subject matter and have the technical expertise and capability to effectively serve Customers in these Program Areas. Bidders who have an established presence in Wisconsin will be given additional points. In addition, Bidders must have financial strength as outlined in Section 4.16. Bidders must have strong recommendations from previous clients.

Successful Bidders will be required to open an office in Wisconsin if they do not already have a Wisconsin presence. Any staff of the successful Bidder billing more than twenty-five percent (25%) of time to the Program annually must be located in Wisconsin.

### 2.3.2 Bidder Restrictions

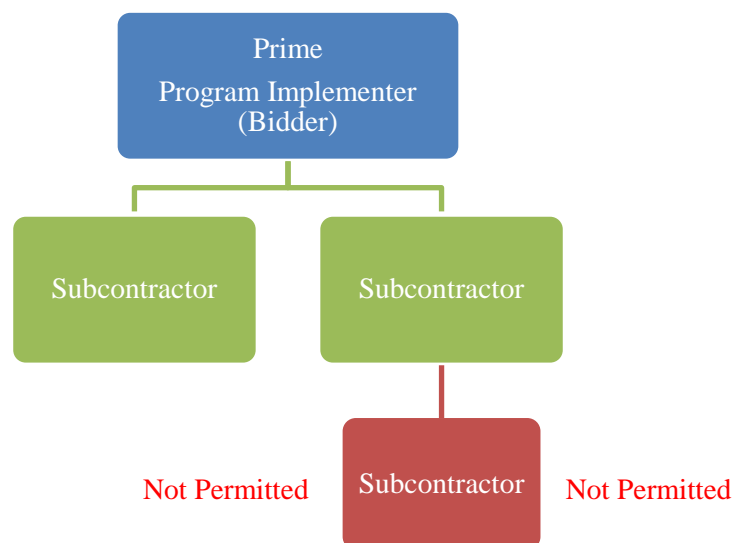
The following restrictions are in effect for Bidders interested in submitting a proposal under this solicitation:

- Firms that are either prime or sub-contractors to Focus on Energy, including the Program Administrator, Independent Evaluator, Fiscal Agent or Compliance Agent are not eligible to bid on this RFP. However, current Focus on Energy Program Implementers and Program Implementer Subcontractors are eligible to bid on this RFP.
- An organization serving as a Program Implementer or Program Implementer Subcontractor on more than one (1) Focus on Energy Program shall not have more than thirty percent (30%) of the total Business Portfolio budget.
- Firms that are implementing voluntary utility programs for Wisconsin utilities and firms that are implementing Commitment to Community (CTC) programs that serve Customers, either as prime or sub-contractors, may bid on this solicitation. However, in order to eliminate any perceived conflict of interest, a successful Bidder shall be required to choose to implement either the utility voluntary program/Commitment to Community program or the Focus on Energy program.

### 2.3.3 Subcontractor Restrictions

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

**Diagram 1. Accepted Subcontractor Structure**



## 2.4 Cost-Effectiveness Calculator

Bidders must use the Focus on Energy Cost-Effectiveness Calculator to calculate program cost-effectiveness, including a modified Total Resource Cost (TRC) test and Program Administrator Cost (PAC) test and program savings, including annual incremental and cumulative annual savings (kW, kWh, therms). Bidders shall manually enter budget and energy savings values in the Cost-Effectiveness Calculator. Bidders shall not change established values in the Cost-Effectiveness Calculator. The Cost-Effectiveness Calculator is available in Appendix G. The Cost-Effectiveness Calculator User Manual is available in Appendix H. The Focus on Energy Cost-Effectiveness Calculator is listed in Table 2 below.

**Table 2. Focus on Energy Cost-Effectiveness Calculator**

Program Area	Focus on Energy Cost-Effectiveness Calculator
Business Programs: <ul style="list-style-type: none"> <li>• <b>Agriculture and School &amp; Government Sector Program</b></li> </ul>	Focus on Energy Business Programs Calculator – <b>Agriculture and School &amp; Government Sector Program.</b>  NOTE: “Blank” fields will be included in the calculator for bidders proposing additional “prototypical” prescriptive and Custom Measures they forecast installing through the program. If Bidders propose additional Measures, Bidders will provide supporting documentation for those Measures. Bidders who use the “blank” Calculator fields are encouraged to attend at least one of the Calculator webinar trainings.

### 2.4.1 Cost-Effectiveness Calculator Training

Training on the Cost-Effectiveness Calculator will be available to Bidders on the following dates:

- Thursday, August 28 at 3:00-4:30 pm (CST)
- Wednesday, September 3 at 1:00-2:30pm (CST)

## 2.5 SPECTRUM

The Program Administrator and SEERA, in cooperation with the PSC, utilize SPECTRUM, a comprehensive web-based data-tracking system. SPECTRUM tracks and manages:

- Energy savings.
- Customer relations.
- Energy efficiency and renewable energy projects.
- Incentive payments and processing.
- Incentive approvals.
- Customer, property and utility information.

- Workflows.
- Contractor invoicing, budgeting approval and payment.
- Approved Focus on Energy Trade Allies.

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

## 2.6 Incentive Payments/Subcontractor Payments

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

## 2.7 Other Information

### 2.7.1 Goals

Focus on Energy currently operates under lifecycle gross energy savings targets for kWh and therms, and gross annual energy savings targets for kW.

For reference, in Program Year 2013 (“PY 2013”), Program Implementers for BIP, LEUP, and SBP had contractual spending requirements to serve Ag and S&G Customers and meet the 10% statutory spend requirement of Wisconsin Act 141. In total, the Program Administrator met the requirement in PY 2013 through BIP, LEUP, and SBP, with approximately forty percent (40%) of program budget from BIP spent on Ag and S&G Customer projects; ten percent (10%) from SBP; and four percent (4%) from LEUP. For the purposes of this RFP, Bidders will be proposing four-year cumulative goals, corresponding to calendar years 2015, 2016, 2017, and 2018. Savings targets are not yet final for 2015, 2016, 2017, and 2018 per the Quadrennial Planning Process-II.

Tables 3 and 4 below include the total Achieved Savings and Incentives budget spend for applicable Focus on Energy Programs serving Ag and S&G Customers in PY 2013. Gross annual savings totals and total Incentive budget spend in PY 2013 for BIP, LEUP, and SBP are included for reference purposes.

<b>Table 3: PY 2013 Achieved Savings for Ag and S&amp;G Sectors (gross annual)</b>			
<b>Focus on Energy Program</b>	<b>Total Achieved Savings from S&amp;G (gross annual)</b>	<b>Total Achieved Savings from Ag (gross annual)</b>	<b>Total Program Achieved Savings (gross annual)</b>
<b>Business Incentive Program</b>	6,654 kW 41,109,387 kWh 4,042,357 therms	3,716 kW 26,128,848 kWh 170,067 therms	25,110 kW 174,192,317 kWh 6,541,030 therms
<b>Small Business Program</b>	1,856 kW 140,118 kWh 7,180 therms	148 kW 0 kWh 0 therms	18,556 kW 1,429,771 kWh 135,476 therms
<b>Large Energy Users Program</b>	397 kW 3,316,598 kWh 400,120 therms	0 kW 0 kWh 0 therms	14,691 kW 114,365,452 kWh 7,845,487 therms

<b>Focus on Energy Program</b>	<b>Actual Ag Incentive Spend</b>	<b>Actual S&amp;G Incentive Spend</b>	<b>Total Ag/S&amp;G Incentive Spend</b>	<b>Total Program Incentive Budget Spend</b>
<b>Business Incentive Program</b>	\$1,887,115.96	\$4,105,229.27	\$5,992,345.23	\$14,930,559.00
<b>Small Business Program</b>	\$72,443.64	\$1,183,674.00	\$1,256,117.64	\$11,929,143.00
<b>Large Energy Users Program</b>	\$1,480.00	\$388,542.17	\$390,022.17	\$9,544,181.15

### 2.7.2 Budget

For this RFP, the estimated total target budget for all programs resulting from this solicitation is \$9.1 million annually for 2015-2018, totaling \$36.4 million. The budgets for 2015-2018 are not yet final as final planning for the next quadrennial will occur after release of the Quadrennial Planning Process II order. However, Bidders should assume the Program area budgets listed in Table 5 for planning purposes in responding to this solicitation. The estimated budget includes both Incentives and non-Incentives. The goal is to minimize non-Incentive costs. Incentive amounts may be no less than sixty percent (60%) of the Total Program Budget, but in many cases represent far more than sixty percent (60%) of the Total Program Budget. The Incentive Budget as a percentage of Total Program Budget may be the subject of negotiation with the successful Bidder.

Actual Program Area budgets may be changed during the contract negotiation process based on total budget actually available, the costs of the various proposals received, the portfolio balancing process and other factors. Budgets for 2015-2018 may be adjusted throughout the Term of Agreement based on actual program performance as well as performance of other programs in the Focus on Energy portfolios.

**Table 5: Estimated Budgets by Year, by Program Area (For Planning Purposes)**

<b>Agriculture and School &amp; Government Sector Program</b>	<b>2015 Budget</b> (in millions of dollars)	<b>2016 Budget</b> (in millions of dollars)	<b>2017 Budget</b> (in millions of dollars)	<b>2018 Budget</b> (in millions of dollars)
Agriculture Sector	\$3	\$3	\$3	\$3
School and Government Sector	\$6.1	\$6.1	\$6.1	\$6.1
<b>Total</b>	<b>\$9.1 (est.)</b>	<b>\$9.1 (est.)</b>	<b>\$9.1 (est.)</b>	<b>\$9.1 (est.)</b>

Budget for planning and ramp-up activities that the successful Bidder incurs in 2014 shall come from the Total Contract Budget Amount.

### 2.7.3 *Cost-Effectiveness: Program-Level*

Focus on Energy requires that the total program offerings under the Business Programs Portfolio and the Residential Programs Portfolio result in an overall Total Resource Cost (“TRC”) cost-benefit ratio of a minimum of one (1.0) that is calculated consistently with the Commission’s decisions in the Quadrennial Planning Process II.

Bidders are required to use the Focus on Energy Cost-Effectiveness Calculator to evaluate Program cost-effectiveness. The Agriculture and School & Government Sector Program is required to have a TRC of 1.0 or higher.

### 2.7.4 *Contract Period*

Focus on Energy is seeking to deliver energy efficiency programs that will launch January 1, 2015 and will end December 31, 2018.

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

### 2.7.5 *Program Coordination*

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

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

## 2.8 **Intent to Bid**

Potential Bidders are required to submit an e-mail notification of intent to submit a proposal in response to this RFP by Tuesday, August 26, 2014 at 5:00pm CST. A confirmation receipt will be sent by the Program Administrator to the Bidder. This notice will also help the Focus on Energy Program Administrator plan and manage the bid process. A Bidder’s e-mail notice of intent to bid should be submitted to:

**To:** Focus on Energy  
**Attention:** Ag/S&G Programs RFP  
**E-mail:** [RFP@focusonenergy.com](mailto:RFP@focusonenergy.com)  
**Subject line:** Intent to Bid

## 2.9 **Schedule**

Listed in Table 6 below are key dates in this solicitation.

**Table 6: Key Dates**

Key Event	Key Date
RFP Release	Thursday, August 14, 2014

Key Event	Key Date
<p><b>Intent to Bid (Required)</b> Bidders responding to this RFP are requested to notify <a href="mailto:RFP@focusonenergy.com">RFP@focusonenergy.com</a> of their intent to bid.</p> <p>Bidders shall provide main contact person (name, address, phone, e-mail). Any further communications about the bid after this date will only go to Bidders that have expressed intent to bid.</p>	Tuesday, August 26, 2014 by 5:00 pm CST.
<p><b>Training on Focus on Energy Cost-Effectiveness Calculator</b> (2 sessions)</p>	<p>Thursday, August 28, 2014 at 3:00-4:30 pm CST. Wednesday, September 3, 2014 at 1:00-2:30 pm CST.</p>
<p><b>Bidder Questions Due to:</b> <a href="mailto:RFP@focusonenergy.com">RFP@focusonenergy.com</a></p>	Tuesday, September 2, 2014 by 5:00 pm CST.
<p><b>Bidder Q&amp;A Document</b></p>	Added to <a href="https://focusonenergy.com/rfp-postings">https://focusonenergy.com/rfp-postings</a> and sent to all registered Bidders by Wednesday, September 10, 2014.
<p><b>Focus on Energy Webinar - Bidder Q&amp;A</b></p>	Wednesday, September 10, 2014 at 1:00-2:30 pm CST.
<p><b>Bidder Proposal Due</b></p>	Thursday, September 18, 2014 by 5:00 pm CST.
<p><b>Notification of Request for Interview</b> Interviews will be held week of October 13, 2014. Not all Bidders will be interviewed.</p>	On or before October 6, 2014.
<p><b>Notification of Successful Bidder(s)</b> Subject to Negotiations</p>	On or before October 23, 2014.
<p><b>Bidder(s) Accept</b></p>	On or before COB on Monday, October 27, 2014.
<p><b>Contract Negotiations/ Complete Contract Execution</b></p>	Through December 2014.
<p><b>Program Implementer Training and Transitions Begin</b></p>	On or before December 1, 2014.
<p><b>Program Launch:</b> Program Implementer will begin responsibility for:</p> <ul style="list-style-type: none"> <li>• Application intake from Customers for qualifying Measures.</li> <li>• Collateral material complete.</li> <li>• Marketing and outreach to Customers begins.</li> </ul>	January 1, 2015.

### 3.0 PREPARING AND SUBMITTING A PROPOSAL

#### 3.1 General Instructions

Proposals should provide concise, yet complete, responses. Bidder shall submit a complete proposal package for one Program covering both Program Areas, covering all of the sections identified in Section 3.2 – Proposal Format.

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

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

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

### **3.2 Proposal Format**

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

## **4.0 PROPOSAL SUBMISSION REQUIREMENTS**

### **4.1 Time and Place for Submission**

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

<b>Due Date:</b>	<b>Thursday, September 18, 2014.</b>
<b>Time Due:</b>	5:00 PM Central Standard Time
<b>To:</b>	Focus on Energy
<b>Attention:</b>	Agriculture / School & Government Program RFP
<b>E-mail:</b>	<a href="mailto:RFP@focusonenergy.com">RFP@focusonenergy.com</a>
<b>Address:</b>	1 South Pinckney, Suite 340 Madison, WI 53703
<b>Copies:</b>	Five (5) hard copies, including one (1) copy unbound and the other four (4) spiral bound only. Double-sided copies only.
<b>Electronic:</b>	One (1) compact disc or one jump/flash drive with complete PDF document of proposal, and a copy of the completed and applicable Cost-Effectiveness Calculator (Excel file).

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

### **4.2 Hard Copy Proposal Submission**

Bidders are required to submit five (5) hard copies. Double-sided printing is required. One copy of the proposal should be unbound; the four (4) additional copies should be spiral bound only.

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

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

### **4.3 Electronic Proposal Submission**

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



#### **4.4 Verification of Receipt of Proposal**

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

#### **4.5 RFP Updates**

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

#### **4.6 Errors or Omissions**

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

#### **4.7 RFP Withdrawal**

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

#### **4.8 Proposal Preparation Cost**

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

#### **4.9 Proposals Not Confidential**

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

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

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

#### **4.10 Program Conflicts Provisions**

Bidders (including both prime contractors and subcontractors) selected to be Program Implementers for this or other RFPs are not eligible to serve as Program Administrator, Independent Evaluator, Compliance Agent, or Fiscal Agent to Focus on Energy in either a prime or

subcontracting capacity. Successful Bidders also may not provide services for Wisconsin utilities' voluntary programs or for CTC programs and also serve as Focus on Energy (residential) Program Implementers.

#### **4.11 Post-Proposal Negotiation**

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

#### **4.12 Submission of Questions**

Bidders are required to submit any and all questions related to this Request for Proposals via e-mail to the e-mail address identified below. A webinar will be held to answer questions. Bidders are requested to submit questions in advance by Tuesday, September 2, 2014 by 5:00 pm Central Standard Time (CST). It is Bidder's sole responsibility to ensure that questions are received by the due date.

**To:** Focus on Energy  
**E-mail:** [RFP@focusonenergy.com](mailto:RFP@focusonenergy.com)  
**RE:** Questions: Ag/S&G Sector Program RFP

Focus on Energy will respond to all questions via a webinar to be held Wednesday, September 10, 2014 at 1:00-2:30pm Central Standard Time (CST). Webinar login information and credentials will be circulated to Bidders that have submitted a notice of intent to bid.

#### **4.13 Terms and Conditions of Submission**

All proposals, along with all other documentation, submitted in connection with this RFP shall become and will remain the property of Focus on Energy and will not be returned to Bidder. However, at the end of the bid evaluation process, all Bidder proposals shall be destroyed except for one copy of each proposal which shall be maintained by the Program Administrator. Copies of successful Bidder proposals will be retained and used during the contract negotiation and program launch period.

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

#### **4.14 Program Implementation Experience**

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

#### **4.15 Financial Requirements**

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

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

## **5.0 PROPOSAL SELECTION AND CRITERIA**

### **5.1 Evaluation Committee**

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

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

### **5.2 Preliminary Evaluation**

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

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

### **5.3 Evaluation Process**

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

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

### **5.4 Threshold Criteria**

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

- Both the Program Level TRC and PAC must be greater than 1.0 (addressed in Section 6.2 of the Technical Approach).
- The proposal must contain all information required in this RFP (see Proposal Checklist).
- The proposed program must be an “Eligible Program Area” under Section 2.1(a) and Section 2.1(b) of this RFP.
- Bidder must have sufficient financial strength to successfully implement the proposed program (addressed in Section 4.16 of this RFP).

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

## 5.5 Evaluation Criteria

Written proposals that meet the threshold criteria will be scored by each member of the bid evaluation committee using a scorecard with the criteria detailed in Table 7 below. Bidders should specifically address these criteria in the relevant sections of their proposals.

**Table 7. Evaluation Criteria**

<b>I. Bidder Experience and Staff (45%)</b>
<ul style="list-style-type: none"> <li>• <b>Bidder Staff and Management Capabilities:</b> Bidder has key personnel with appropriate experience and qualifications to successfully manage and implement the program. Bidder has a clear and effective team management and organizational structure to effectively implement the program. (Part B, Section III - Staffing Plan; Table 9: Staff Billing Rates; Task 4: Staffing Plan; Section 4.0 – Organizational Chart)</li> <li>• <b>Project Experience:</b> Bidder demonstrates past skill, competence and experience in implementing Agriculture and School &amp; Government energy efficiency programs with similar breadth, technical skill set, scope, climate zones and service territories. Bidder demonstrates prior experience working with Focus on Energy in Wisconsin over the past five (5) years, including working as a Program Implementer Subcontractor; working as a Program Implementer who successfully implemented Program(s) and met savings targets. (Part A, Section 2.3)</li> </ul>
<b>II. Proposed Program Plan (40%)</b>
<ul style="list-style-type: none"> <li>• <b>Proposed Program Approach:</b> Bidder’s approach to the scope of work is clear and reasonable and addresses all of the tasks identified in the RFP. The approach demonstrates specific plans that will meet all program objectives and effectively target the Ag and S&amp;G Sectors. (Part A, Section 3.0: Program Approach; Section 4.0: Scope of Work). Bidder's approach to the Eligible Program Areas is clear and reasonable and addresses all of the requirements identified in the RFP. The approach demonstrates specific plans, demonstrated success of approaches, and is responsive to the required elements included in Section 2.1(a) and Section 2.1(b). Bidder includes a detailed plan for each required element, and follows the guidelines on elements not to include in the proposal. (Part A, Section 2.1; Part B, Section II, Technical Approach).</li> <li>• <b>Proposed Marketing and Outreach Plan:</b> Bidder's marketing and outreach plan to serve the Ag and S&amp;G Sector is clear, detailed and reasonable. Bidder's plan specifically identifies approaches and demonstrates they are effective with Ag and S&amp;G Customers and Trade Allies, including marketing and outreach channels that are specific to WI. Bidder demonstrates an understanding of the unique characteristics of each Sector within the plan. Bidder includes a clear response to the following required elements in the plan, including answers to the questions proposed (Part A, Section 2.1(a) and 2.1(b); Task 5: Marketing and Communications): <ul style="list-style-type: none"> <li>• Overall Strategy.</li> <li>• Mission Statement.</li> <li>• Market Segments and Targets.</li> <li>• Outreach Strategy.</li> <li>• Promotion and Rebate Plan.</li> </ul> </li> </ul>

- Technology or Media.
- Budget.
- Metrics.

### III. Cost (15%)

Bidder's proposed program cost will be evaluated. Lower cost proposals on a \$/first year kW, kWh and therms will receive greater points. (Table 8: Key Bid Metrics; Cost-Effectiveness Calculator)

The Program Administrator reserves the right to negotiate with selected Bidder(s). Final contracts are contingent on reaching mutual agreement on price and other aspects of the proposal.

## 5.6 Proposal Review – Clarifications

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

## 5.7 Bidder Interview

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

Interviews will be held in Madison, Wisconsin during the week of October 13, 2014. Key team members will be expected to attend the interviews. Bidders will be notified on or before October 6, 2014 if they are invited to interview.

## 6.0 APPENDICES

Appendices can be downloaded separately at: [Focus on Energy RFP Postings](#).

**Appendix A:** Focus On Energy [Baseline Market Study 2013](#).

**Appendix B:** Focus on Energy [2013 Deemed Savings Review](#).

**Appendix C:** Focus On Energy Evaluation Report 2013 – [Volume I](#), [Volume II](#), [Appendices A-U](#), [Appendix U](#).

**Appendix D:** Focus on Energy General Terms and Conditions, Specific Terms and Conditions, and Scope of Work Contract Template (illustrative).

**Appendix E:** Focus on Energy Policy Manual 2013 (illustrative).

**Appendix F:** TRM Version 1.0, Effective January 1, 2015.<sup>2</sup>

**Appendix G:** Cost-Effectiveness Calculator.

**Appendix H:** Cost-Effectiveness Calculator User Manual.

**Appendix I:** Focus on Energy Workpaper Template.

Note: Appendix D is the current contract form used and Appendix E is the current Focus on Energy Policy Manual. Appendices D and E are currently being modified and streamlined. The General Terms and Conditions are generally not negotiable, as they include flow down

<sup>2</sup> Note: If TRM savings are adjusted downward, savings goals with the successful Bidder are subject to negotiation.

provisions from the master contract between the Program Administrator and SEERA. Specific Conditions and the Scope of Work Template may be modified and tailored to particular programs.

**PROPOSAL FORMAT**  
**Energy Efficiency Programs – Proposal Checklist**

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

- I. Cover Letter (not to exceed 1 page)
- II. Technical Approach (not to exceed 50 pages)
  - 1.0. Executive Summary (not to exceed 2 pages)
  - 2.0. Bidder's Capabilities and Experience (not to exceed 8 pages)
    - 2.1. Overview of Company
    - 2.2. Overview of Program Implementer Subcontractors
    - 2.3. Overall Project Experience
    - 2.4. Program Launch
  - 3.0. Program Approach (not to exceed 10 pages)
  - 4.0. Scope of Work (not to exceed 15 pages)
    - 4.1. General Description of the Work Required
    - 4.2. Program Design Services
      - 4.2.1. Task 1(a): Finalize the Measures and Measure Mix
      - 4.2.2. Task 1(b): Conduct Cost-Effectiveness Analysis
    - 4.3. Program Implementation Services
      - 4.3.1. Task 2: Track and Report on Program Metrics
      - 4.3.2. Task 3: Operations Manual
      - 4.3.3. Task 4: Staffing Plan
      - 4.3.4. Task 5: Marketing and Communications
      - 4.3.5. Task 6: Manage Trade Allies



- 4.3.6. Task 7: Manage Committed Incentives
- 4.3.7. Task 8: Program Coordination and Leveraging
- 4.3.8. Task 9: Incentive Processing and Payment
- 4.3.9. Task 10: Call Center Management
- 4.3.10. Task 11: Performance Monitoring
- 4.3.11. Task 12: Customer Complaint Resolution
- 4.3.12. Task 13: Program Transition and Ramp-Down
- 5.0. Key Challenges (not to exceed 5 pages)
- 6.0. Program Targets: Energy Savings and Cost-Effectiveness (not to exceed 10 pages)
  - 6.1. Proposed Program Goals and Key Performance Indicators
  - 6.2. Define Program Objectives
  - 6.3. Program TRC/PAC Calculations
- III. Staffing Plan (not to exceed 5 pages)
  - 1.0. Key Personnel
  - 2.0. All Project Staff
  - 3.0. Transition Staff
  - 4.0. Organizational Chart
- IV. Transition Timeline (not to exceed 2 pages)
- V. Proposed Budget (not to exceed 3 pages)
- VI. Conflict of Interest Disclosure
- VII. References (3 references for Bidder; 2 references for each subcontractor)
- VIII. Non-Collusion Statement



## PART B

### PROPOSAL FORMAT

#### I. Cover Letter with Company Information (not to exceed 1 page)

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

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

#### II. Technical Approach (not to exceed 50 pages)

Bidders shall submit a proposal describing their approach to implement the proposed Program Sectors identified in Section 2.1(a) and Section 2.1(b). Bidders' responses must demonstrate sufficient experience and availability of resources to successfully provide the requested services as described in Section 4.0 – Scope of Work.

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

##### 1.0 Executive Summary (not to exceed 2 pages)

Bidders shall provide an executive summary, not to exceed two (2) pages, that includes a high-level summary of the proposal as well as a brief description of the Program Area that the Bidder is proposing to implement. Bidders also shall include the following Key Bid Metrics table below in the Executive Summary.

**Table 8: Key Bid Metrics**

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

## **2.0 Bidder's Capabilities & Experience (not to exceed 8 pages)**

### **2.1 Overview of Company**

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

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

### **2.2 Overview of Program Implementer Subcontractors**

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

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

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

### **2.3 Overall Project Experience**

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

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

Bidders should specifically mention any related energy efficiency program experience in the state of Wisconsin, the Midwest, or other similar service territories and climate zones. Bidders should specifically state, for each program, how prior programs are similar to the Focus on Energy program for which they are bidding.

Bidders showing prior experience working with Focus on Energy in Wisconsin over the past five (5) years, including working as a Program Implementer Subcontractor; working as a Program Implementer who successfully implemented Program(s) and met savings

targets; or working with Wisconsin utilities and Focus on Energy in another capacity shall receive more points in evaluation than those who have not.

Bidders that submit bids shall specifically describe their experience serving the Agriculture Sector and the School & Government Sector in the past three (3) years. In addition, bidders shall specifically describe their experience serving Large Energy User Customers over the past three (3) years.

#### **2.4 Program Launch**

Bidders shall specifically describe how they will design and launch the Program on January 1, 2015. This description should include identification of any challenges and barriers and how the Bidder intends to overcome them in order to launch the Program by the required start date.

#### **3.0 Program Approach (not to exceed 10 pages)**

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

- Program details and proposed processes, including Program elements that are required and elements to consider, as described in Section 2.1(a) and Section 2.1(b).
- Key approaches and tools to achieve forecasted customer participation and energy savings goals, including approach for:
  - Identifying and targeting Customers.
  - Utilizing key marketing channels.
  - Participating in statewide events; utility sponsored events and community events.
  - Coordinating community outreach.
- Unique aspects of program design, delivery or other differentiators that make the Bidder's proposed approach superior to similar programs.
- Strategic approach for statewide program penetration.
- Systems and processes that are used to deliver high-quality programs, which may include processes for ensuring error-free rebate or incentive processing, call center capabilities, and issue resolution. Bidders should note that Focus on Energy Program Implementers will be required to use SPECTRUM to track and report program data.

#### **4.0 Scope of Work**

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

##### **4.1 General Description of the Work Required**

Focus on Energy anticipates selecting one (1) Program Implementer, which may include Program Implementer Subcontractor(s), to implement the Focus on Energy Program as listed in this RFP at the statewide level.

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

##### **4.2 Program Design Services**

### **Task 1(a): Finalize the Measures and Measure Mix**

Bidders shall screen the cost-effectiveness of all Measures included in the proposed program. During contract negotiations, Measures will need to be approved by the Focus on Energy Program Administrator.

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

The successful Bidder shall provide to the Program Administrator an updated energy savings forecast and updated forecast to Program Incentive and non-Incentive budget twice per year, for each Contract Performance Review. Updated savings forecast and Incentive budget shall not modify Agreement savings goals without an Addendum to the Agreement.

If the successful Bidder seeks to modify an approved Measure or add a new Measure to its Program, it shall propose to Program Administrator the Measure definition, all proposed Measure assumptions including savings, costs, expected useful life, appropriate net-to-gross ratios and Incentive levels, and any other information requested by Program Administrator or Commission for Program Administrator review and approval. This documentation includes detailed Workpapers for the modified or new Measure in the Workpaper template provided by Program Administrator, attached as Appendix I. In addition, the successful Bidder shall modify or add the Measure to the Cost-Effectiveness Calculator and provide the Measure-level cost-effectiveness results. The Workpapers shall contain any engineering calculations used to derive Measure-level values, and sources of any values used. Finally, the successful Bidder shall assist Program Administrator so the Measure is added to SPECTRUM. The successful Bidder shall not offer any new Measures unless the Measure, Incentive levels and Measure Workpapers are approved by Program Administrator.

### **Task 1(b): Conduct Cost-Effectiveness Analysis**

Successful Bidders will need to demonstrate program-level cost-effectiveness at the outset of the program. In addition, the successful Bidder will need to demonstrate cost-effectiveness of the program any time a new Measure is added, or deleted, to the Measure mix. The successful Bidder must use the Focus on Energy Cost-Effectiveness Calculator, available in Appendix G.

The successful Bidder shall be required to update the Cost-Effectiveness Calculator annually and provide a copy of the completed Cost-Effectiveness Calculator to the Program Administrator. In addition, Program Administrator may request an updated Cost-Effectiveness Calculator prior to Contract Performance Reviews if the successful Bidder is not achieving quarterly contract goals. The successful Bidder shall update the Cost-Effectiveness Calculator so that Measure-level information conforms with SPECTRUM. The Cost-Effectiveness Calculator shall meet or exceed the Energy Efficiency Achieved Savings and the budget listed in the Agreement, and shall include Measure Incentive levels, Measure penetrations, incremental Measure costs, and Measure values conformed to SPECTRUM.

## **4.3 Program Implementation Services**

### **Task 2: Track and Report on Program Metrics**

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

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

The successful Bidder shall be required to provide monthly and annual Program reporting, consistent with the Agreement and a monthly report template, which may change from time to time. Reports must conform to the guidelines established in the *Focus on Energy Documents and Deliverables Style Guide*. In addition, the successful Bidder may need to provide additional information in response to Program Administrator, Contract Administrator or PSC requests. These additional requests shall be within reason and with sufficient notice.

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

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

- **Labor:** Bidder shall provide fully-loaded labor rates by job title. Labor costs reflect fully-loaded rates and include compensation to staff in the form of wages and fringe benefits as well as the organization's markup/profit.
- **Travel:** Mileage, meals, hotel rooms, etc. Refer to the *Focus on Energy Policy Manual* for additional details.
- **Marketing:** Includes costs associated with advertising, sponsorships, printing materials and other related activities.
- **Incentives:** Expenditures that directly result in lower costs for the customer. These can include, but are not limited to product buy downs, instant rebates, mail in rebates, and grants. Alternative incentives such as spiffs (salesperson incentive) should be included as a sub line.
- **Subcontractors:** Individuals or organizations hired for program activities. There can be no mark-up on any subcontractor costs.

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

All rates and costs are subject to negotiation during the contracting process.

### **Task 3: Operations Manual**

Bidders shall describe their approach to develop and implement a Program-level quality assurance/quality control and Measure verification plan to ensure only qualified Measures receive Incentives under the Program and that Measures are installed and operating.

The quality assurance plan must identify any safety or risk management issues that should be addressed in the proposed Program, and how the Bidder proposes to address them. The plan will include a description of specifications of qualifying equipment (e.g. minimum energy efficiency rating levels). The plan will also include a description of procedures to ensure accuracy of financial data.

The successful Bidder will be required to provide an Operations Manual describing Program processes and controls. The Operations Manual provided by the successful Bidder must be written utilizing a template approved by Program Administrator. Required sections include the following:

- Terms and Definitions.
- Program Overview.
- Program Objectives.
- Program Theory and Logic.
- Program Goals (measurable and qualitative), including savings and cost-effectiveness goals and Key Performance Indicators.
- Program Management Roles.

- Program Guidelines.
- Implementation and Operation.
- Program-Level Quality Assurance and Quality Control Procedures.
- Safety/Risk Management:
- Customer Education.
- Customer Outreach and Communication.
- Customer Satisfaction and Complaint Resolution Process.
- Trade Ally Recruitment, Engagement and Training.
- Data Tracking (description of process and systems used).
- Measure-Level Information:
- Appendix I: Program Flow Chart, Organizational Chart and all written Program Materials and forms used internally and with Customers and other market actors.
- Appendix II: Approved Cost-Effectiveness Calculator, and any approved updates.

The successful Bidder will be required to update the Operations Manual to respond to and incorporate all Program Administrator questions and comments and when any item listed changes. In addition, the successful Bidder shall perform an annual review of the Operations Manual to ensure that the Operations Manual still accurately describes Program processes and controls, and accurately reflects any Program changes or improvements.

#### **Task 4: Staffing Plan**

The successful Bidder will be required to provide an annual updated staffing plan that shall include: Organization chart, and for each staff member the title, fully-loaded labor rate, location, expected amount of time the staff member will spend on Project activities, a short description of roles and responsibilities, full contact information (phone, e-mail, address), and a résumé not to exceed two (2) pages.

New staff may only be added with prior Program Administrator review and written approval. In addition, the successful Bidder shall not switch staff included in the proposal without prior Program Administrator review and written approval. Any significant change in staffing from the proposed staff could result in the revocation of the implementation contract.

See Section III, Table 9, for specific Staffing Plan requirements.

#### **Task 5: Marketing and Communications**

All Bidders shall describe their proposed methods of implementing effective marketing and outreach strategies for reaching Agriculture Sector and School and Government Sector Customers in the Program. Effective Bidders will describe in detail plans for equitable statewide distribution of Program offerings and plans for marketing the Program to Customers statewide. Bidders shall describe their approach and capabilities to develop marketing materials and ensure consistency with overall Focus on Energy brand standards. Bidders shall describe a plan to coordinate with organizations related to the applicable Program Area. Finally, Bidders will provide plans for participation in utility and community events.

Bidders shall review the specific marketing and communications plan requirements in Section 2.1(a) and Section 2.1(b). Bidders shall describe how they would specifically target their strategies to successfully market programs and conduct outreach for the applicable Program sector.

The successful Bidder will be required to submit an annual Marketing and Communications Plan to Program Administrator at the beginning of the calendar year as specified in the template provided by Program Administrator. At a minimum, the following information will be required:

- Overall Strategy.
- Mission Statement.
- Market Segments and Targets.
- Outreach Strategy.
- Promotion and Rebate Plan.
- Technology or Media.
- Budget.
- Metrics.

The successful Bidder will design, develop and submit all marketing and collateral materials as outlined in the Program Marketing and Communications Plan to Program Administrator prior to any distribution, circulation or publication by Program Implementer. If requested by Program Administrator, marketing materials will not be disseminated without Program Administrator approval, including any materials that may be updated to communicate new energy savings information and/or new messaging.

Additionally, the successful Bidder will work with utilities to provide timely information and identify and implement marketing and communications tactics such as bill inserts, websites, call center scripts, public relations and advertising opportunities.

The successful Bidder shall conform any program marketing to meet guidelines and standards established by Focus on Energy. Program Administrator will work with the winning bidder and will provide final approval, to ensure that all Program marketing meets the established *Focus on Energy Brand Standards and Style Guidelines*, is error-free, effectively communicates the value of the Program and cost-effectively reaches Customers.

#### **Task 6: Manage Trade Allies**

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

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

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

The successful Bidder will be required to submit an annual Trade Ally Outreach and Engagement Plan to Program Administrator at the beginning of the calendar year as specified in a template provided by Program Administrator. Program Implementer shall recruit, engage, and manage Trade Allies to make the Program successful. The Program Trade Ally Outreach and Engagement Plan shall include, for that calendar year, at a minimum:

- Measurable Trade Ally goals.
- Targeted Trade Allies.
- Strategies and Tactics.

- Communications Plan and Messaging.
- Trade Ally marketing campaigns.
- Utility Coordination.
- Education and Training.
- Budget.

#### **Task 7: Manage Committed Incentives**

Per direction of the Commission, on a portfolio basis, annual Committed Incentives may not exceed more than fifty (50%) of the annual Budget Limit for Incentives in any given Program year. On a monthly basis, the successful Bidder will be required to review Program Committed Incentives compared to the Budget Limit for Incentives. If, in any given month, Committed Incentives are more than fifty percent (50%) of the Budget Limit for Incentives for the year, Bidder shall notify Program Administrator in the Monthly Report, and shall not commit additional Incentives absent written permission from Program Administrator stating the amount of allowable additional Incentives that Bidder may commit relative to Budget Limit for Incentives.

#### **Task 8: Program Coordination and Leveraging**

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

The successful Bidder will be required to provide a Program Coordination/Leveraging Plan to Program Administrator, which shall be updated twice per year.

#### **Task 9: Incentive Processing and Payment**

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

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

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

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



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

The successful Bidder will be required to enter all complete and correct Incentive Applications in SPECTRUM within five (5) Business Days of receipt. For Incentive Applications that Program Implementer receives that are not complete and correct, Program Implementer shall maintain a log of the incomplete or incorrect Incentive Applications, and track the resolution of the Incentive Application issue(s). Program Implementer shall produce the Incentive Application log to Program Administrator upon request.

#### **Task 10: Call Center Management**

The Focus on Energy Program Administrator supports a toll-free number from 9 am to 5 pm Monday through Friday that addresses public inquiries on Focus on Energy programs and Incentive offerings; however, inquiries on specific programs are transferred to the Program Implementers for additional Customer assistance and information. Bidders should describe their capabilities, experience and proposed approach for supporting a similar toll-free information line that receives inquiries specific to the program that the Bidder is proposing to implement.

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

#### **Task 11: Performance Monitoring**

The successful Bidder will be required to attend and participate in a minimum of two (2) annual Contract Performance Reviews with Program Administrator. In preparation for the Contract Performance Review, a report on progress and performance will be required, utilizing a template provided by Program Administrator.

#### **Task 12: Customer Complaint Resolution**

Bidders shall describe quality assurance plans to address a plan for Customer and contractor satisfaction and complaint tracking and verification.

The successful Bidder will be required to maintain a complaint resolution log that lists all Customer complaints the Program has received, available to Program Administrator upon request.

The successful Bidder will be required to immediately seek to resolve any Customer complaints, and shall notify Program Administrator of any Customer complaints that are not resolved within twenty-four (24) hours. Additionally, any health and safety complaints from Customers shall be reported to Program Administrator immediately.

#### **Task 13: Program Transition and Ramp-Down**

The successful Bidder will be required to provide Program Administrator with a transition and ramp-down plan for the Program at the end of the Program Agreement, including procedures. Program Administrator will provide a template for both plans.

## **5.0 Key Challenges (not to exceed 5 pages)**

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

## **6.0 Program Targets – Energy Savings and Cost-Effectiveness (not to exceed 10 pages)**

Bidders shall provide Program annual targets, four year cumulative energy savings goals, and cost-effectiveness goals. All energy savings should be in lifecycle values. Bidders must use the Focus on Energy Cost-Effectiveness Calculator to calculate the annual targets, cumulative energy savings goals, and cost-effectiveness goals. The calculator available for this solicitation is listed in Table 2.

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

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

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

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

### **6.1 Proposed Program Goals and Key Performance Indicators**

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

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

### **6.2 Define Program Objectives**

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

### **6.3 Program TRC/PAC Calculations**

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

### **III. Staffing Plan (not to exceed 5 pages)**

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

#### **1.0 Key Personnel**

Bidders shall identify any key personnel and include position title, primary responsibilities, and current business location. The project manager for the Program and any staff member billing more than twenty-five percent (25%) to the Program annually must be located in Wisconsin. Bidders shall indicate the percentage of time key personnel will devote to this program. “Key personnel” indicates any staff member in a management position, as well as any staff member with direct Customer and Trade Ally contact. In addition, for each key staff member, Bidders shall identify the primary business location, in the format included below in Table 9. Full résumés for key personnel should be included as attachments to the proposal.

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

NOTE: Bidders shall comply with the following requirements regarding changes to key personnel:

- Key personnel changes of the Manager or Senior Level positions during the contract period: First three (3) months will be billed at fifty percent (50%) of the contracted billing rate.
- Key personnel changes of staff members with direct Customer and Trade Ally contact positions during the contract period: First three (3) months will be billed at fifty percent (50%) of the contracted billing rate.

The aforementioned billing rule is limited to circumstances within the successful Bidder’s control barring appropriate and timely communication with the Program Administrator in relation to circumstances the successful Bidder feels are beyond its control.

#### **2.0 All Project Staff**

Bidders shall provide the name, title, proposed fully-loaded labor rate, and the number of hours that each key personnel staff member will spend on the proposed program. In addition, Bidders should clearly state whether the staff are employees of the Bidder or subcontractors. Information shall be provided in the format identified in Table 9 below.

#### **3.0 Transition Staff**

Bidders shall clearly identify the program staff who will manage the transition phase. Bidder shall include name, title, and short description of each identified staff member’s roles/responsibilities during the transition phase. Bidder shall not indicate “to be determined”. Bidder shall include résumés for each program staff member listed for the transition phase. Any program staff listed in this section shall also be identified in Table 9 below.

#### **4.0 Organizational Chart**

Bidders shall include one (1) organizational chart that clearly identifies the roles and responsibilities of key personnel for program implementation.

**Table 9. Staff Billing Rates.**

Focus on Energy Agriculture and School & Government Sector Program					
Table 9: Staff Billing Rates					
Name	Position Title	Employee or Subcontractor	Headquarters	Labor Rate (Fully Loaded)	Hours (Weekly)

**IV. Transition Timeline (not to exceed 2 pages)**

Bidders should provide a detailed timeline for the Program launch beginning January 1, 2015. The timeline should include key milestones, including the milestones for rolling out programs to Customers and Trade Allies.

**V. Proposed Budget (not to exceed 3 pages)**

Bidders shall provide budgets for each category listed below in Table 10. Budgets provided by Bidders should be annual budgets for each of the four (4) calendar years covered by the term of the contract, which shall cover the program implementation period from January 1, 2015 to December 31, 2018. The transition period prior to program launch will come from the successful Bidder's Total Contract Budget Amount.

Bidders should note that Focus on Energy reserves the right to modify a Bidder's proposed budget during contract negotiations and to negotiate the final total budget for the Program.

Bidders shall indicate how much of the total budget will be spent on Incentive versus non-Incentive program costs. The goal is to minimize non-Incentive costs. Incentive amounts may be no less than sixty percent (60%) of the Total Program Budget, but in many cases represent far more than sixty percent (60%) of the Total Program Budget. The Incentive Budget as a percentage of Total Program Budget may be the subject of negotiation with the successful Bidder. All budget information shall be provided in the format identified in Table 10 below.

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

**Table 10. Proposed Budget by Category**

Focus on Energy (Insert Program Name)					
Table 10: Energy Efficiency Budget by Cost Category					
Budget Category	2015	2016	2017	2018	Total Program Costs 2015-2018
Labor					
Travel					
Marketing					
Program Implementer Subcontractors					
Total Annual Non-Incentive Budget					
Incentives Budget (Achieved)					
<b>Total Annual Budget (Non-Incentive and Incentive)</b>					

## **VI. Conflict of Interest Disclosure**

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

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

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

- Voluntary utility programs.
- Commitment to Community programs.

For each such program, Bidders shall provide:

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

## **VII. References**

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

## **VIII. Non-Collusion Statement**

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

“In signing this bid, the undersigned affirms that they are a duly authorized representative of the bidder submitting the competitive bid attached to this statement. The undersigned also affirms that neither they nor the bidder nor any of the bidder's employees, agents, or assigns has, either directly or indirectly, entered into any agreement, prepared this bid in collusion with any other party, or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a bid; that this bid has been independently arrived at without collusion with any other bidder, competitor or potential competitor; that the contents of this bid have not been knowingly disclosed or communicated by any employee or agent prior to the opening of bids to any other bidder or competitor or any other person engaged in this type of business; and that the above statement is accurate under penalty of perjury.”