

**Request for Proposals:
Program Administrator
for
Wisconsin Focus on Energy Program**



Issued:

June 7, 2018

Proposals Due:

July 20, 2018

**For more information, please visit:
<https://psc.wi.gov/Pages/Programs/OEI.aspx>**

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1. Introduction

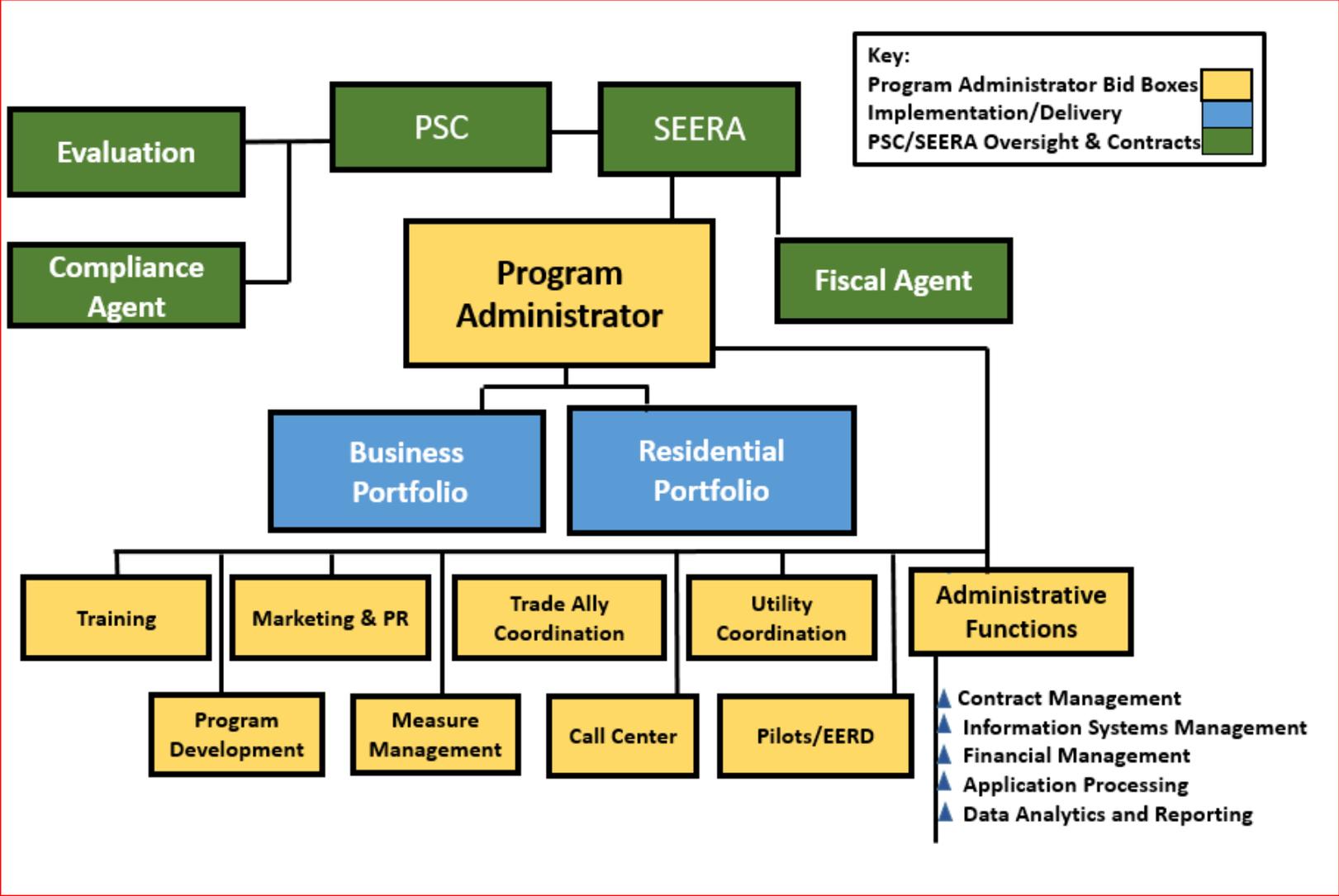
The Statewide Energy Efficiency and Renewable Administration (SEERA) is issuing this Request for Proposal (RFP) for the selection of an independent, experienced firm- for profit or non-profit - to be the Program Administrator for Focus on Energy, Wisconsin's statewide energy efficiency and renewable energy program. The purpose of this document is to provide interested parties (bidders) with information that enables them to prepare and submit a proposal. SEERA intends to use the results of this solicitation to award a four-year contract.

As defined in Public Service Commission of Wisconsin (PSC) Administrative Code 137.03(1), Role of the Program Administrator, "The program administrator shall oversee a portfolio of energy efficiency and renewable resource statewide programs, in which other market providers and contractors implement measures with end-use customers." Focus on Energy includes a Business Portfolio and a Residential Portfolio, with multiple programs in each portfolio.

SEERA seeks an experienced, motivated, lean, seasoned, executive organization to provide leadership, strategic direction, and the infrastructure required to support a team of implementation contractors. We are looking for an organization that has the ability to work collaboratively with its contractors while holding them accountable for achieving goals within budget in their program area. The Focus on Energy program will have a single Program Administrator with a team of implementation subcontractors as visually represented in the organization model in Figure 1 on the next page.

The Program Administrator will NOT be eligible to bid on program implementation activities in the Business and Residential Portfolios (blue boxes in Fig. 1), but rather, the gold boxes are the subject of this bid. The focus of the Program Administrator is on high level planning and strategy as well as creating and maintaining an infrastructure to support program implementation. All implementation tasks are to be delegated to experienced subcontractors. The Program Administrator will be responsible for hiring and managing this team. This will allow the Program Administrator to remain focused and hold support and implementation contractors accountable for results.

Figure 1. Focus on Energy Program Organizational Model



2. Intent to Bid

2.1 Overview

Baker Tilly, the Compliance Agent/Auditor for Focus on Energy (Focus), will manage the RFP administration. Baker Tilly will be the first point of contact for bidders throughout the proposal process. Bidders are requested to submit an “intent to bid” form via email by June 15, 2018 to Caitlin.Humrickhouse@bakertilly.com . All bidders who responded with the ‘intent to bid’ form will receive any/all updates. Should you choose not to bid on this RFP, please submit the “not bidding” form via email to Caitlin.Humrickhouse@bakertilly.com . The intent to bid /not bid form is available on the SEERA RFP Google.docs site. Please refer to Appendix A on page 32 of this RFP for instructions on how to access the Google.docs site.

2.2 Bidders’ Conference Call/Questions

Bidders are encouraged, although not required, to participate in a bidder’s conference call. The conference call will provide interested firms with an opportunity to seek clarification on the requirements of this RFP.

Date: June 21, 2018
Time: 2:00 PM (Central Time)
Dial-in Number: 1-866-771-8787
Passcode: 770894#

Questions must be submitted in writing to Caitlin.Humrickhouse@bakertilly.com. The deadline for questions is June 19, 2018. If you do not get an email acknowledgement that your question was received within 24 hours of submittal, please call 312-729-8098. Answers will be available by 10:00 AM Central Time on June 21, 2018. Bidders may ask any clarifying or follow-up questions in the bidder’s conference call. Questions submitted after this date will not be addressed. Copies of all questions and answers will be posted anonymously by the close of business on June 22 at the Google docs site. No other contact with Baker Tilly, SEERA or PSC employees shall be made throughout this entire process without the express permission from SEERA. Any unauthorized contact may result in immediate disqualification.

2.3 RFP Due Date

Proposals shall be submitted electronically in a .pdf format to Caitlin.Humrickhouse@BakerTilly.com

All proposals must be received no later than 5:00 PM Central Time on July 20, 2018.

Acceptance of Terms and Conditions

- The submission of a proposal shall constitute Bidder's acknowledgement and acceptance of all the terms, conditions and requirements set forth in this RFP unless exceptions are noted specifically.
- SEERA reserves the right to reject as non-responsive any proposals that do not contain the information requested in this RFP. Late proposals will be rejected. SEERA and Baker Tilly are not liable for any costs incurred by any person or firm responding to this RFP or participating in best and finals interviews.

RFP Withdrawal

SEERA reserves the sole and absolute right to withdraw this RFP at any time before the duly authorized execution of the contract/purchase order with the Program Administrator for any reason. In its sole and absolute discretion, SEERA may accept or reject any or all proposals, and may accept proposals other than the lowest cost proposal. SEERA will not assume any liability, under any circumstances, to any bidder submitting a proposal in response to this RFP.

Ownership of Proposals

All proposals submitted by the bidders in response to this RFP shall become the exclusive property of SEERA and may be used for any reasonable purpose by SEERA.

Proposal Confidentiality

- To the extent possible, SEERA will attempt to keep submitted proposals confidential. The PSC has to approve the selection of a Program Administrator, and will handle requests for confidentiality consistent with Wis. Admin. Code § PSC 2.12; however, confidential handling is not a determination of confidential treatment by the PSC for purposes of Wisconsin's Open Records Law, Wis. Stat. §§ 19.31 to 19.39. Furthermore, neither SEERA nor the PSC will assume any liability to a bidder or other party as a result of any public disclosure of any proposal or contract/purchase order.
- The Budget Template, both the *Budget Worksheet* and *Labor Rate* Template, will be treated as confidential and proprietary as it asks for information that could reasonably be considered to be such. However, for reasons stated above, full assurance of complete confidentiality is not possible under Wisconsin public records law.
- Should you want the Budget Template or any other material treated as confidential and proprietary, you are required to fill out and submit the *Designation of Confidential and Proprietary Information* form, which is located on the Google.docs site. Completion of this form will satisfy the requirements of Wis. Admin. Code s. PSC 2.12.
- SEERA does not disclose proposals or bids until a final selection or award is made.

- The bidders agree that SEERA and PSC shall not be obligated to return the proposal to the bidder and releases SEERA and PSC from any and all liability if the proposal is lost, misplaced, stolen or destroyed.

Legal Claims

The bidder must identify any pending legal or administrative action to which it is a party, and any judgments that have been rendered against it. SEERA reserves the right to reject any bidder who is party to pending legal action or against which judgments have been rendered, or who has a history of claims against it if SEERA believes that these affect the ability of the bidder to perform.

2.4 RFP Schedule

Task	Due Date
Release RFP	June 7, 2018
Intent to Bid Email due to Baker Tilly	June 15, 2018
Questions on RFP Submitted to Baker Tilly	June 19, 2018
Email Answers to Questions to bidders	June 21, 2018
Conference Call to address questions from Bidders	June 21, 2018
Response to Questions posted on Google.docs	June 22, 2018
Draft Contract Posted for Bidders to Review	July 12, 2018
Written Proposals Due	July 20, 2018
Selection of Finalists	Week of August 3, 2018
Interview Invited Finalists and Decision	Week of August 20, 2018
Notice of Intent to Award Sent to Vendors - Pending PSC Approval	Week of August 27, 2018
PSC Approval/Denial of Program Administrator Selection	Week of September 17, 2018
Contract Negotiation and Contract Signed	September 17- 29, 2018
PSC Approval of Program Administrator Contract	Week of October 8, 2018
Contract Start Date	Week of October 15, 2018
New Program Start Date	January 1, 2019

Note: the above schedule is subject to change at the discretion of SEERA and the PSC.

3. Background

3.1 Overview of Focus on Energy Structure

According to 2005 Wisconsin Act 141 (Act 141), Wisconsin investor-owned electric and natural gas utilities must collectively establish and fund a statewide energy efficiency and renewable resource program which is called Focus on Energy (Focus). To accomplish their duties under this Act, the investor-owned energy utilities formed a non-profit organization called the Statewide Energy Efficiency and Renewable Administration (SEERA). SEERA is not a state agency. 2005 Wisconsin Act 141 requires SEERA to

contract, on the basis of competitive bids, with one or more persons to develop and administer the programs. The PSC must approve the contract between the utilities and the Program Administrator. For more information about Act 141 and a chart of the Focus organizational structure, please refer to the Google.docs site.

Municipal utilities (munis) and retail electric cooperatives (coops) have the option to participate in Focus on Energy—all 82 munis and 11 of the 24 coops currently elect to participate. Munis and coops are not members of SEERA but do serve as partners in the implementation and operation of Focus programs. Collections from munis and coops have averaged approximately \$3.2 million per year.

Act 141 requires utilities to fund Focus, and collect the funding through charges on customer bills. Investor-owned utilities are required to contribute 1.2 percent of their operating revenues from retail sales, and participating munis and coops to contribute \$8 per meter. Total annual program budgets from those collections are approximately \$100 million per year, plus any carryover funds unspent in previous years.

3.2 Quadrennial Planning Process

Wisconsin Stat. 196.974 (3) (b) specifies the following:

“At least every 4 years, after notice and opportunity to be heard, the Commission shall, by order, evaluate the energy efficiency and renewable resource programs under sub. (2) (a) 1., (b) 1. and 2., and (c) and ordered programs and set or revise goals, priorities, and measurable targets for the programs.”

According to Act 141, the PSC must give priority to programs that intend to achieve the following objectives:

- Moderate the growth in electric and natural gas demand and usage;
- Facilitate markets and assist market providers to achieve higher levels of energy efficiency;
- Promote energy reliability and adequacy;
- Avoid adverse environmental impacts from the use of energy; and
- Promote rural economic development.

The PSC’s first Quadrennial Planning process concluded in November, 2010. Decisions from that process informed the Program Administrator RFP issued in December 2010, and the Program Administrator contract for the 2011-14 period. The PSC’s second Quadrennial Planning process concluded in September 2014, and informed the renewed Program Administrator contract established for the 2015-18 period.

The PSC’s third quadrennial planning process concluded in May, 2018. The quadrennial planning decisions maintained the majority of policies from the previous quadrennial plans but did make a few changes, most notably, the emphasis on programs for rural customers. This emphasis translates into approximately \$7.5 million annually being dedicated to rural programs, including agriculture programs, in each year of the quadrennium.

For further details on the third Quadrennial Planning Process and to read the full Commission Order, please refer to the Google.docs site.

3.3 Focus Program Overview

The following information is intended to help bidders understand how Focus programs are currently implemented in Wisconsin. For more information on individual programs, please consult the Focus website at: www.focusonenergy.com

Focus works with eligible Wisconsin residents and businesses to install cost effective energy efficiency and renewable energy projects. Focus provides financial incentives, technical support, education, information and other resources to help implement projects that otherwise would not be completed, or to complete projects sooner than scheduled. Its efforts help Wisconsin residents and businesses manage rising energy costs, promote in-state economic development, protect our environment, and control the state's demand for electricity and natural gas.

In 2018, Focus provides energy efficiency and renewable support through 15 core programs. Programs in the residential portfolio offer a variety of services and measure offerings to single family and multifamily residential customers. Programs in the business portfolio offer a range of offerings to all types of business customers, including through programs designed to target the specialized needs of agriculture customers, schools and local governments, and small businesses. As a pilot in 2017 and 2018, Focus also offered additional programs intended to meet the needs of rural customers historically underserved by Focus programs. As noted above, in the Quadrennial III Planning Process, the Commission determined that Focus should continue to offer rural programs during the 2019-2022 period, including programs for agriculture customers, and keep those programs separate from the core Business and Residential programs for budget and tracking purposes. 2018 Business and Residential programs can be found at www.focusonenergy.com and the rural broadband pilot programs that were approved in December 2016, may be found on the Google docs site.

In June 2017, a Focus on Energy Potential Study was completed and the final report is located on the Google.docs site.

4. SEERA and PSC Roles and Responsibilities

4.1 SEERA

As Contract Administrator, SEERA anticipates providing high-level administrative guidance and direction. As contract administrator, SEERA will (not listed in priority order):

- Approve performance standards;
- Meet quarterly with the PSC and Program Administrator to provide program updates, discuss program challenges, and seek opportunities for improvement;
- Assist Program Administrator with interactions with utility partners, as required;
- Respond to Program Administrator inquiries in a timely fashion.

In addition to the Program Administrator, SEERA contracts with the Fiscal Agent in its duties as the overall Contract Administrator. The Fiscal Agent receives

payments from participating utilities, receives approved invoices from work performed and customer incentives from the Program Administrator once approved by the PSC, and pays out these amounts. All subcontractor and incentive payments must go through the Fiscal Agent unless otherwise approved in advance by the PSC.

4.2 PSC

In its oversight role, the PSC will (not listed in priority order):

- Set and review goals and budgets;
- Set general policies and priorities for Focus programs;
- Review and approve modifications to program designs;
- Provide periodic review of program metrics;
- Respond to Program Administrator inquiries in a timely fashion;
- Review and approve invoices and ensure program activities are within budget and on schedule;
- Oversee management and coordination of the Evaluation Contractor;
- Oversee management of the Compliance Agent Contractor;
- Review and approve printed materials and advertising plans;
- Oversee the development and use of Focus enterprise database;
- Develop and enforce compliance with the Focus policy manual;
- Coordinate activities and ensure effective communication between all program contractors, including the Program Administrator, Program Evaluator, Fiscal Agent, Compliance Agent, and Database Contractor;
- Work with the Program Administrator and SEERA, as necessary, to meet any legislative or other reporting requirements;
- Review and approve utility voluntary programs.

Per Act 141 the PSC has contracts with two entities, the Evaluation Contractor and the Compliance Agent.

Evaluation Contractor

The PSC will retain the services of an independent Evaluation Contractor to fulfill part of its oversight duties. The Evaluation Contractor conducts impact and process evaluations of all Focus Programs, to verify energy savings achievement, assess program attribution, assess market conditions, and review the efficiency and effectiveness of program operations. The evaluator may use a variety of methods to conduct evaluation, including engineering analysis, site visits, billing analysis, metering, surveys, interviews and focus groups, collection and assessment of market data, and review of program documentation. Results of the 2017 Calendar Year Focus on Energy Evaluation results can be found on the Google.docs site.

The Program Administrator and Program Evaluator shall collaborate to pursue continuous improvement for Focus programs. The Program Administrator will be required to provide the Evaluation Contractor with program data and other information, review and comment on evaluation plans and results, and participate in the Evaluation Work Group established by the PSC to address evaluation issues over time. The Program Evaluator will be required to provide detailed and transparent information on

program outcomes that meet the Administrator’s needs for ongoing program operations, and participate in and comment on program decisions that can be informed by evaluation findings, as appropriate.

Compliance Agent

As required by Act 141, the PSC retains the service of a Compliance Agent to conduct the annual financial audit of the Focus funds managed by the Fiscal Agent, and it also performs an annual audit of the Program Administrator, Evaluation contractor and periodic audits of implementers and subcontractors.

5. Scope of Services

As defined in PSC Administrative Code 137.03 (1), Role of the Program Administrator, “The program administrator shall oversee a portfolio of energy efficiency and renewable resource statewide programs, in which other market providers and contractors implement measures with end-use customers.”

While the Program Administrator will not perform any implementation functions, they are responsible for the overall program structure, coordination, hiring and management of implementation contractors to achieve savings and performance goals. The Program Administrator defines what needs to get accomplished and then hires the right firms to design and implement programs to achieve desired energy savings within the established budget. Please refer to the program plans at our Google.docs site and www.focusonenergy.com for more information about the current Business, Residential, and Rural Programs.

Bidders for this RFP will ultimately need to address each of the areas described below with demonstrated evidence of experiences, capabilities, approaches and accomplishments.

5.1 Minimum Qualifications

The Bidder responding to this RFP must have at least the following minimum qualifications to be considered for selection:

- At least 5 years of experience with program administration, oversight, design, contract management, marketing, and/or analysis related to similar types of energy efficiency and renewable resource programs for utility sponsored or other system benefit charge funded programs;
- Demonstrated organizational, financial, data tracking, and reporting abilities;
- Demonstrated commitment to quality and customer service.

5.2 Program Management Expectations

The following is a summary of SEERA’s expectations for the Program Administrator’s overall management functions (not listed in priority order):

- Provide strategic direction and overall vision for the program;
- Keep current on programs and initiatives at the state, regional, national and international level and strive for innovation;

- Work with SEERA and the PSC to establish overall program targets, goals and objectives;
- Prepare **high level** program plans that consolidate the program plans for each sector into a consistent cohesive document;
- Create and/or maintain an infrastructure to support implementation contractors.
- Hire the best implementation contractors for the job and leverage their expertise in the design and delivery of innovative, comprehensive, cost effective programs to their sector or target market;
- Set clear program standards and performance metrics to ensure that implementation contractors are held accountable for goal achievement and cost effective program delivery;
- Facilitate a collaborative relationship between administrative and implementation team members to support clear communication and consistency and efficiency in program operations;
- Provide process and technical support for measure management, to support the development of program offerings and associated savings, and ensure those measures are consistently defined and used across programs;
- Develop and implement an internal communication and information sharing system;
- Design an organizational structure that clearly defines authority, responsibility, and accountability, and supports collaborative and consistent work across functional areas;
- Create an overall market segmentation approach and strategy that allows for teaming across sectors resulting in seamless, customer-focused program delivery;
- Design program opportunities and marketing approaches that comply with Focus on Energy's statutory requirements to provide equitable participation opportunities for all types of customers in all parts of the state;
- Be the primary point of contact/liaison for communication with:
 - SEERA
 - PSC
 - Program Evaluator
 - State and federal agencies
 - Fiscal Agent
 - Auditor/Compliance Agent
 - SPECTRUM Contractor
- Identify opportunities for continuous administrative improvement (e.g. leverage technology, streamline processes), efficiency measures and cost reduction while maintaining customer satisfaction;
- Work collaboratively with other parties to manage Focus' enterprise database and ensure the database is used to effectively manage data access, security, and quality;
- Use program data to perform customer and program analytics that can inform and improve program design and marketing;
- Consult, communicate and coordinate with utilities about overall strategy, program offerings, communication plans, voluntary programs, and integrated delivery options;

- Foster a culture of innovation and creativity;
- Develop a program-wide customer service mindset that supports high levels of customer satisfaction;
- Facilitate appropriate training for maintaining confidentiality, program systems and processes;
- Provide clear points of contact for customer and trade ally inquiries and complaints and establish consistent processes for resolving conflicts and addressing complaints;
- Maintain compliance with applicable federal; state and local statutes; ordinances; orders; rules and regulations;
- Maintain confidentiality of customer information.

5.3 Administrative and Technical and Customer Support Functions

The above list of Program Administrator expectations is classified under two categories or functions: 1) Administrative, and 2) Technical and Customer Support. Therefore, costs are also tracked in these two categories as you will see in Section 6 - Budget. Please note that implementers also track their costs using these two categories. Definitions and associated functions for each of these categories are as follows:

- 1) **Administrative** costs are those costs not directly associated with a specific program activity but which are necessary to the development and administration of programs, including record keeping, payroll, accounting, auditing, billing, business management, budgeting and related activities, overhead allocation and other costs necessary to direct the organization of the program, but do not include program evaluation.

Key **Administrative** functions (as shown in Figure 1) include:

- Contract (and Sub-contract) Management of Implementers
- Information Systems – Data Management and Analytics, Customer and Program Analytics
- Financial Management
- Application Processing/Incentive Management
- Data Analytics and Reporting

- 2) **Technical and Customer Support** costs are those associated with project identification, engineering calculation & modeling, inspection of installed projects, trade ally contractor outreach, technical training, customer service, marketing, and program development.

Key **Technical and Customer Support** functions include:

- Marketing and Public Relations
- Training
- Call Center
- Pilots/EERD
- Quality Assurance and Quality Control
- Measure Management
- Utility Coordination

- Trade Ally Coordination
- Program Development

5.3.1 Administrative Functions

The Program Administrator will oversee the following five categories of activities, essential for administrative functions.

- a. **Contract Management of Implementers (and subcontractors as needed.)** The Program Administrator will solicit, hire and/or contract with all necessary staff and implementers to effectively perform the scope of services outlined in this RFP. The Program Administrator must develop and implement procedures to assign, monitor, review and approve completed work, and to work with the Fiscal Agent to ensure that sub-contractors are compensated in a timely manner. Please refer to the current Focus Policy Manual on the Google.docs site.

- b. **Information Systems – Data Management and Analytics, Customer and Program Analytics.** Since 2011, SEERA has contracted with a Data System Contractor for the development and management of an Enterprise Customer Relationship Management (CRM) data management system which is called SPECTRUM. The enterprise system is designed to track and manage program budgets, customer applications, program measures and their associated costs and energy savings, customer leads and opportunities, marketing activities, contractor invoicing and payment, and customer, site, and utility information, and support the use of that information for program evaluation and analytics. PSC staff serve as system administrators and day-to-day liaisons with the Data System Contractor. (Please see the *SPECTRUM Reference Guide* on the Google.docs site for background on the system.)¹

The Program Administrator will be required to use the enterprise system to support all program operations, including budgeting, incentive payments, contractor payments, measure management, marketing, and analytics. The Program Administrator shall work with the Data System Contractor, the PSC, and other program staff to play a leadership role in the configuration, implementation, user training, and ongoing maintenance and development of the enterprise system, with the goal of ensuring the system supports Focus operations effectively and efficiently. This will involve establishing detailed protocols, procedures, and processes for:

- Accurate and efficient collection of data;
- Maintaining data security to protect the improper disclosure and release of customer data and other confidential information;
- Access to data by all relevant users;
- Integration of different data sources and datasets;

¹ The *SPECTRUM Reference Guide* was last updated in 2015 but still provides prospective bidders with relevant information on the system, its functions, and how it is used on a daily basis to support Focus operations.

- Data governance structures for managing multiple data streams and ensuring data management aligns with overall program strategies.

The Program Administrator shall be required to pursue analytics on program data to help develop more effective program designs and marketing approaches. This approach shall be integrated with general data system management to ensure that analytics is supported by accurate data that can be efficiently accessed and integrated. Purposes to which analytics findings can be used should include, but not be limited to:

- Using market segmentation and predictive analytics to support targeted marketing and communications to enhance program participation and identify and reach customers with barriers to participation.
- Identifying limitations and opportunities in existing program designs, and developing design modifications to improve program performance.
- Identifying and supporting new program designs and approaches to address new technical and market opportunities, drive increased savings achievement, and/or enhance program cost-effectiveness.
- Enhancing customer satisfaction through improved identification of customer needs and interests and new strategies to enhance customer relationships.

c. Financial Management

The Focus Fiscal Agent has established policies and procedures in place for processing all payments made from Focus funds in a cost effective and timely manner. The Fiscal Agent is an accounting firm that handles all the accounting, tax, and fiscal functions for the program. The Program Administrator is required to use financial systems for the programs that are compatible with the systems used by the Fiscal Agent. (For example, the Fiscal Agent currently uses Great Plains software).

The Program Administrator is expected to “plug into” these established accounting procedures and ensure that its implementers are as well. The Program Administrator is responsible for making sure payments to program customers, implementers, trade allies and subcontractors, are legitimate, accurate, and allowable. As such, they will need to have defined processes coordinated with the Fiscal Agent, that include adequate controls to prevent fraud and payment mistakes. Please find the flowchart for payment processing on the Google.docs site.

The Program Administrator will work with the Fiscal Agent and the PSC to:

- Create and maintain relevant and useful program reports;
- Eliminate duplicative record keeping and report creation;
- Document and process payments through the enterprise database, and modify the enterprise database as appropriate to better support fiscal activities;
- Review and approve contractor invoices and customer incentives;

- Assure contractor adherence with the program’s Policy and Procedures manual;
- Cooperate and help facilitate annual compliance audits;
- Create and improve process controls, as needed;
- Adhere to general accepted accounting practices (GAAP).

d. Application/Incentive Payment Management

The Program Administrator must ensure that customer incentives are provided to customers in a timely and efficient manner. Provided below is a snapshot of the previous three years of total incentives processed by portfolio. These dollars translate into between 40,000 and 50,000 checks processed per year in addition to electronic transfer payments.

Program	2015 Incentives	2016 Incentives	2017 Incentives*
Business	\$40,263,381	\$36,051,466	\$33,653,378
Residential	\$22,303,471	\$20,219,849	\$21,967,862
TOTAL	\$62,566,852	\$56,271,315	\$55,621,240

*Preliminary numbers, does not include Rural Broadband Pilot Incentives

Incentives must be budgeted for and tracked separately from other administrative and Technical and Customer Service costs. All incentives are paid through the Fiscal Agent.

e. Data Analytics/Reporting

The Program Administrator is responsible for meeting weekly with PSC staff to provide updates and address program issues. The Program Administrator shall also submit reports to the PSC/SEERA on a quarterly, and annual basis to document activities, accomplishments, and performance. The Program Administrator must also work with the PSC as necessary to meet any legislative or other reporting requirements.

5.3.2 Technical and Customer Support Functions

The Program Administrator will oversee the following nine categories of activities, essential for Technical and Customer Support functions.

a. Utility Coordination

The Program Administrator shall play a leadership role, along with PSC, in serving as a liaison between the Program and the statewide network of investor-owned and municipal utilities and cooperatives. Liaison responsibilities include providing utilities with information on participation of their customers in Focus; coordinating Focus and utility marketing to avoid duplication and present consistent and seamless customer-focused outreach; mutual sharing of information to inform program design; ensuring program decisions are informed by utility input; and partnering with utilities as appropriate to administer, and support program operations.

b. Marketing and Public Relations

Marketing is responsible for the Program's branding, identity, messaging, media vehicles (print, website, events, social media), PR, advertising and awareness tactics (print, broadcast, multi-media), metrics, research, and marketing planning/coordination. It is the role of the Program Administrator's marketing arm to ensure that the Focus message is consistent across all programs to provide a more coherent message, as well as cost efficiencies. The Program Administrator's marketing arm also supports individual implementer marketing efforts where feasible and coordinates marketing efforts with utilities on an ongoing basis.

c. Program Development

The Program Administrator shall continually review Focus' existing program portfolio, Focus program analytics, operations of other programs nationwide, and research on markets, programs, and technologies, to ensure Focus' program portfolio meets the needs of all customers in Wisconsin's continually transforming energy efficiency and renewable energy markets. The Program Administrator shall identify modifications to existing programs, and develop new and innovative programs, to ensure the portfolio remains aligned with changing market conditions.

d. Pilots/Environmental & Economic Research & Development (EERD)

Focus on Energy's Pilot process reviews new pilot program ideas that have the potential to expand the range and value of services available to its customers, help the program achieve desired outcomes of energy savings, customer satisfaction, and/or market transformation, and help test offerings for future expansion/inclusion in its Program portfolio. Some of these ideas can be funded through the EERD process. EERD is funded at \$100,000 per year and research projects allow Focus to further its efforts towards reducing energy waste, costs, and environmental impacts. All EERD projects are selected through a competitive request for proposals (RFP) process that occurs approximately once per year.

e. Training

The Training coordinator works closely with sectors/implementers (and utilities) to provide continuous learning opportunities, curriculum, processes, tools, resources and industry expertise that benefit end-use customers, market providers, utility representatives, and Focus staff statewide. In addition to traditional 'classroom' and 'customer site' settings, online learning, webinars and other cost-effective, technology-rich approaches should be explored to present best practices core classes, DOE, and Building Operator Certification workshops along with new offerings.

f. Measure Management

The Program Administrator shall have primary responsibility for defining measure offerings, and determining and documenting the energy savings associated with each measure. With the support and input of PSC staff, the

Program Evaluator, and Program Implementers, the Administrator shall ensure that measures are defined and used consistently across programs, with variations in definitions and savings as appropriate to recognize different installation conditions that may be present in different sectors. Measure savings and calculation procedures are documented in Focus on Energy's Technical Reference Manual (TRM), which defines deemed savings for prescriptive measures and calculation algorithms for custom measures. While the PSC is responsible for final approval of TRM content, the Program Administrator shall take leadership in developing TRM documentation for PSC approval that meets the measure needs of each programs. The Program Administrator must also work with Program Implementers to ensure deemed savings are correctly documented in the enterprise database and that calculations are consistently and appropriately applied on individual custom projects.

g. Quality Assurance and Quality Control

The Program Administrator is responsible for working with the PSC and the Program Evaluator to develop and maintain generally accepted practices for energy saving calculations and project documentation used by sectors and evaluation coordinators. This will ensure the highest workmanship standards at all levels within the program. The primary focus of this effort is application processing and verification that implemented projects meet program standards. The Program Administrator will determine the percentage of projects that need to be inspected and tested.

h. Call Center

A call center, staffed by qualified customer service representatives experienced in handling customer inquiries and well trained on program elements is a critical component of the program. Capturing customer interface metrics and service level improvements will be tracked via quality assurance reporting.

i. Trade Ally Coordination

Focus depends heavily on trade allies to deliver program offerings to utility customers. Focus has over 2,000 registered trade allies, and the trade ally coordinator is their one-stop shop for the latest on program offerings, and other program information. Focus offers trainings specifically for trade allies, and hosts periodic meetings around the state to present information, and hear from trade allies.

5.4 Program Transition Responsibilities

If necessary, it is expected that the winning bidder would work with the current Program Administrator to accomplish as smooth a transition as possible. The transition must be performed in an organized and efficient manner with minimum disruption to customers, market providers, program allies, and other partners. Below are transition responsibilities that must be addressed and/or taken into consideration in a bidder's proposal.

Existing Program Implementation Contractors

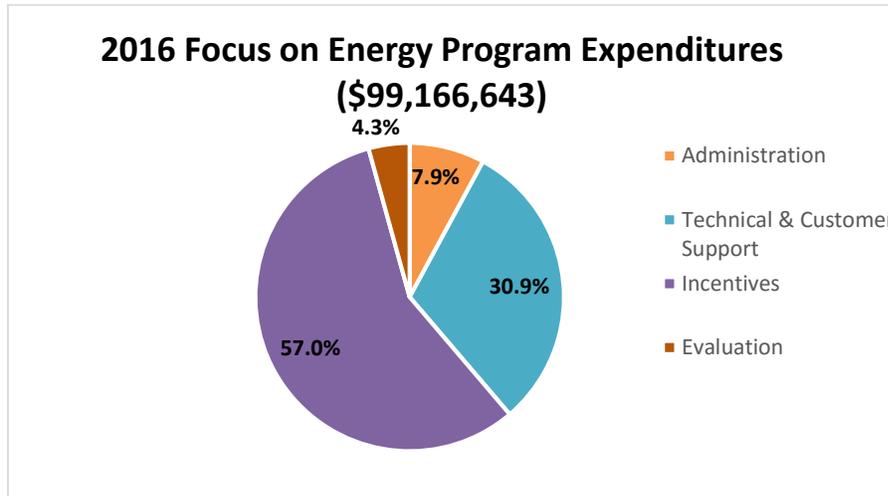
In order to avoid a gap in customer services and confusion, the winning bidder will contract with the current implementation and support contractors for CY 2019 to ensure continuity of program offerings during and immediately after the transition. Moreover, given recent evaluation results and comparisons with similar statewide programs, SEERA and the PSC do not believe that major changes are needed to the current portfolios. If the bidder does propose to make changes to existing portfolio, it should include a rationale for the change, the timeline and a transition plan from current activities. A current list of existing Business Program and Residential implementers is provided at our Google docs site.

Data, Equipment, and Materials

The winning bidder will work with the current Program Administrator to transfer over data, equipment, and materials that have been purchased and developed using Focus funds.

6. Focus on Energy Program Expenditures

For background purposes, below is a breakout of 2016 Focus expenditures by the four categories reported on: 1) Administrative, 2) Technical and Customer Support; 3) Incentives; and 4) Evaluation. These categories were revised in 2016 to provide clarity and more accurately reflect program costs.



Using the definition of Administrative Costs found on page 12, the table below includes **ALL** 2016 Administrative Costs for the Focus program including those for the Program Administrator, Implementers, functions required by Act 141, and other functions necessary for program oversight. **The annual target is for all administrative costs to be 8 percent or less.**

Compliance Agent (Financial Auditor)	\$226,043
SPECTRUM (Focus enterprise system)	\$1,243,061
Fiscal Agent	\$396,391
PSC Staff Oversight	\$400,000
APTIM Administrative Costs	\$3,064,322
Implementer Administrative Costs	\$2,535,979
TOTAL	\$7,865,796

6.1 Program Administrator Budget

For the purpose of this proposal, annual Focus on Energy program budgets throughout the contract period are assumed to be consistent with projected 2019 and 2020 program budgets of approximately \$100 million (including Municipal and Electric Cooperative funds). Below is an estimated budget for each year of the quadrennium, broken out by category.

Year	Program Administrator	Core Efficiency Implementation	Renewables	Rural/Agriculture Programs*	EERD	TOTAL
2019	\$7,000,000	\$82,400,000	\$5,500,000	\$7,500,000	\$100,000	\$102,500,000
2020	\$7,000,000	\$82,400,000	\$5,500,000	\$7,500,000	\$100,000	\$102,500,000
2021	\$7,000,000	\$82,400,000	\$5,500,000	\$7,500,000	\$100,000	\$102,500,000
2022	\$7,000,000	\$82,400,000	\$5,500,000	\$7,500,000	\$100,000	\$102,500,000
TOTAL	\$28,000,000	\$329,600,000	\$22,000,000	\$30,000,000	\$400,000	\$410,000,000

*This number is an estimate **only**. Final numbers will not be known until later in 2018 or beginning of 2019.

6.2 Standard

As shown above, the total Program Administrator budget (administrative functions plus technical and customer support) **should be less than \$7 million annually. This is the only budget you are being asked to provide for this bid.**

Bidders are requested to indicate the overall program administrator budget—direct and indirect costs —required per year including staff billing rate and any start-up costs for each of the following categories:

Direct Costs

- Labor – Labor costs include compensation to staff in the form of wages and fringe benefits as well as overhead/indirect costs (ex: IT, accounting, payroll, etc.) and markup/profit. All of these costs must be billed at a fully loaded labor rate (per quarter hour). Companies will be asked for a specific dollar breakout of what constitutes their billing rate by type of cost, must disclose the allocation method being used, and must be auditable. Any bonus structure should also be disclosed.
- Supplies – Consumable items with short useful lives, equipment under \$500.
- Travel – mileage, meals, hotel rooms, conference rooms, trainings etc.
- Marketing – Costs associated with advertising, sponsorships, printing materials and other related activities.
- Equipment and other capital expenditures – Any type of tangible equipment or item that is specifically purchased and used for the Focus on Energy Program. This applies to items \$500 or greater. Focus retains the ownership rights to equipment at

this price level if purchased solely with Focus funds. Any equipment purchased with Focus funds (regardless of cost) cannot be used for any other program, customer or line of business.

- Subcontractors – Individuals or organizations hired for program activities.
- Other direct costs – Miscellaneous costs that do not fit into any of the above line items (please identify).

Refer to the *Costs, Invoices and Budgets Policy* and the *Travel Policy* within the Focus on Energy Policy Manual for specific allowable and unallowable costs, reimbursement limitations, etc.

6.3 Mandatory Program Administrator Budget Template

Use the budget template (as seen in Figure 2) to provide a breakdown of costs for the key areas outlined in this proposal. A version of the budget template in an excel format is located on the Google.docs site. Please provide information on tasks that will be provided by your organization as well as tasks you plan to subcontract. If you have selected a subcontractor to perform specific functions, please provide us with your rationale for selecting each subcontractor.

Please note: This example has been populated with numbers for illustrative purposes only. It assumes that Application Processing, Marketing, Training and Pilots/EERD are subcontracted. **Please note the second tab at the bottom of the spreadsheet which asks for the breakout of billing rates—this is mandatory as well.**

Figure 2. Program Administrator Budget Template

Budget Summary

	Program Administrator	Administration	Utility Coordination	Marketing	Training	Market Research	EERD	Call Center	Total
Total Administrative Costs	\$ 11,650	\$ 77,050	\$ 7,150	\$ 7,150	\$ 7,150	\$ 7,150	\$ 7,150	\$ 7,150	\$ 124,450

Administrative Functions Budget

	Program Administrator Management Team	Contract Management	Financial Management	Incentive Payment Processing	Database Management	QA/QC	Tracking & Reporting	Total Admin Functions	Total Admin & Management
Number of Employees in FTEs	1.00	1.00	1.00	1.00	1.00	1.00	1.00	7.00	8.00
Direct Costs									
Labor	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,000	\$ 5,000	\$ 5,000	\$ 5,000	31,000.00	36,000.00
Supplies	\$ 50	\$ 50	\$ 50	\$ 25	\$ 50	\$ 50	\$ 50	325.00	375.00
Travel	\$ 100	\$ 100	\$ 100	\$ 25	\$ 100	\$ 100	\$ 100	625.00	725.00
Equipment & Other Capital Expenditures	\$ 5,000	\$ 5,000	\$ 5,000	\$ 1,000	\$ 5,000	\$ 5,000	\$ 5,000	31,000.00	36,000.00
Subcontractors				\$ 5,000				5,000.00	5,000.00
Other Direct Costs	\$ 1,000	\$ 1,000	\$ 1,000		\$ 1,000	\$ 1,000	\$ 1,000	6,000.00	7,000.00
Total Direct Costs	\$ 11,150	\$ 11,150	\$ 11,150	\$ 7,050	\$ 11,150	\$ 11,150	\$ 11,150	\$ 73,950	85,100.00
Indirect Costs	\$ 500	\$ 500	\$ 500	\$ 100	\$ 500	\$ 500	\$ 500	\$ 3,100	\$ 5,700
Total Costs	\$ 11,650	\$ 11,650	\$ 11,650	\$ 7,150	\$ 11,650	\$ 11,650	\$ 11,650	\$ 77,050	\$ 142,450

Support Functions Budget

Category ¹	Utility Coordination	Marketing	Training	Market Research	EERD	Call Center	Total
Subcontractor ²							
Number of Employees in FTEs	1.00	1.00	1.00	1.00	1.00	1.00	6.00
Direct Costs							
Labor	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	6,000.00
Supplies	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	150.00
Travel	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	150.00
Equipment & Other CapEx	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	6,000.00
Subcontractors	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	30,000.00
Other Direct Costs							-
TOTAL Direct Costs	\$ 7,050	\$ 7,050	\$ 7,050	\$ 7,050	\$ 7,050	\$ 7,050	\$ 35,250
Indirect Costs	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	600.00
TOTAL COSTS	\$ 7,150	\$ 7,150	\$ 7,150	\$ 7,150	\$ 7,150	\$ 7,150	\$ 35,750

6.4 Performance Incentives

Bidders must present a Performance Incentives and Penalties proposal, which would reward you for exceeding the four-year gross life cycle energy saving goals within the annual budgets along with other metrics, such as improved customer satisfaction, new customers joining the Program, labor \$/MW hour reduction, operational efficiencies, etc. The current performance incentive is \$500,000 and must be factored out of stated available bidder budgets. Bidders must also propose an equivalent penalty structure for failure to achieve goals, or a justification for why a penalty structure is not appropriate.

6.5 Compensation Structure

In addition to submitting a performance incentive proposal, bidders are asked to propose alternative compensation structures, or concept ideas, for consideration by SEERA/PSC as a way to distinguish your bid from competitors. SEERA is interested in meaningful and creative responses that will help ensure goals are achieved. All alternative compensation structures will be considered and subject to negotiation. For example, at their discretion, bidders may propose:

- a) Pay for Performance: A “pay for performance” compensation structure which pays the bidder an amount per kWh and kW saved (or additional metrics) or a different compensation or partial pay for performance approach.
- b) Hold Back: Bidders may propose a portion of their invoices be “held back” in good faith, until annual performance targets are achieved.
- c) Sliding scale: Minimum standard for performance is set and then incentives increase as performance increases but milestones need to be met to reach the next level of payment.
- d) Other: Bidders may propose other compensation or performance incentive structures for consideration.

7. Selection Process

7.1 Preliminary Screening

Bidder proposals will first go through an initial screening to ensure that all mandatory requirements of the RFP are met by the bidders. Failure to meet the mandatory requirements will result in rejection of the proposal. In the event that all bidders do not meet one or more of the mandatory requirements, SEERA reserves the right to continue the evaluation of the proposals and to select the proposal which most closely meets the requirements specified in this RFP.

a. Selection Process

Bidder proposals will be evaluated and scored by a RFP Evaluation Committee (Committee). The Committee will consist of five members, including one PSC staff person, and four SEERA board members or utility representatives of their choosing.

The Committee will rank bidder proposals using a percentage weighted system. Each section is given a percentage weight, and within each section, individual items are listed. Each proposal will be scored individually. Once the proposals are evaluated, the Committee will select the highest scoring bidders to interview.

Based on the interview/oral presentation, the Committee may revise their ranking of the proposals. Interview criteria will include quality of presentation, interaction and cohesiveness of team and responses to questions. Re-evaluation must be documented by Committee members, indicating new information or understanding gained from the interview on which the new rankings are based. The Committee will then submit its review to the SEERA Board with a recommendation on the candidates.

The Committee's recommendation will not be binding on the SEERA Board. The Board will review the Committee's recommendation and may, at its sole discretion, choose to further review and evaluate any and/or all bidder proposals before submitting its final recommendation to the PSC for approval.

b. Interviews and Presentations

Top-scoring bidders based on evaluation of the written proposals will be required to participate in interviews to support and clarify their proposals when requested by SEERA. SEERA will make every reasonable attempt to schedule each interview at a time and location that is agreeable to the bidder. Failure of a bidder to interview on the date scheduled may result in rejection of the bidder's proposal. The criteria for interviews will include:

- Quality of presentation
- Interaction and cohesiveness of the team
- Responses to questions

8. Response Format and Proposal Requirements

Bidders are requested to prepare concise, yet complete, proposal responses. Proposals should not be more than 30 pages, *excluding* cover letter and relevant attachments. Additional pages beyond 30 will not be reviewed. Our format preference for responses is a .pdf document, Calibri or Arial size 11 font, with numbered pages.

Proposals should provide a concise yet complete description of the bidder's approach and capabilities for satisfying the required services outlined in this RFP. In the event that a bidder chooses not to respond to any section of the RFP format, they should then indicate its reason for the omission of a response in place of the appropriate section.

In addition, bidders should address any and all anticipated difficulties and/or problem areas along with potential approaches to their resolution. Responses that identify staffing limitations or budget constraints, or other specific challenges in achieving desired program goals, along with recommendations to overcoming challenges, will be well received. The bidder is also encouraged to pro-actively present additional information and responses, not specifically requested, which helps demonstrate understanding of the market and ability to achieve program goals. This is especially relevant to the discussion of performance goals and approach.

The proposal should include the following **seven** sections:

- 1) Cover Letter
- 2) Table of Contents

- 3) Overall Approach to Working within the Focus Structure and Vision for the Program
- 4) Organizational and Management Capabilities
- 5) Approach to Administrative Functions
- 6) Approach to Technical and Customer Support Functions
- 7) Cost Proposal

8.1 Overall Approach to Working within the Focus Structure and Vision for the Program (20% Weight)

Please answer the following questions in the sequence shown below. Please include the question number in your response.

1. What is your vision for the program/strategic plan for next 4 years? How will you address goals from Act 141 which include, among other things, an emphasis environmental and economic benefits, rural economic development, and equitable opportunities for customers to participate?
2. How will you work with SEERA and the PSC to ensure that the policies and goals established by the Commission in Quad III planning are implemented?
3. You will need to communicate and coordinate with multiple actors including SEERA, PSC staff, Evaluator, Fiscal Agent, Compliance Agent, state and federal agencies etc. How will you maintain effective communication with these entities?
4. How will you foster a culture of innovation and creativity for program design and delivery? What is your experience delivering programs to rural customers? Please provide at least two examples of past success in this area.
5. How will you develop a program-wide customer service mindset?
6. Please describe your approach to continuous improvement. How have you been able to leverage technology and streamline processes to improve operations and/or the customer experience in previous work?

8.2 Organizational and Management Capabilities (25%)

Please answer the following questions in the sequence shown below. Please include the question number in your response.

1. Provide detailed information regarding competence and experience in administering, overseeing, designing, managing, marketing and/or analyzing other similar energy efficiency and renewable programs. Provide clear evidence of past performance.
2. Provide a detailed organizational chart which includes roles and responsibilities for personnel, including any subcontractors. How would your organizational structure address accountability and responsibility?
3. Do you propose to make any changes to current programs going forward? If so, what would those be and what would be your transition plan?

4. Provide details on your ability to perform within set deadlines and budget.
5. Provide a description of competencies that differentiate you from other firms (what are your unique assets)?
6. Provide information regarding your ability to meet the following **Insurance Requirements:**

Please provide a copy of current general (and professional, if available) liability insurance certificate. If the bidder is selected to become the Program Administrator, they will be required to obtain the following insurance coverage:

- Workers Compensation as required by the state of Wisconsin
 - Commercial General Liability and Property Insurance including but not limited to:
 - Premises
 - Operations
 - Independent Contractors
 - Products-Completed Operations
 - Personal Injury and Advertising Injury
 - Contractual Liability
 - Minimum Coverage requirements for Commercial General Liability are:
 - \$2,000,000 Per Occurrence
 - \$5,000,000 Annual General Aggregate
 - Automotive Liability coverage of at least \$2,000,000 per occurrence
 - Professional Liability coverage of at least \$2,000,000 per occurrence
 - Crime and Fidelity Insurance of at least \$15,000,000 per occurrence
7. Provide information regarding your ability to meet **Financial Requirements** including 3 years of audited financial statements. These will **NOT** count towards the 30-page limit.

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

- Specify any preferred or desired financial terms that will facilitate your firm's ability to respond to this RFP.
- 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 of the contract.
-

8.3 Approach to Administrative Functions (20%)

Administrative Functions are defined as: the costs not directly associated with a specific program activity but which are necessary to the development and administration of programs, including record keeping, payroll, accounting, auditing, billing, business management, budgeting and related activities, overhead allocation and other costs necessary to direct the organization of the program

Please answer the following questions in the sequence shown below. Please include the question number in your response.

A. Contract (and sub-contract) Management

1. Please describe your approach to overseeing the performance of program implementers and sub-contractors. How will you manage to achieve results within budget, and ensure excellent customer satisfaction? What will be your approach towards identifying problems early and changing designs as needed? What is your plan for mediating disputes and resolving conflicts?
2. How will you work with multiple implementers to design overall portfolios and program plans? Provide two examples of past experience in this area.
3. Describe how you have effectively worked with contractors you have hired because they have a specific core competency? How did you leverage their expertise and help them to be successful?
4. Provide an example of how you have set clear program standards and performance metrics for implementation contractors in previous work.
5. What is your approach to ensuring accuracy, integrity, and quality by participating contractors?

B. Information Systems Management: Data Management and Analytics; Customer and Program Analytics: financial management (budgeting, invoicing etc.), application processing; and tracking/reporting

1. **Data System Management:** Describe your experience in carrying out ongoing maintenance and development of data systems, and ensuring data systems maintain accurate, secure, and accessible data. Please review the Focus Program organizational charts in Google.docs and confirm your ability to work within established collaborative structures for managing SPECTRUM. Please describe your experience working with “cloud” based systems and cybersecurity.

2. **Financial Management:** Describe your financial management experience and experience working with financial systems. Confirm your ability to work in a Microsoft based enterprise system with established budgeting processes found in SPECTRUM.
3. **Application Processing/Management:** Describe your experience managing application processing. Please review the check run flow chart in Google.docs and confirm your ability to work with established application and incentive processes within SPECTRUM.
4. **Data Analytics and Reporting:** Describe your ability to use a variety of program information sources to provide analysis that supports improved program design and marketing, and to provide descriptive reporting to the Commission, utilities, program staff, and other program audiences.

8.4 Approach to Technical and Customer Support Functions (20%)

Technical and Customer Support is defined as: costs associated with project identification, engineering calculation & modeling, inspection of installed projects, trade ally contractor outreach, technical training, customer service, and marketing.

Please answer the following questions in the sequence shown below. Please include the question number in your response.

1. **Marketing:** Please describe your approach and capabilities to develop a mass marketing and communications plan to support the program. How will you handle the following: overall brand management; umbrella marketing; targeted marketing; coordination between programs to maintain one voice for the program; website management; and marketing efforts with utilities. What is your experience marketing to rural and underserved customers? What is your experience with developing and managing e-commerce sites?
2. **Training:** Please describe your approach and capabilities to manage training for customers and trade allies that support the overall goals of the program. Please include experience with overall course management, registration and course development. Also, please describe your ability to coordinate training efforts with other training offerings around the state.
3. **Call Center:** Please describe your ability and experience to staff a customer service toll-free telephone line/call center for customers and trade allies who are interested in Focus, have questions, complaints, or are interested in participating in the program. Please describe other customer support programs designed to supplement call center services.
4. **Pilots/EERD:** Describe your approach to developing pilots for new program ideas. Describe the frequency and type of pilots needed to support the long-term success of the program. How will you manage the EERD program?

5. **Quality Assurance and Quality Control:** Describe the key elements required to maintain quality assurance and control for the program to ensure minimal mistakes and customer service problems. Please include performance standards, key metrics, processes and reporting you would include in your QA/QC efforts. This should include regulatory compliance, integrity of engineering/energy savings estimates, project documentation, protection of utility customer data and program data files.
6. **Measure Management:** Describe your experience in managing measures which includes: ensuring that measures are defined and used consistently across programs, with variations in definitions and savings as appropriate to recognize different installation conditions that may be present in different sectors; documenting savings and calculation procedures in Technical Reference Manuals (TRMs), and the enterprise data system; and ensuring that calculations are consistently and appropriately applied on individual custom projects.
7. **Utility Coordination:** You will need to communicate and collaborate multiple utilities and different levels of utility staff about strategy, program offerings, marketing, and voluntary programs etc. What type of utility coordination team will you put in place?
8. **Trade Ally Coordination:** Describe your previous experience in managing trade allies who partner with energy efficiency programs.
9. **Program Development:** Describe your approach to program development. How will you use program data, review operations of other programs nationwide etc. to ensure Focus programs meet the needs of all customers in Wisconsin's continually transforming energy efficiency and renewable energy markets?

8.5 Cost Proposal (15%)

1. Provide the proposed budget in the required format.
2. Total Administrative budget including performance incentives, does not exceed the amount identified in the RFP.
3. Present a Performance Incentives and Penalties proposal, designed to reward the administrator should it exceed the four-year gross life-cycle goal as well as attaining other metrics such as: improved customer satisfaction; new customers participating in Focus; etc. Propose an equivalent penalty structure for failure to achieve goals, or a justification for why a penalty structure is not appropriate.
4. Propose an alternative compensation structure that distinguishes the bid from competitors such as: "pay-for-performance", "hold-back," or other.

5. Describe how your proposed budget and services offered would change if Focus program funding is reduced by the Wisconsin legislature, or the budget is otherwise adjusted. Please include which services would be reduced or eliminated.
6. Confirm your willingness to accept the terms and conditions in the draft contract provided on the Google.docs site (by July 12) and identify, with proposed revisions, any provisions to which you will not agree.

9.6 Summary of Evaluation Criteria

Description	Percentage
<p>Overall Approach to Working within the Focus Structure and Vision for the Program</p> <ul style="list-style-type: none"> • Vision and strategic plan for the Program • Approach to working with PSC and SEERA on Quadrennial Planning III order points • Communication plan with multiple actors • Fostering a culture of innovation and creativity • Developing a program-wide customer service mindset • Approach to continuous improvement 	20%
<p>Organizational and Management Capability</p> <ul style="list-style-type: none"> • Demonstrated competence and experience • Management and organizational structure • Any proposed program changes and transition plan • Ability to perform within set deadlines and budget • Unique assets • Ability to meet insurance requirements • Ability to meet financial requirements 	25%
<p>Approach to Administrative Functions</p> <ul style="list-style-type: none"> • Contract Management • Information Systems Management <ul style="list-style-type: none"> • Data Systems Management • Financial Management • Application Processing/Management • Data Analytics and Reporting 	20%
<p>Approach to Technical and Customer Support Functions</p> <ul style="list-style-type: none"> • Marketing • Training • Call Center • Market Research/EERD • Quality Assurance and Quality Control • Measure Management • Utility Collaboration and Coordination • Trade Ally Coordination • Program Development 	20%

<p>Cost Proposal</p> <ul style="list-style-type: none"> • Program administrative budget • Presented Performance incentives • Proposed Alternative compensation structure • Alternative program administrator budget should funding be reduced • Willingness to accept draft contract/proposed revisions/provisions you will not agree to. 	15%
Total	100%

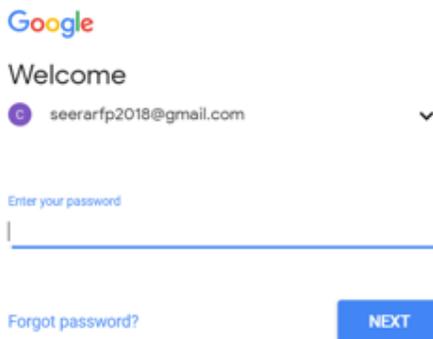
The PSC must approve or reject SEERA’s selection of a program administrator within 40 working days after it is notified of the selection. A contract will not be finalized until the 40-day period is complete. Once a contract is finalized, SEERA must submit the final contract for Commission approval within 40 days of receipt.

Appendix A – Accessing the SEERA RFP Google docs Site

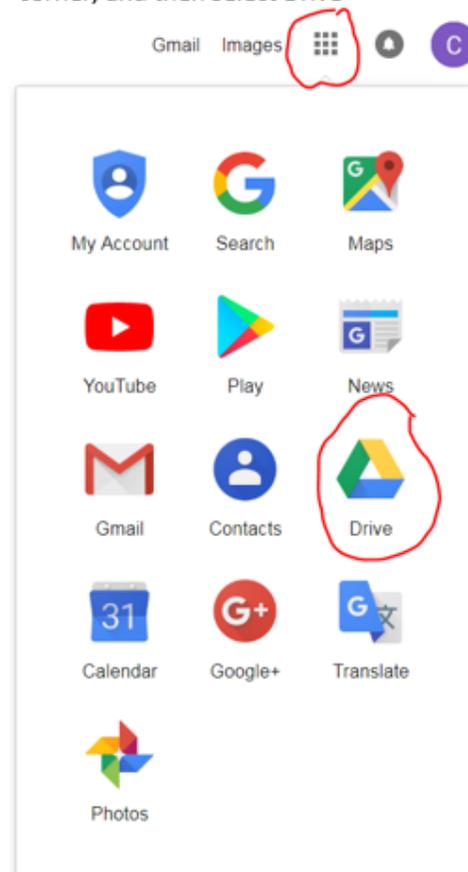
1. Go to www.google.com and click Sign in



2. Enter seerarfp2018@gmail.com in the Email field
3. Enter focusonenergy in the Password field



4. Click the tile symbol in the upper right hand corner, and then select Drive



5. The list of Google docs displays. Select a document.

Please Note: The seerarfp email address is only to be used to access documents. Any email requests for information should be sent to caitlin.humrickhouse@bakertilly.com

Please remember to logout of the Google.docs site when finished.

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