

Energy Trust of Oregon

Request for Proposals:

2022 Process Evaluation of the Business Lighting Program

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Proposals Due: June 28, 2022

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About Energy Trust

Energy Trust is an independent nonprofit organization, selected and overseen by the Oregon Public Utility Commission, to lead Oregon utility customers in benefiting from saving energy and generating renewable power. Our services, cash incentives and solutions have helped participating customers of Portland General Electric, Pacific Power, NW Natural, Cascade Natural Gas, and Avista save more than \$4.6 billion on their energy bills since 2002. The cumulative impact of our leadership since 2002 has been a contributing factor in our region's low energy costs and in building a sustainable energy future. More information about Energy Trust's background, funding sources, strategic and action plans, policies and programs are available on our website at www.energytrust.org/about.

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

Introduction

Energy Trust of Oregon is soliciting proposals to conduct a process evaluation of its Business Lighting (BL) program ("the program").

The BL program offers incentives to commercial and industrial (C&I) customers of Portland General Electric (PGE) and Pacific Power in Oregon for energy efficient lighting installations. The BL program is implemented by a Program Delivery Contractor (PDC) on behalf of Energy Trust, with oversight by Energy Trust program management and marketing staff. The BL program started operations in 2021, consolidating lighting incentives and services from three separate C&I programs.

Prior to 2020, efficient C&I lighting incentives were provided by Energy Trust's Existing Buildings, Existing Multifamily, and Production Efficiency programs. Although these programs were delivered by three different Program Management Contractors, they all subcontracted their lighting incentive services from a single delivery vendor—Evergreen Consulting—which coordinated services across these programs, but the administration, management, and program requirements differed by program. The Business Lighting program was created to consolidate the management and delivery of efficient lighting incentives to C&I customers and to standardize program processes and services. CLEAResult was selected through a competitive process to implement the Business Lighting program, taking over operations from the previous implementation contractor in January 2021. The CLEAResult team is comprised of a core program delivery and outreach team responsible for strategy, design, planning, and deployment of program services. Additional customer service, incentive processing, finance, IT, and engineering staff support the program delivery team.

CLEAResult also subcontracts with several program partners to support components of the program, including several firms that are COBID-certified. Backen Consulting helps manage the downstream incentive track and engages with and supports the program's trade ally contractor network. ColeBreit and PAE provide technical services primarily to the downstream track of the program, including project review, site assessments, verification inspections, lighting design assistance, and engineering support. FCI Management coordinates the Small Business Direct Install (SMBDI) track, including outreach to, and recruiting of, small and medium businesses, lighting assessments, on-site data collection, and trade ally contractor engagement. CLEAResult also subcontracts with COBID-certified lighting installation contractors for the SMBDI track.

The BL program provides incentives and services for lighting retrofits in existing C&I buildings, including commercial, governmental, multifamily, indoor agriculture, and industrial facilities. The program is comprised of three main services: downstream prescriptive and custom incentives, small and medium business direct install, and midstream incentives. The downstream incentive track provides incentives to C&I customers to have prescriptive or custom efficient lighting and lighting controls measures installed in their businesses by a trade ally contractor. The SMBDI track provides free installation of select efficient lighting and lighting controls measures to qualifying business customers. The SMBDI track is intended to serve small and medium size businesses that Energy Trust has not served well in the past, including rural businesses, women- and BIPOC-owned businesses, non-profit organizations providing services to marginalized communities, and other small businesses. The midstream incentive track, which started in December 2021, provides point of sale discounts to customers that purchase efficient lighting products from participating distributors. The midstream track simplifies the participation process for customers by eliminating incentive applications and having distributors validate customer and product eligibility.

In the downstream track, savings for LED lighting and lighting controls measures are calculated using Energy Trust's C&I Lighting Retrofit Calculator Tool (Lighting Tool).. The lighting tool is a custom Excel workbook that takes several inputs for each measure and uses basic engineering calculations to compute energy savings and the corresponding Energy Trust incentives. This tool is continuously updated and has been extensively vetted by PDC staff, Energy Trust engineering staff, trade ally contractors, and third-party evaluators. Prescriptive lighting and controls measures must be selected from a list of qualifying products that meet the Design Lights Consortium or Energy Star standards and analyzed using the lighting tool. . The assumed baseline condition is either the existing equipment or equipment that is minimally code compliant for a given application.

For the SMBDI and midstream tracks, the program developed a limited set of prescriptive LED lighting and lighting controls measures for specific applications and wattage ranges. Savings for these measures are based on savings workbooks and assumptions from the RTF.¹ For each measure application, the RTF and historic program data are referenced to estimate the typical hours of use. For the midstream track, the baseline condition is assumed to be a product providing the same amount of illumination with the market

¹ Regional Technical Forum. A technical advisory committee to the NW Power and Conservation Council that maintains a list of energy efficiency measures. <https://rtf.nwccouncil.org>

average efficiency level. For the SMBDI track, the baseline condition is assumed to be the existing equipment.

During the first year of the BL program in 2021, the program supported 1,635 projects, providing about \$12 million in incentives to C&I customers to achieve 95 million kWh in electricity savings. So far, in 2022, the program has supported 338 projects at 422 customer sites. Since 2021, over 250 installers² have completed lighting projects supported by the BL program, although only 85 of these have completed five or more installations. The top 10 installation contractors, in terms of project volume, have completed 807 projects since 2021 (41%) representing 20% of BL program savings and 24% of incentive payments. The top 50 contractors have completed 1,635 (83%) projects representing 64% of program savings and 63% of incentive payments.

Prior to the creation of the BL program, Energy Trust’s annual C&I lighting project volumes and energy savings had been on the decline. This is primarily due to a rapidly transforming lighting market with fewer remaining opportunities. Consolidating the delivery of Energy Trust’s C&I lighting services and incentives under one program was a bid to reduce delivery costs and more efficiently serve the market as C&I lighting savings potential continues to decline. Table 1 displays Energy Trust’s history of C&I lighting project volume and energy savings over time, ending with the first full year of the BL program in 2021. The drop in the number of projects and energy savings seen in 2021 was likely attributable to incentive caps that the program instituted to manage budgets during a turbulent period in the market, as well as pandemic-related supply chain disruptions and increasing costs.

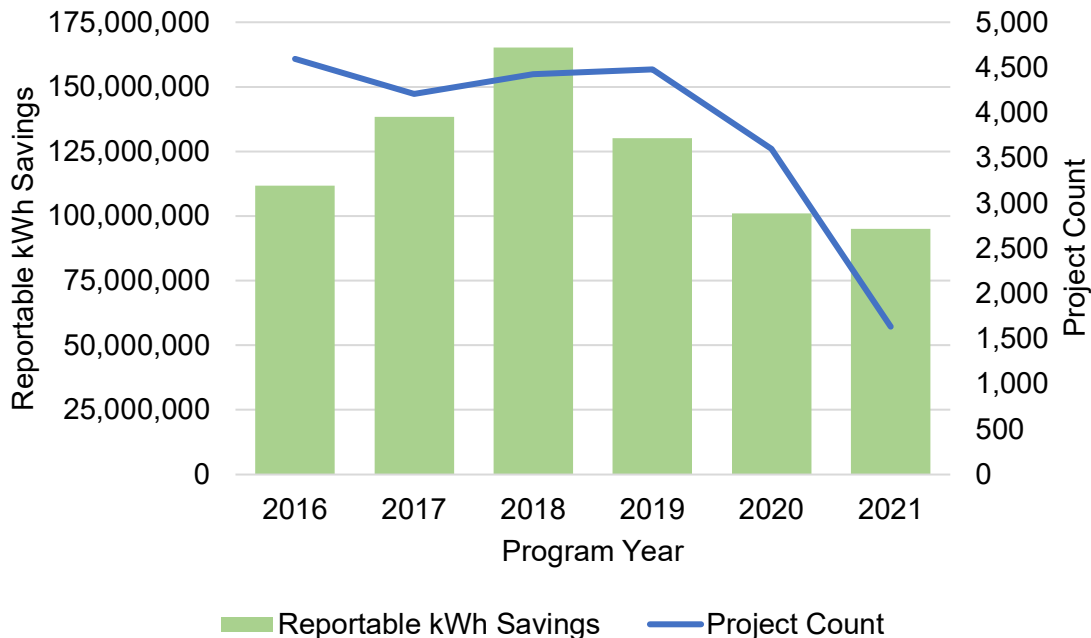


Figure 1: Energy Trust C&I Lighting Savings over Time

² A small number of the “installers” included in this count are large customers with in-house facilities staff that have completed the lighting upgrades themselves.

Tables 1 through 6 summarize BL program activity for 2021 and 2022 year-to-date by program track, market sector, and measure categories completed. These tables show the number of sites served and projects completed as well as the total annual and average per project savings claimed, incentives paid, and total installation costs. Please note that project counts and savings totals may differ slightly from the official results published Energy Trust reports to the OPUC. In 2021, direct install lighting projects were transitioning away from the EB program's direct install offering to the BL program SMBDI track. The 2021 direct install totals include some of the former. Street lighting incentives were discontinued in 2021. The midstream track was launched in 2022 and is just beginning to get traction in the market.

Table 1: Summary of BL Program Activity by Year and Program Track

Year	Track	# of Sites	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs
2021	Direct Install	202	204	22,116	830,882	\$386,343	\$342,851
	Downstream	1,308	1,421	450,664	82,783,078	\$10,444,582	\$43,161,030
	Street Lighting	9	10	15,310	11,508,192	\$1,172,064	\$6,782,384
	Total	1,515	1,635	488,090	95,122,152	\$12,002,989	\$50,286,264
2022 YTD	Direct Install	79	79	2,655	767,283	\$181,326	\$182,359
	Downstream	209	214	48,966	9,440,625	\$889,558	\$4,090,426
	Midstream	138	45	10,347	980,529	\$126,694	\$345,639
	Total	422	338	61,968	11,188,436	\$1,197,578	\$4,618,424

Note: Sites may participate in more than one project or in more than one program track each year and projects may be completed across multiple customer sites.

Table 2: Average BL Program Participation Levels Per Project by Year and Program Track

Year	Track	# of Sites	# of Projects	Measure Quantity Per Project	Reportable kWh Per Project	Incentives Paid Per Project	Installed Costs Per Project
2021	Direct Install	202	204	108	4,073	\$1,894	\$1,681
	Downstream	1,308	1,421	317	58,257	\$7,350	\$30,374
	Street Lighting	9	10	1,531	1,150,819	\$117,206	\$678,238
	Overall	1,515	1,635	299	58,179	\$7,341	\$30,756
2022 YTD	Direct Install	79	79	34	9,712	\$2,295	\$2,308
	Downstream	209	214	229	44,115	\$4,157	\$19,114
	Midstream	138	45	230	21,790	\$2,815	\$7,681
	Overall	422	338	183	33,102	\$3,543	\$13,664

Note: Sites may participate in more than one project or in more than one program track each year and projects may be completed across multiple customer sites.

Table 3: Summary of BL Program Activity by Year and Market Sector

Year	Sector	# of Sites	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs
2021	Commercial	1,103	1,188	409,591	69,942,498	\$8,481,498	\$38,976,825
	Industrial & Ag	187	210	36,289	23,000,676	\$3,309,583	\$10,468,434
	Multifamily	229	237	42,210	2,178,979	\$211,908	\$841,005
	Total	1,515	1,635	488,090	95,122,152	\$12,002,989	\$50,286,264
2022 YTD	Commercial	347	276	51,727	9,108,531	\$1,010,089	\$3,758,431
	Industrial & Ag	51	45	5,551	1,419,259	\$133,163	\$526,853
	Multifamily	25	23	4,690	660,646	\$54,325	\$333,139
	Total	422	338	61,968	11,188,436	\$1,197,578	\$4,618,424

Note: Sites may participate in more than one project each year and projects may be completed across multiple customer sites that fall within multiple market sectors.

Table 4: Average BL Program Participation Levels Per Project by Year and Market Sector

Year	Sector	# of Sites	# of Projects	Measure Quantity Per Project	Reportable kWh Per Project	Incentives Paid Per Project	Installed Costs Per Project
2021	Commercial	1,103	1,188	345	58,874	\$7,139	\$32,809
	Industrial & Ag	187	210	173	109,527	\$15,760	\$49,850
	Multifamily	229	237	178	9,194	\$894	\$3,549
	Overall	1,515	1,635	299	58,179	\$7,341	\$30,756
2022 YTD	Commercial	347	276	187	33,002	\$3,660	\$13,618
	Industrial & Ag	51	45	123	31,539	\$2,959	\$11,708
	Multifamily	25	23	204	28,724	\$2,362	\$14,484
	Overall	422	338	183	33,102	\$3,543	\$13,664

Note: Sites may participate in more than one project each year and projects may be completed across multiple customer sites that fall within multiple market sectors.

Table 5: Summary of BL Program Activity by Year and Measure Category

Year	Measure Category	# of Sites	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs
2021	Standard controls	238	246	9,006	1,089,620	\$384,212	\$966,246
	Standard lighting	1,501	1,615	471,636	90,310,164	\$10,969,490	\$46,874,053
	Custom controls	60	60	4,311	2,206,699	\$401,290	\$1,291,015
	Custom lighting	73	77	3,137	1,515,670	\$247,997	\$1,154,951
	Total	1,515	1,635	488,090	95,122,152	\$12,002,989	\$50,286,264
2022 YTD	Standard controls	29	31	783	68,108	\$26,398	\$66,724

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Standard lighting	419	335	59,680	10,530,742	\$1,069,458	\$4,330,532
Custom controls	4	6	1,340	532,238	\$94,429	\$192,349
Custom lighting	8	8	165	57,349	\$7,293	\$28,818
Total	422	338	61,968	11,188,436	\$1,197,578	\$4,618,424

Note: Sites may participate in more than one project or in more than one measure category each year and projects may be completed across multiple customer sites.

Table 6: Average BL Program Participation Levels Per Project by Year and Measure Category

Year	Measure Category	# of Sites	# of Projects	Measure Quantity Per Project	Reportable kWh Per Project	Incentives Paid Per Project	Installed Cost Per Project
2021	Standard controls	238	246	37	4,429	\$1,562	\$3,928
	Standard lighting	1,501	1,615	292	55,920	\$6,792	\$29,024
	Custom controls	60	60	72	36,778	\$6,688	\$21,517
	Custom lighting	73	77	41	19,684	\$3,221	\$14,999
	Total	1,515	1,635	299	58,179	\$7,341	\$30,756
2022 YTD	Standard controls	29	31	25	2,197	\$852	\$2,152
	Standard lighting	419	335	178	31,435	\$3,192	\$12,927
	Custom controls	4	6	223	88,706	\$15,738	\$32,058
	Custom lighting	8	8	21	7,169	\$912	\$3,602
	Total	422	338	183	33,102	\$3,543	\$13,664

Note: Sites may participate in more than one project or in more than one measure category each year and projects may be completed across multiple customer sites.

Table 7 summarizes BL program activity by participant business type for 2021 and 2022 year-to-date, to provide an idea of the types of C&I customers that have participated in the program since its inception.

Table 7: Summary of BL Program Activity by Business Type

Business Type	# of Sites	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs
Agriculture	61	71	11,410	15,406,264	\$2,088,921	\$6,439,110
Arts/ Entertainment/ Recreation	45	48	3,621	1,276,727	\$234,196	\$810,338
Bank/Financial Institution	26	27	1,143	333,875	\$42,815	\$190,940

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Business Type	# of Sites	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs
Car Dealership	22	24	1,869	2,019,607	\$258,279	\$848,242
College/ University	25	26	14,515	1,147,762	\$139,384	\$452,670
Convenience Store	17	17	1,341	184,666	\$21,204	\$50,169
Fire Station	17	17	2,482	275,004	\$20,990	\$110,667
Food Service	119	115	5,848	1,667,703	\$182,741	\$634,699
Gas Station	12	12	771	259,888	\$36,061	\$101,899
General Manufacturing	158	179	29,481	8,500,496	\$1,318,171	\$4,322,366
Grocery	79	79	105,094	13,972,962	\$860,318	\$3,608,439
Gym/Athletic Club	10	11	1,622	277,533	\$34,714	\$109,409
Healthcare	49	47	8,093	644,547	\$89,377	\$307,824
Hospital	23	41	10,306	2,669,375	\$312,586	\$1,311,910
K-12 School	132	145	107,468	5,905,018	\$950,374	\$9,657,216
Lodging/ Hotel/ Motel	31	35	10,415	1,480,376	\$101,801	\$476,076
Meeting/ Convention/ Community Center	13	15	1,639	197,253	\$30,741	\$97,437
Multifamily	249	257	46,568	2,801,150	\$262,331	\$1,156,881
Office	203	218	49,834	4,945,200	\$674,343	\$3,245,795
Parking Structure	12	14	2,231	653,753	\$74,385	\$355,587
Place of Worship	45	51	7,640	885,450	\$135,142	\$473,763
Repair Shop	63	68	9,734	1,281,085	\$213,407	\$519,032
Retail	270	270	56,243	11,581,748	\$1,397,061	\$4,418,228
Transportation Infrastructure	42	53	29,052	18,541,993	\$2,093,396	\$10,221,429
Warehousing/ Storage	133	134	17,993	5,886,755	\$1,012,259	\$3,114,895
Other	24	27	13,441	3,456,001	\$597,982	\$1,835,156
Unknown	5	5	204	58,401	\$17,587	\$34,509

Note: Sites may participate in more than one project each year and projects may be completed across multiple customer sites that fall within multiple business types.

For more detailed breakdowns of program activity by program track, market sector, and measure category, and for a summary of program activity by contractor, please see Appendix C.

For more background on Energy Trust’s Business Lighting program, see the “Business Lighting Highlights” section in Energy Trust’s 2021 Annual Report.³ In addition, previous program process evaluations of Energy Trust’s Existing Buildings, Existing Multifamily, and Production Efficiency programs may provide additional context and background to

³ Energy Trust of Oregon. 2021 Annual Report to the Oregon Public Utility Commission and Energy Trust Board of Directors. Retrieved on 4/28/2022 from: <https://www.energytrust.org/wp-content/uploads/2022/04/2021-Annual-Report.pdf>

the current BL program. All of these reports can be found on Energy Trust's website at: <https://www.energytrust.org/about/reports-financials/documents/>.

Research Objectives

Energy Trust performs process and impact evaluations on all of its programs on a regular basis. Given that the Business Lighting program is relatively new, it has not yet had a process evaluation. This process evaluation will document the program's launch and contractor transition and give an overview of the program's current structure, delivery and implementation strategy, outreach channels, incentive offerings and services, and effectiveness in serving customers. The evaluation will take a forward-looking approach to understand how the program needs to evolve to be successful in the future and best serve business customers. Program processes and the experiences of the program's partners, allies, market actors, and customers will be evaluated. The evaluation will also assess the program's successes and challenges, progress towards its diversity, equity, and inclusion (DEI) goals, the current market for energy efficient lighting in existing C&I buildings, and remaining opportunities for the program.

The goal of this process evaluation is to obtain feedback on program design and implementation that can be used by Energy Trust to deliver the BL program more effectively and efficiently. The primary goals of this evaluation are to:

- Understand the current C&I lighting market and remaining opportunities
- Document current program structure and operations and identify potential improvements
- Document the program's achievements and challenges
- Document the problems encountered during the program transition and the lessons learned
- Document the impacts of the 2021 incentive caps and the lessons learned
- Obtain feedback on the program's market activities, including each of its incentive tracks, and identify potential improvements
- Assess the program's progress towards its DEI goals, how it has helped to further Energy Trust's DEI efforts, and identify how it can better serve priority customers

In addition, the evaluation should address the research questions listed below. Please see Appendix D for a matrix of how the primary research questions can be addressed through the research activities described in the Tasks section.

Lighting Market:

- What is the current state of the lighting market globally, nationally, and in Oregon in the commercial, governmental, multifamily, industrial, and indoor agriculture sectors?
 - How has the C&I lighting market shifted since 2020?
 - How have business, labor, and supply chain disruptions, due to major external events (e.g. pandemic, disasters, trade disputes, wars, etc.), impacted the market?
 - How are market actors adapting to those changes, including decision-making, product sourcing, and product selection?
 - Where is the C&I lighting market headed overall?

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- What are the remaining opportunities for the program in the lighting market for commercial, governmental, multifamily, industrial, and indoor agriculture sectors?
 - What types of businesses and facilities have not yet completed LED retrofits through Energy Trust programs?
 - What portion of the C&I market sectors have not participated?
 - What portion of small, rural, women- and minority-owned business have not participated?
 - What applications have the largest remaining opportunities for lighting upgrades and what opportunities are on the horizon?
- What is the current state of the lighting controls market in Oregon in the commercial, governmental, multifamily, industrial, and indoor agriculture sectors?
 - How do lighting controls fit into the current C&I lighting market?
 - What types of lighting controls measures are commonly installed and are there any trends in those installations?
 - How frequently are lighting controls installed along with lighting measures?
 - How frequently are lighting controls measures installed without Energy Trust incentives? Why?
 - What are the remaining opportunities for lighting controls and what opportunities are on the horizon?

Program Transition:

- How did the launch of the Business Lighting program and transition to a new implementation contractor go?
 - What were the main problems that Energy Trust encountered?
 - How were these issues resolved?
 - How could Energy Trust have better prepared for or better handled the transition?
 - What were the lessons learned from these experiences?
 - What could be done to avoid these types of issues during the next program transition?
- What were the main problems that Energy Trust encountered when launching the small business direct install and midstream lighting initiatives?
 - How were these issues resolved?
 - What were the lessons learned from these experiences?

General Program Operations:

- How is the Business Lighting program currently structured?
 - How well is that structure working?
- How are general program operations working now?
 - How many projects and how much savings does the program support each year?
 - Is the program achieving its savings goals? Why or why not?
 - How does the program set its budget and manage it throughout the year?
 - How well is that working?
 - What could be improved?
 - What isn't working well with the program structure and operations?
 - How can the program structure or operations be further improved?

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- Can Business Lighting be a successful standalone program, separate from Existing Buildings and Production Efficiency?
- How well can the program adapt to big external changes that impact the market (e.g. pandemic, disasters, trade disputes, wars, etc.)?
 - How could the program better deal with these types of disruptions?
- How can the program design be improved to have more impact on the market?
- What are the program's plans for the future?

2021 Incentive Cap Impacts:

- What were the impacts of the incentive caps imposed in 2021 on the C&I lighting market?
 - What were the impacts on program activity in the downstream track?
 - What were the impacts on customers, trade ally contractors, and distributors?
 - How many projects happened without incentives when caps were in place?
 - To what degree were incentive caps responsible, versus other coincident market disruptions, such as labor and supply chain disruptions and price increases?
 - Has the program overcome the challenges resulting from the incentive caps?
- What were the lessons learned from these experiences?
- How can the program reengage customers, trade ally contractors, and distributors that were disillusioned by the incentive caps?

Downstream Incentive Track Operations and Customer/Partner Experience:

- How is the downstream track structured?
- How well is the downstream incentive track working now?
 - How do the customer recruiting, enrollment, installation, and payment processes work?
 - How well is the downstream track serving customers within each market sector?
 - How satisfied are participants with the services provided?
 - How well is the downstream track working for trade ally contractors, distributors, and manufacturers?
 - What is the downstream incentive track's influence on the C&I lighting market?
 - What isn't working well with the downstream track?
- What incentive levels are necessary to keep the lighting market moving towards efficient products with strong program activity?
- How can the downstream track be further improved?

Small Business Direct Install Track Operations and Customer/Partner Experience:

- How is the small business direct install track structured?
 - How well are the different implementation partners working together?
- How well is the small business direct install track working now?
 - How do the customer recruiting, enrollment, installation, and payment processes work?
 - How well is this track reaching its intended small business audience?
 - How well is this track serving customers?
 - What portion of interested businesses do not proceed with installation?

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- What are the reasons/barriers that business do not proceed with installation?
- How satisfied are customers with the services provided and the lighting products installed?
- Would direct install participants install efficient lighting without the program?
- What isn't working well with small business direct install?
- How can the direct install track be further improved?

Midstream Incentive Track Operations and Customer/Partner Experience:

- How is the midstream lighting track structured?
- How well is the midstream incentive track working now?
 - How are the distributor relationships working?
 - Are sufficient project data being provided by distributors in a timely manner?
 - How well is midstream serving customers?
 - Commercial, governmental, industrial, and indoor agriculture sectors?
 - How well is the track working for distributors and trade ally contractors?
 - What are the challenges for distributors and trade ally contractors?
 - What would help get them more engaged in midstream?
 - What is the midstream track's influence on the C&I lighting market?
 - What isn't working well with the midstream track?
- How do controls fit in with midstream lighting incentives?
- Is midstream ready to take on much larger project volumes?
- How can the midstream track be further improved?

Overlap Between Business Lighting and Other Programs:

- How much overlap is there between Business Lighting participants and the other C&I programs?
 - What portion of Business Lighting participants in each track also participated in another program?
 - What types of businesses are most likely to do projects with multiple programs?
 - How well is Business Lighting working for customers working across multiple programs?
 - How well is Business Lighting working for trade ally contractors and distributors working across multiple programs?
 - Are direct install lighting participants able/willing to participate in other programs?
- Is there any market confusion or crossover between the direct install lighting offer and the Existing Buildings small business direct install offers?
- How could cross-program coordination be improved?

DEI Goals and Accomplishments:

- What are Business Lighting's DEI goals?
 - How is the program defining diverse businesses?
- What progress has Business Lighting made towards its DEI goals?
 - Is it on track to achieve its DEI goals?

- How much is the direct install track contributing to the program's DEI achievements versus other tracks?
- Are the program's supplier diversity goals being met?
- Are the program's community-based organization outreach goals being met?
- How has Business Lighting contributed to furthering Energy Trust's DEI work?
- How well is Business Lighting serving small, rural, and women- and minority-owned businesses?
 - How do their participation levels now compare to types of businesses that Energy Trust has served better in the past?
- How can the program increase participation by small, rural, and women- and minority-owned businesses?

Tasks

It is anticipated that the selected evaluator will be required to undertake the following major tasks and the submitted proposal should address these topics. The project will be conducted in two phases. Phase 1 will consist of foundational research activities and conclude with an interim report. Phase 2 will begin after the interim memo is completed and will include the primary research activities and a final report. For a matrix of how the research activities described below address the evaluation's primary research topics and questions, please see Appendix D. Given the limit of 12 pages for the project proposal (see Proposal Requirements section below), bidders are encouraged to focus their proposal on Tasks 3 through 9.

Task 1. Conduct Evaluation Kick-off and Develop Work Plan

The evaluator will meet with Energy Trust and PMC staff to present and discuss the proposed evaluation research plan. Discussion at the meeting will determine the final set of research questions to investigate. Based on comments and discussion during the kick-off meeting, the evaluator will develop a final work plan that will be the basis for all evaluation activities. The work plan will include:

- Evaluation goals and research questions
- Evaluation methodologies
- Sampling plans for interviews and surveys with program staff and partners, program participants, trade ally contractors, distributors, manufacturers, industry experts, and other program stakeholders
- Recruitment and communications plan
- Schedule of tasks and deliverables

The evaluator will provide the draft work plan to the Energy Trust Evaluation Project Manager for review and incorporate feedback before finalization.

Deliverables:

- Kick-off meeting agenda
- Notes from kick-off meeting documenting decisions

- Draft and final work plan

Task 2. Review Program Documents

Energy Trust will gather, and the evaluator will review, program documents from the first year and a half of program operations. These will include the program implementation manual, monthly and annual reports, marketing plans, budgets and action plans, initiative plans, incentive designs, measure approval documents, and other documents deemed relevant, so the evaluator can gain a detailed understanding of the program, its background, structure, accomplishments, and challenges. The document review will also serve as preparation for interviews and surveys with program staff, customers, and market actors in subsequent tasks. This task will be part of the first phase of the project.

Deliverables:

- Chapter(s) in interim and final report on findings of document review, including summaries of the program structure, accomplishments, progress towards goals, future plans, and challenges.

Task 3. Analysis of Program and Market Data

Energy Trust will provide the evaluator with BL program project tracking data for 2021 and 2022 year-to-date. The PDC and its subcontractors will provide additional program activity data, particularly for projects that are in-process or were initiated but never completed, which will be of particular interest for the SMBDI track. The evaluator will summarize all BL program activity, trends, savings, and progress towards the program's energy savings goals. This will include analyzing recent project volumes, uptake of specific measures and offerings, and energy savings for each program track. This analysis will provide useful background information and a foundation for more detailed analyses. The summary analysis should be conducted early in the first phase of the project to provide context and prepare the evaluator for interviews. It will then be updated later, during the second phase of the project.

Subsequently, during the second phase of the project, the evaluator will conduct a more detailed analysis of Energy Trust and third-party data to address a variety of research topics related to BL program penetration in the market, differences in participation, remaining program opportunities, impact of incentive caps, overlap with other programs, and progress towards DEI goals, among others. Energy Trust will provide the evaluator with additional data for C&I sites in Oregon to enable these analyses, including C&I site information, monthly energy usage data, and third-party datasets of businesses, such as CoStar or InfoUSA. The evaluator will be expected to acquire other datasets that may be

useful for these analyses, or as points of comparison or for weighting, such as the Oregon Employment Department data⁴ listing the number of businesses by market sector.

Analysis activities will include securely receiving data, managing and merging datasets, creating new variables, categorizing sites, identifying program participants and non-participants, applying various filters, and summarizing and cross-tabulating data. Summaries of results will be expected for the program as a whole, and for each program track, major market sector, and major business types. The evaluator must ensure the confidentiality and security of all customer data throughout the project. The evaluator will provide a draft analysis plan to the Energy Trust Evaluation Project Manager for review and will incorporate any feedback before finalizing and beginning the analysis of program data. The data analysis should cover all applicable research questions that can be addressed with the available datasets.

Deliverables:

- Draft and final analysis plan
- Chapter(s) in interim and final report on findings from analysis of program data

Task 4. Conduct Staff Interviews

Staff interviews will be used to review program operations, structure, operational details of each program track, strategies, direction, anticipated changes, and plans for the future. These interviews will also delve into the program launch and contractor transition, the impact of incentive caps instituted in 2021, and overlap and coordination with other Energy Trust programs, with a focus on documenting the challenges encountered and lessons learned. In addition, the interviews will cover the program's DEI goals and accomplishments. During the interviews, the evaluator will obtain feedback from program staff on their findings from the document and program activity review, as well as insights on the C&I lighting market, market barriers, program successes, challenges, and opportunities. Some interview questions will be relatively general while others will probe about specific program tracks and major market sectors.

It is anticipated that the evaluator will conduct interviews with approximately 10 to 12 program staff at Energy Trust and its PDC. Interviews may be conducted with small groups. It is anticipated that each interview will last roughly 60 to 90 minutes. The evaluator will provide a draft interview guide to the Energy Trust Evaluation Project Manager for review and will incorporate any feedback before finalizing. The interviews should cover all applicable research questions related to the program's launch, program design, delivery, operations, processes and plans that can be addressed by program staff. The evaluator will analyze and summarize the interview results to identify common

⁴ Oregon Employment Department, Employment and Wages by Industry (QCEW), <https://www.qualityinfo.org/ed-ewind/>

themes and extract important feedback and recommendations. This task will be part of the first phase of the project.

Deliverables:

- Draft and final staff interview guide(s)
- Chapter(s) in interim and final report on findings from staff interviews

Task 5. Conduct Interviews with Program Partners and Stakeholders

The evaluator will identify and conduct interviews with all key program implementation partners and stakeholders. These parties will include the PDC's subcontractors that help deliver the program, program partners that help implement the SMBDI track, community-based organization partners, and other important program stakeholders identified through the document review and staff interviews. These interviews will cover similar topics to the staff interviews, with a focus on what is working well, challenges, and suggestions for improvements. Some interview questions will be relatively general while others will probe about specific program tracks and major market sectors.

It is anticipated that the evaluator will conduct interviews with approximately 8 to 10 program partner and stakeholder staff. Interviews may be conducted with small groups. Interviews may be conducted with small groups. It is anticipated that each interview will last roughly 30 to 60 minutes, depending on each respondent's level of involvement in the program. The evaluator will provide a draft interview guide to the Energy Trust Evaluation Project Manager for review and will incorporate any feedback before finalizing. The interviews should cover all applicable research questions related to the program's launch, program design, delivery, operations, processes and plans that can be addressed by program partners and stakeholders. The evaluator will analyze and summarize the interview results to identify common themes and extract important feedback and recommendations. This task will be part of the first phase of the project.

Deliverables:

- Draft and final interview guide(s)
- Chapter(s) in interim and final report on findings from program partner/stakeholder interviews

Task 6. Conduct Interviews with Market Experts and Manufacturers

The evaluator will identify, recruit, and conduct interviews with experts in the C&I lighting market and lighting product manufacturer representatives. These experts may include staff from peer utility programs in the Northwest, Bonneville Power Authority, Oregon Department of Energy, Northwest Energy Efficiency Alliance, Pacific Northwest National Laboratory, Berkely Lab, Design Lights Consortium, and lighting industry associations. Manufacturers will be selected based on their presence in the Northwest C&I lighting market. If necessary, the evaluator may offer a completion incentive to increase the

response rate, although they would be responsible for any required tax reporting. These interviews will primarily cover topics related to the C&I lighting market in the US, the Northwest, and Oregon, including the current state of the market, changes they see coming in the future, and the remaining opportunities for programs. In addition, experts will be asked for input on program design and operations, incentive levels, and how to best adapt to market conditions and serve customers.

It is anticipated that the evaluator will conduct interviews with approximately 15 to 20 market experts and manufacturer representatives. It is anticipated that each interview will last roughly 45 to 60 minutes. The evaluator will provide a draft interview guide to the Energy Trust Evaluation Project Manager for review and will incorporate any feedback before finalizing. The interviews should cover all applicable research questions related to the C&I lighting market and program design that can be addressed by market experts and manufacturers. The evaluator will analyze and summarize the interview results to identify common themes and extract important feedback and recommendations. This task will be part of the first phase of the project.

Proposals should describe the respondent's plan to identify and select potential respondents and include estimates of the number of interviews that will be completed with each group. In addition, proposals should describe a plan for recruiting market experts and manufacturer representatives.

Deliverables:

- Draft and final interview guide(s)
- Chapter(s) in interim and final report on findings from market expert/manufacturer interviews

Task 7. Interviews with Recent Program Participants

The evaluator will conduct a series of interviews with a stratified random sample of BL program participants that have recently completed lighting projects. The evaluator will select a random sample of participants from each program track that received incentives, services, or discounts in the prior 12 months, with a goal of obtaining reliable and representative feedback. The evaluator will also ensure adequate representation of businesses from a variety of market sectors, business types, and sizes.

A knowledgeable representative from each sampled participating business will then be identified, contacted, and recruited to complete an interview. If necessary, the evaluator may offer a completion incentive to increase the response rate, although they would be responsible for any required tax reporting. These interviews will primarily cover customer experiences with the program and its various services, influence of various incentive levels, feedback on how well the program is serving the market and specific customer groups, and suggestions for program changes and improvements. In addition, the interviews will include basic firmographic questions to supplement the data that Energy

Trust has on file. The questions will vary depending on which program track the customers participated in and the services they received.

It is anticipated that the evaluator will complete interviews with a minimum of 90 recent participants. It is anticipated that each interview will last roughly 20 to 30 minutes. The evaluator will provide a draft interview guide to the Energy Trust Evaluation Project Manager for review and will incorporate any feedback before finalizing. The interviews should cover all applicable research questions that can be addressed by recent program participants. The evaluator will analyze and summarize the interview results to identify common themes and extract important feedback and recommendations. They will report out findings for each program track, major market sector, business type, and business size. This task will be part of the second phase of the project.

Proposals should describe the respondent's sampling plan and include estimates of the number of interviews that will be completed with each group. In addition, proposals should describe a plan for recruiting recent participants.

Deliverables:

- Draft and final interview guide(s)
- Chapter(s) in final report on findings from recent participant interviews

Task 8. Interviews with Business Customers that Withdrew from SMBDI Services

The evaluator will conduct a series of interviews with C&I customers that enrolled in the BL program's SMBDI services but did not follow through to complete a project. The PDC's subcontractor will provide the evaluator with the requisite data to identify and contact these businesses. The evaluator will first summarize these data and determine the follow-through rate of businesses that enroll in the SMBDI track, as well as any differences by business characteristics. The evaluator will then select a random sample of businesses that withdrew from the SMBDI track in the prior 12 months, with a goal of obtaining reliable and representative feedback. The evaluator will also ensure some representation of businesses by market sector, business type, and size.

A knowledgeable representative from each sampled business will then be identified, contacted, and recruited to complete an interview. If necessary, the evaluator may offer a completion incentive to increase the response rate, although they would be responsible for any required tax reporting. These interviews will primarily cover customer experiences with SMBDI services, the barriers they encountered, their reasons for not completing a project, and suggestions for program improvements. In addition, the interviews will include basic firmographic questions to supplement the data that Energy Trust has on file.

It is anticipated that the evaluator will complete interviews with a minimum of 30 businesses that recently withdrew from the SMBDI track. It is anticipated that each interview will last roughly 15 to 20 minutes. The evaluator will provide a draft interview guide to the Energy Trust Evaluation Project Manager for review and will incorporate any

feedback before finalizing. The interviews should cover all applicable research questions that can be addressed by businesses that recently withdrew from the SMBDI track. The evaluator will analyze and summarize the interview results to identify common themes and extract important feedback and recommendations. They will report out findings for each major market sector, business type, and business size. This task will be part of the second phase of the project.

Proposals should describe the respondent's sampling plan and include estimates of the numbers of interviews that will be completed. In addition, proposals should describe a plan for recruiting recent SMBDI withdrawers.

Deliverables:

- Draft and final interview guide(s)
- Chapter(s) in final report on findings from interviews with business customers that recently withdrew from the SMBDI track

Task 9. Interviews with Trade Ally Contractors and Distributors

The evaluator will conduct a series of interviews with a stratified random sample of active trade ally contractors and a census of lighting distributors working with the BL program. The evaluator will select a random sample of trade ally contractors active in each program track that completed projects in the prior 12 months, with a goal of obtaining reliable and representative feedback. The evaluator will ensure adequate representation of contractors by project volume and project size, and by the market sectors, business types, and business sizes that they serve. In addition, the evaluator will identify all distributors working with the program as prospective interview targets.

A knowledgeable representative from each sampled trade ally contractor and each distributor will be identified and contacted. If necessary, the evaluator may offer a completion incentive to increase the response rate, although they would be responsible for any required tax reporting. These interviews will cover a wide variety of topics, including their perspectives on the overall lighting market, experiences working with the program, input on program processes and operations, and feedback on the program transition and incentive caps. In addition, the interviews will delve into how the program can adapt to a changing market, better serve business customers of different types, and improve working relationships with contractors and distributors. In addition, the interviews will include basic firmographic questions. The questions will vary depending on whether the respondent represents a trade ally contractor or distributor, and which program tracks their firm has experience with.

It is anticipated that the evaluator will complete interviews with a minimum of 30 active trade ally contractors and distributors. It is anticipated that each interview will last roughly 30 to 45 minutes. The evaluator will provide a draft interview guide to the Energy Trust Evaluation Project Manager for review and will incorporate any feedback before finalizing. The interviews should cover all applicable research questions that can be addressed by

active trade ally contractors and distributors working with the program. The evaluator will analyze and summarize the interview results to identify common themes and extract important feedback and recommendations. They will report out findings for contractors by the program tracks, major market sectors, business types, and business sizes that they have served. This task will be part of the second phase of the project.

Proposals should describe the respondent's sampling plan and include estimates of the numbers of interviews that will be completed with each group. In addition, proposals should describe a plan for recruiting contractors and distributors.

Deliverables:

- Draft and final interview guide(s)
- Chapter(s) in final report on findings from trade ally contractor and distributor interviews

Task 10. Reporting

The evaluator will provide Energy Trust with an interim and final evaluation report. Both of these will be provided in draft form. The interim report will summarize all phase 1 evaluation activities and findings with a goal of providing the BL program with timely, preliminary findings to use in planning program changes and improvements. The final report will summarize all phase 1 and 2 evaluation activities and findings and include a full set of well-informed conclusions, lessons learned, and recommendations.

All evaluation reports must include, at a minimum, executive summary, methodologies, findings, and recommendations sections. Findings and conclusions shall be based on the information collected by the evaluator and referenced in the report. The use of tables and graphs is recommended for material that does not lend itself well to narrative form, as well as for important findings. Where applicable, non-confidential data, phone conversations, sources, publications, and other media used in the report must be referenced and cited. It is anticipated that respondents or sources can be promised confidentiality in terms of attribution of responses.

The main body of the interim report should not exceed 25 pages and the final report should not exceed 50 pages (excluding appendices). The draft reports will be reviewed and commented on by Energy Trust staff and other parties deemed appropriate by Energy Trust. Based upon these comments, the evaluator shall make revisions and deliver to Energy Trust a final version of the report. Achieving an acceptable final report may take more than one iteration between the evaluator and Energy Trust.

Deliverables:

- Draft and final interim evaluation report
- Draft and final evaluation report

Task 11. Project Management

The evaluator will manage all aspects of the project and ensure that it stays on schedule and within budget. They will host regular virtual meetings throughout the evaluation project to keep the Energy Trust Evaluation Project Manager and program staff informed of progress, upcoming research activities, and requests for assistance or data. In addition to these regular meetings, the evaluator will provide frequent project updates by email, especially if any issues arise. The evaluator will proactively advise on ways to maximize the quality of the evaluation and interview response rates prior to, during, and post data collection.

The evaluator must submit monthly status updates by the 10th of each month, along with monthly invoice, presenting to following:

1. Current and total amounts invoiced to date compared to the approved budget
2. A summary of accomplishments during the previous month
3. Current month's activities and plans
4. Variances in the project schedule or budget, including any necessary explanations
5. If applicable, any issues or concerns to be addressed, with proposed solutions
6. Compliance with the supplier diversity requirement, including the current and total amounts invoiced to date for COBID-certified subcontractors relative to total contract spending

Deliverables:

- Notes from regular conference calls
- Frequent updates during evaluation process
- Monthly status reports

Schedule

The draft interim evaluation report will be delivered to Energy Trust in September 2022. The draft final evaluation report will be delivered in January 2023. Final reports will be delivered within three weeks of receiving all comments and edits on the submitted drafts. The evaluator will be required to provide a monthly status report and invoice to Energy Trust on the 10th of every month.

Budget

It is anticipated that the approximate budget for the scope described in this RFP will be in the neighborhood of \$160,000; however, Energy Trust reserves the right to revise budget assumptions at any time. The proposal should be bid as a time-and-materials, "not-to-exceed" type contract. Final budget determination will be documented in the resulting contract between the selected respondent and Energy Trust, as described below.

Proposal Requirements

Proposals must be clear, complete, and concise. Pages must be numbered, sections must be clearly titled, and fonts must not be smaller than 11 point. Respondent's proposal must contain the elements listed below. Failure to include any required elements may result in the rejection of respondent's proposal. Please note the 23-page limit for the proposal content. The page limit does not include resumés of key staff and subcontractor team members, insurance coverage information, conflict of interest disclosure, or representations page. These latter items should be addressed in attached appendices.

1. Proposal Content

- 1) *Team structure and qualifications.* Proposals should provide a description of the team's qualifications to conduct this process evaluation of a C&I lighting retrofit program, an overview of the lead firm, any subcontractors, the structure of the project team, and a management plan. **Not to exceed 4 pages.**
- 2) *COBID certification requirements.* Proposals should indicate if respondent's firm or subcontractors are certified with the Certification Office for Business Inclusion and Diversity (COBID) of Oregon, or equivalent in another state, as one or more of the following: Minority Business Enterprise, Women Business Enterprise, or Service-Disabled Veteran Business Enterprise.

It is required that a minimum of 20% of the value of any resulting contract be directed towards firms that meet the above criteria. This should be reflected in the team structure and budget proposal. If the respondent is selected to conduct this work, any firms counting towards the 20% minimum requirement must obtain COBID certification in Oregon by 2023. Please describe how this requirement will be met and how contract spending will be tracked to ensure compliance. **Not to exceed 1 page.**

- 3) *Project proposal.* Proposals should describe the approach to the specific tasks identified in the Tasks section above, the firm's proposed approach to the evaluation overall. **Not to exceed 12 pages.**
- 4) *Proposed schedule of deliverables.* A proposed schedule of deliverables, including a kickoff meeting scheduled within two weeks of awarding the contract and delivery dates for the drafts of the interim and final reports. **Not to exceed 1 page.**
- 5) *Detailed budget proposal.* Proposals must include a detailed budget plan, broken out by task and individual performing the work. Key staff should be identified by name, with billing rates for each. Budget proposals should be based on the proposed methods and team. They should be competitive but realistic and balance costs with the quality of the study. Proposals should describe the underlying budget assumptions and any cost drivers, or key levers, that can be modified without compromising the integrity of the study,

and their estimated budget impacts. Respondents should bid on this proposal assuming a time-and-materials type contract with a “not-to-exceed” budget cap. **Not to exceed 2 pages.**

Please use the following budget template:

Budget Template

Staff Name	Hourly Rate	Hours Per Task		Total Hours	Total Cost
		Task 1	Task 2		
Employee A					
Employee B					
Total Hours Per Task					
Labor Cost Per Task					
Direct Costs Per Task					
Total Cost Per Task					

- 6) *Data security and confidentiality.* Proposals should provide a brief description of respondent’s approach to data security and confidentiality. Please describe how respondent will ensure that customer information and interview responses are kept secure and confidential during fielding, data transfers, storage, and analysis. **Not to exceed 1 page.**

- 7) *Diversity, equity, and inclusion (DEI) experience.* Proposals should describe respondent’s efforts and experiences in integrating DEI into their business operations, both internally and externally. Energy Trust seeks to contract with organizations that share its commitment to building a diverse, equitable, and inclusive workplace and business environment, and that apply a diversity and equity perspective to their work. Respondents must provide responses to each of the DEI-related questions in **Appendix B. Not to exceed 2 pages.**

2. Staff Resumés

Proposals should include resumés of all key team members from the lead firm and any subcontractors who will be performing work. These should be included in an appendix to the proposal. **No page limit.**

3. Insurance Coverage Information

Energy Trust requires its contractors to maintain, at a minimum, workers compensation insurance, adequate commercial general liability insurance coverage, and automobile liability insurance. Cyber liability coverage may also be required. Provide a description of the insurance coverage provided by respondent for performing the impact evaluation work, including:

- Whether such coverage is on a “comprehensive” or “commercial” form
- Whether such coverage is on a “claims made” or “occurrence” basis

- All endorsements excluding coverage of any nature, if any
- All limits, including aggregate limits and the current remaining coverage amounts under those limits
- Effective date

This information should be provided in an appendix to the proposal. **No page limit.**

4. Conflict of Interest Disclosure

Respondent must disclose any direct or indirect, actual, or potential conflicts of interest respondent may have with Energy Trust in its proposal. A “direct or indirect conflict” is defined as any situation in which an individual or a member of their family or close business or personal acquaintance, is employed by Energy Trust or the OPUC, or may be reasonably construed to have a direct or indirect personal or financial interest in any business affairs of Energy Trust, whether because of a proposed contract or transaction to which Energy Trust may be a party or may be interested or is under consideration, or whether such conflict is purely conceptual, because of similarity of business interests or affairs.

If a potential conflict of interest is identified by the respondent, then the respondent should identify strategies to mitigate the conflict. If no conflict is identified by respondent, the respondent will explicitly provide such a statement in their RFP response. The determination of whether a conflict of interest exists is left to the sole discretion of Energy Trust. This information should be provided in an appendix to the proposal. **No page limit.**

5. Representations and Signatures Page

Respondent’s proposal must contain the signature of a duly authorized officer or agent of the respondent company submitting the proposal. Respondent’s duly authorized officer or agent shall sign **Appendix A** certifying to the representations stated on **Appendix A**. The signed page should be provided as an appendix to the proposal.

Proposal Selection Criteria

Proposals will be judged on the following criteria, and any other factors deemed relevant by Energy Trust:

- Project proposal, including proposed approach to specific evaluation tasks and the evaluation overall
- Qualifications and experience of firm and proposed staff (including all subcontractors that will be involved in the evaluation)
- Proposed budget and schedule of deliverables
- Plan to meet COBID certification requirements
- Diversity, equity, and inclusion responses

RFP Schedule & Administration

RFP Schedule

- May 31, 2022 RFP issued
- June 8, 2022 Intent to bid due
- June 8, 2022 Questions/request for additional information due
- June 10, 2022 Response to questions posted no later than
- June 28, 2022 Proposals due

Requests for Additional Information and Proposal Submission

Any questions and/or requests for clarification or additional information regarding this RFP, as well as stating intent to bid on the project, must be submitted via email to the contact named below by **June 8, 2022**. Responses to questions and requests for additional information will be posted on Energy Trust's website no later than **June 10, 2022**. Energy Trust cannot accommodate individual phone, mail, or fax inquiries about the RFP. All questions must be submitted via email.

Stating intent to bid does not obligate a respondent to submit a proposal. Only electronically submitted proposals (in PDF form) will be accepted; faxed or print proposals will not. A signed letter of transmittal (cover letter) is required and should be scanned and submitted along with the proposal. All proposals must be received by 5 pm Pacific Time on **June 28, 2022**. Energy Trust will not be obligated to consider information received outside this time interval for the purposes of this RFP. Please submit proposal to:

Dan Rubado
Sr. Project Manager – Evaluation & Engineering
Energy Trust of Oregon
Email: dan.rubado@energytrust.org

Revisions to RFP

If it becomes necessary to revise any part of this RFP, an addendum will be issued by Energy Trust and will be posted on the website. Respondents should contact Energy Trust if they find any inconsistencies or ambiguities to the RFP. Clarification given by Energy Trust may become an addendum to the RFP.

Withdrawal and Modification of Proposals

Respondents may withdraw their proposal and submit a revised proposal prior to the response deadline. After the response deadline, Respondent initiated changes will not be accepted. Respondents may withdraw their proposal from consideration at any time.

Proposal Evaluation and Notification for Negotiations

Energy Trust will review the proposals as received and will initiate negotiations with the leading Respondent(s).

Validity and Deadlines

Proposals should specify the date through which the proposal is valid.

RFP GOVERNING PROVISIONS

All submitted proposals are subject to the following additional provisions.

Right to Accept or Reject Proposals, Multiple Awards

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

Confidentiality

Respondents shall clearly identify only those portions of their proposals that they do not want revealed to third parties and label such portions as "Confidential Information". Except as required under law or for regulatory purposes Energy Trust will maintain confidentiality of such information. Energy Trust will not accept proposals or other documents that are marked to indicate the entire document is the confidential or proprietary information of the sender or that restricted handling is required. Normal business practices will be observed in handling proposal materials.

Ownership and Return of Proposals

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

No Verbal Addendums

No verbal agreement or conversation made or had at any time with any officer, agent, or employee of Energy Trust, nor any oral representation by such party shall add to, detract from, affect or modify the terms of the RFP, unless specifically included in a written addendum issued by Energy Trust.

Proposal Costs

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

Waiver of Claims

Respondent waives any right it may have to bring any claim, whether in damages or equity, against Energy Trust or its officers, directors, employees, or agents, with respect to any matter arising out of any process associated with this RFP.

Energy Trust Rights Reserved

Energy Trust reserves the right, in its sole discretion, to reject any or all proposals in whole or in part, to waive any minor irregularities or informalities in a proposal, and to enter into any agreement deemed to be in their best interests. In addition to any other enumerated reserved rights and/or options as stated in this RFP, Energy Trust may in its sole discretion do any one or more of the following:

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

Resulting Contract

The selected respondent will be required to execute a written contract, including a detailed statement of work, with Energy Trust to perform the evaluation work. No award will be considered a commitment, and no obligations or legal relations shall exist between Energy Trust and the selected respondent until a final and binding contract has been executed by and between Energy Trust and the contractor. Time is of the essence with regard to this program, and prolonged contract negotiations will not be undertaken. In general, Energy Trust strongly prefers contracts that are consistent with Energy Trust's standard terms and conditions; negotiations for such contracts can generally be completed quickly. In some cases, a few terms and conditions may need to be substituted or waived, in accordance with contract negotiations. Any party involved in these contract discussions can terminate negotiations at any time and for any reason. If it appears that contract negotiations are not proceeding in a timely manner, Energy Trust may opt to terminate the discussions and select another respondent.

Appendix A – Representations and Signature page

I, the undersigned declare that;

1. I am an authorized agent of the respondent and have authority to submit this proposal on behalf of the respondent.
2. The information provided in this proposal is true and correct to the best of my knowledge.
3. I have read this Request for Proposals in its entirety and agree unconditionally to all of its conditions and requirements.
4. The respondent has not directly or indirectly induced or solicited any other respondent to submit a false or sham proposal.
5. The respondent has not solicited or induced any other person, firm, or corporation to refrain from proposing.
6. The respondent has not sought by collusion to obtain for itself any advantage over any other respondent or Energy Trust.
7. The respondent's proposal is genuine; not made in the interest of, or on behalf of, any undisclosed person, firm, or corporation; and is not submitted in conformity with an agreement of rules of any group, association, organization, or corporation.
8. I understand and accept that the approval or rejection of respondent's request is within the sole discretion of Energy Trust and that there is no legal commitment until all due diligence has been performed and a properly authorized contract has been duly and properly executed.
9. I authorize the representatives of Energy Trust to investigate the business and personal financial credit history of respondent, its affiliates, and all associated partners, principals and management and authorize the release of all said information.
10. I agree that I will report immediately in writing to Energy Trust any changes to the information contained herein at any time while I am under consideration for funding.

The information contained in this proposal and any part thereof, including its exhibits, schedules, and other documents and instruments delivered or to be delivered to Energy Trust is true, accurate, and complete. This proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead Energy Trust as to any material fact.

Date: _____

Authorized Signature: _____

Name and Title: _____

(please print)

Appendix B – Diversity, Equity, and Inclusion Experience

DEI hiring practices and policies

1. Is respondent's firm required to submit equal opportunity employment (EEO) reports? (For companies of 100 staff members or more, the Equal Employment Opportunity Commission requires regular filings of form EEO-1.)
 - a. If so, provide a copy of respondent's most recent EEO-1 report.
 - b. If not, please provide a summary of staff from respondent's firm who would be performing work on this project, using a table format and employment data categories aligning with EEO-1 reporting – see [this sample form](#), specifically, the table in section D.
2. Provide specific examples of activities, projects, or plans developed by respondent that demonstrate how respondent promoted DEI within respondent's company in the areas of (1) recruitment, hiring, retention and promotion, (2) training and professional development, and (3) respondent's company strategy.

DEI planning, evaluation, and research experience

3. Provide specific examples of how respondent has ensured cultural competence⁵ in research or work similar in nature to the work described in this RFP.

⁵ The American Evaluation Association's [Public Statement on Cultural Competence in Evaluation](#) provides a detailed explanation of cultural competence in evaluation.

Appendix C

Appendix C provides additional tables with more detailed information on BL program activity. This is intended to supplement the program summary information and tables provided in the Introduction section.

Table 8 provides a more detailed breakdown of BL program activity for 2021 and 2022 year-to-date by program track, customer sector, and measure category. Please note that project counts and savings totals may differ slightly from the official results published Energy Trust reports to the OPUC. In 2021, direct install lighting projects were transitioning away from the EB program's direct install offering to the BL program SMBDI track. The 2021 direct install totals include some of the former. Street lighting incentives were discontinued in 2021. The midstream track was launched in 2022 and is just beginning to get traction in the market.

Table 8: Summary of BL Program Activity by Year, Sector, and Measure Category

Year	Track	Sector	Measure Category	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs	
2021	Direct Install	Comm.	Custom controls	0	0	0	\$0	\$0	
			Custom lighting	0	0	0	\$0	\$0	
			Standard controls	0	0	0	\$0	\$0	
			Standard lighting	38	2,091	729,072	\$333,710	\$340,657	
		Ind. & Ag	Custom controls	0	0	0	\$0	\$0	
			Custom lighting	0	0	0	\$0	\$0	
			Standard controls	0	0	0	\$0	\$0	
			Standard lighting	1	30	8,519	\$2,193	\$2,193	
		Multi-family	Custom controls	0	0	0	\$0	\$0	
			Custom lighting	0	0	0	\$0	\$0	
			Standard controls	0	0	0	\$0	\$0	
			Standard lighting	165	19,995	93,291	\$50,440	\$0	
		Down-stream	Comm.	Custom controls	48	2,778	1,500,403	\$298,362	\$952,730
				Custom lighting	66	2,249	726,362	\$85,213	\$696,673
				Standard controls	194	6,998	738,351	\$292,086	\$849,894
				Standard lighting	1,125	380,165	54,740,118	\$6,300,063	\$29,354,488
	Ind. & Ag		Custom controls	9	921	323,237	\$60,398	\$128,336	
			Custom lighting	8	789	760,410	\$159,926	\$451,990	

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Year	Track	Sector	Measure Category	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs	
			Standard controls	51	2,000	347,822	\$91,741	\$115,820	
			Standard lighting	204	32,549	21,560,688	\$2,995,325	\$9,770,095	
			Multi-family	Custom controls	1	7	1,273	\$245	\$490
				Custom lighting	3	99	28,898	\$2,858	\$6,288
				Standard controls	1	8	3,447	\$385	\$532
				Standard lighting	72	22,101	2,052,070	\$157,980	\$833,695
		Street Lighting	Comm.	Custom controls	2	605	381,786	\$42,285	\$209,459
				Custom lighting	0	0	0	\$0	\$0
				Standard controls	0	0	0	\$0	\$0
				Standard lighting	10	14,705	11,126,406	\$1,129,779	\$6,572,925
			Ind. & Ag	Custom controls	0	0	0	\$0	\$0
				Custom lighting	0	0	0	\$0	\$0
	Standard controls	0		0	0	\$0	\$0		
	Standard lighting	0		0	0	\$0	\$0		
	Multi-family	Custom controls	0	0	0	\$0	\$0		
		Custom lighting	0	0	0	\$0	\$0		
		Standard controls	0	0	0	\$0	\$0		
		Standard lighting	0	0	0	\$0	\$0		
	Total				1,635	299	58,179	\$7,341	\$30,756
	2022 YTD	Direct Install	Comm.	Custom controls	0	0	0	\$0	\$0
Custom lighting				0	0	0	\$0	\$0	
Standard controls				0	0	0	\$0	\$0	
Standard lighting				78	2,604	750,144	\$177,905	\$178,938	
Ind. & Ag			Custom controls	0	0	0	\$0	\$0	
			Custom lighting	0	0	0	\$0	\$0	
			Standard controls	0	0	0	\$0	\$0	

Request for Proposals: Process Evaluation of the Business Lighting Program

Year	Track	Sector	Measure Category	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs		
			Standard lighting	1	51	17,138	\$3,421	\$3,421		
		Multi-family	Custom controls	0	0	0	\$0	\$0		
			Custom lighting	0	0	0	\$0	\$0		
			Standard controls	0	0	0	\$0	\$0		
			Standard lighting	0	0	0	\$0	\$0		
	Down-stream	Comm.	Custom controls	6	1,340	532,238	\$94,429	\$192,349		
				Custom lighting	7	162	57,127	\$7,293	\$28,742	
				Standard controls	27	622	50,923	\$21,025	\$60,972	
				Standard lighting	168	38,947	7,014,224	\$617,050	\$3,035,425	
			Ind. & Ag	Custom controls	0	0	0	\$0	\$0	
				Custom lighting	0	0	0	\$0	\$0	
				Standard controls	4	161	17,185	\$5,372	\$5,752	
				Standard lighting	26	3,470	1,128,185	\$93,062	\$441,600	
			Multi-family	Custom controls	0	0	0	\$0	\$0	
				Custom lighting	1	3	222	\$0	\$76	
				Standard controls	0	0	0	\$0	\$0	
				Standard lighting	17	4,261	640,521	\$51,326	\$325,510	
		Mid-stream	Comm.	Custom controls	0	0	0	\$0	\$0	
					Custom lighting	0	0	0	\$0	\$0
					Standard controls	0	0	0	\$0	\$0
					Standard lighting	27	8,052	703,875	\$92,387	\$262,005
				Ind. & Ag	Custom controls	0	0	0	\$0	\$0
					Custom lighting	0	0	0	\$0	\$0
					Standard controls	0	0	0	\$0	\$0
			Standard lighting		18	1,869	256,751	\$31,308	\$76,080	
			Multi-family	Custom controls	0	0	0	\$0	\$0	

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Year	Track	Sector	Measure Category	# of Projects	Measure Quantity	Reportable kWh	Incentives Paid	Installed Costs
			Custom lighting	0	0	0	\$0	\$0
			Standard controls	0	0	0	\$0	\$0
			Standard lighting	6	426	19,904	\$2,999	\$7,553
			Total	338	183	33,102	\$3,543	\$13,664

Note: Sites may participate in more than one project, program track, or measure category each year and projects may be completed across multiple customer sites that fall within multiple customer sectors.

Tables 9 and 10 provide detailed information about the program participation of active installation contractors in 2021 and 2021 year-to-date. Active installation contractors were defined as those that have completed 5 or more projects since the inception of the BL program in 2021. The remaining roughly 165 installers participated at much lower levels—some of these are C&I customers that completed their own installation work—and are not included here. The tables have been anonymized to protect confidential business information, but each row represents a unique installation contractor. Table 9 provides information on the number of projects completed by each installer overall and across program tracks and customer sectors. Table 10 provides information on the quantity of lighting measures installed, energy savings achieved, total incentives received, and total installation costs for each installer.

Table 9: Summary of Program Participation for Active Installation Contractors, Number of Projects in Each Program Track and Customer Sector, 2021 to 2022 YTD

Installer	# of Projects	Down-stream Projects	DI Projects	Street Lighting Projects	Mid-stream Projects	Comm. Projects	Ind. Projects	Multi-family Projects
Contractor 1	137	136	0	0	1	93	30	14
Contractor 2	119	112	4	0	3	90	28	1
Contractor 3	84	66	18	0	0	69	15	0
Contractor 4	79	79	0	0	0	68	10	1
Contractor 5	78	78	0	0	0	54	23	1
Contractor 6	72	72	0	0	0	65	7	0
Contractor 7	71	1	70	0	0	68	3	0
Contractor 8	64	64	0	0	0	32	0	32
Contractor 9	55	55	0	0	0	55	0	0
Contractor 10	48	48	0	0	0	48	0	0
Contractor 11	47	39	0	8	0	47	0	0
Contractor 12	44	44	0	0	0	32	12	0
Contractor 13	42	42	0	0	0	40	2	0
Contractor 14	39	39	0	0	0	23	16	0
Contractor 15	39	39	0	0	0	30	9	0
Contractor 16	35	35	0	0	0	35	0	0
Contractor 17	27	27	0	0	0	27	0	0
Contractor 18	26	26	0	0	0	26	0	0
Contractor 19	26	26	0	0	0	26	0	0

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Contractor 20	25	25	0	0	0	20	5	0
Contractor 21	25	25	0	0	0	21	4	0
Contractor 22	24	24	0	0	0	19	4	1
Contractor 23	24	24	0	0	0	20	4	0
Contractor 24	23	23	0	0	0	19	4	0
Contractor 25	23	23	0	0	0	22	1	0
Contractor 26	23	0	23	0	0	23	0	0
Contractor 27	20	20	0	0	0	16	2	2
Contractor 28	20	20	0	0	0	20	0	0
Contractor 29	19	19	0	0	0	19	0	0
Contractor 30	17	17	0	0	0	12	5	0
Contractor 31	17	17	0	0	0	17	0	0
Contractor 32	17	17	0	0	0	16	1	0
Contractor 33	16	16	0	0	0	15	0	1
Contractor 34	16	16	0	0	0	16	0	0
Contractor 35	15	15	0	0	0	15	0	0
Contractor 36	15	15	0	0	0	15	0	0
Contractor 37	14	14	0	0	0	14	0	0
Contractor 38	14	14	0	0	0	14	0	0
Contractor 39	13	13	0	0	0	12	1	0
Contractor 40	13	13	0	0	0	13	0	0
Contractor 41	13	13	0	0	0	12	0	1
Contractor 42	13	13	0	0	0	10	2	1
Contractor 43	12	12	0	0	0	12	0	0
Contractor 44	12	12	0	0	0	0	0	12
Contractor 45	11	8	3	0	0	9	0	2
Contractor 46	10	10	0	0	0	10	0	0
Contractor 47	10	10	0	0	0	4	6	0
Contractor 48	10	10	0	0	0	7	0	3
Contractor 49	10	10	0	0	0	7	3	0
Contractor 50	9	9	0	0	0	9	0	0
Contractor 51	9	9	0	0	0	9	0	0
Contractor 52	9	9	0	0	0	7	2	0
Contractor 53	9	9	0	0	0	9	0	0
Contractor 54	9	9	0	0	0	9	0	0
Contractor 55	9	9	0	0	0	9	0	0
Contractor 56	9	9	0	0	0	5	1	3
Contractor 57	8	8	0	0	0	8	0	0
Contractor 58	8	8	0	0	0	0	8	0
Contractor 59	8	8	0	0	0	8	0	0
Contractor 60	7	7	0	0	0	7	0	0

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Contractor 61	7	7	0	0	0	6	1	0
Contractor 62	7	7	0	0	0	0	7	0
Contractor 63	7	7	0	0	0	7	0	0
Contractor 64	7	7	0	0	0	2	5	0
Contractor 65	6	6	0	0	0	6	0	0
Contractor 66	6	6	0	0	0	4	2	0
Contractor 67	6	6	0	0	0	6	0	0
Contractor 68	6	6	0	0	0	6	0	0
Contractor 69	6	6	0	0	0	6	0	0
Contractor 70	6	6	0	0	0	6	0	0
Contractor 71	6	6	0	0	0	6	0	0
Contractor 72	6	6	0	0	0	2	4	0
Contractor 73	6	6	0	0	0	5	0	1
Contractor 74	6	6	0	0	0	5	1	0
Contractor 75	6	6	0	0	0	6	0	0
Contractor 76	6	6	0	0	0	6	0	0
Contractor 77	6	6	0	0	0	6	0	0
Contractor 78	5	5	0	0	0	5	0	0
Contractor 79	5	5	0	0	0	5	0	0
Contractor 80	5	5	0	0	0	5	0	0
Contractor 81	5	5	0	0	0	5	0	0
Contractor 82	5	5	0	0	0	5	0	0
Contractor 83	5	5	0	0	0	3	1	1
Contractor 84	5	5	0	0	0	4	1	0
Contractor 85	5	5	0	0	0	5	0	0

Table 10: Summary of Program Participation for Active Installation Contractors, Quantity of Measures Installed, Savings, Incentives, and Project Costs, 2021 to 2022 YTD

Installer	Measure Quantity	Total kWh Savings	Total Incentives	Total Project Costs
Contractor 1	17,442	2,307,547	\$356,787	\$1,215,338
Contractor 2	41,592	8,909,482	\$1,341,520	\$4,885,552
Contractor 3	4,599	1,097,523	\$180,755	\$475,570
Contractor 4	7,413	1,287,924	\$219,765	\$630,655
Contractor 5	7,974	1,993,480	\$215,186	\$779,744
Contractor 6	2,079	337,622	\$101,492	\$465,530
Contractor 7	2,182	621,678	\$138,436	\$139,253
Contractor 8	13,284	1,319,757	\$111,999	\$474,343
Contractor 9	74,426	2,787,313	\$381,652	\$3,140,422
Contractor 10	1,842	721,593	\$70,023	\$223,694

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Installer	Measure Quantity	Total kWh Savings	Total Incentives	Total Project Costs
Contractor 11	14,785	10,902,435	\$1,100,143	\$6,547,348
Contractor 12	6,635	1,205,740	\$152,971	\$532,212
Contractor 13	6,828	2,228,571	\$299,559	\$1,127,292
Contractor 14	5,377	3,491,281	\$553,154	\$1,913,402
Contractor 15	9,371	1,207,245	\$205,358	\$601,308
Contractor 16	8,243	1,431,441	\$120,469	\$516,158
Contractor 17	2,469	615,826	\$84,407	\$215,906
Contractor 18	7,494	1,189,716	\$104,497	\$402,423
Contractor 19	8,172	302,884	\$20,942	\$91,864
Contractor 20	2,062	435,469	\$57,217	\$126,097
Contractor 21	4,220	806,657	\$101,342	\$533,997
Contractor 22	2,213	351,226	\$62,488	\$323,748
Contractor 23	3,929	641,516	\$157,033	\$431,731
Contractor 24	1,046	395,535	\$65,785	\$360,574
Contractor 25	826	345,800	\$67,316	\$206,061
Contractor 26	1,737	674,481	\$335,112	\$342,276
Contractor 27	4,631	514,523	\$74,219	\$364,282
Contractor 28	1,944	486,720	\$67,012	\$289,079
Contractor 29	44,662	5,753,152	\$271,897	\$1,015,760
Contractor 30	911	170,970	\$30,813	\$106,733
Contractor 31	40,860	4,755,334	\$346,100	\$1,534,347
Contractor 32	977	1,229,565	\$161,425	\$442,239
Contractor 33	1,611	232,565	\$23,239	\$83,838
Contractor 34	633	90,194	\$19,234	\$204,267
Contractor 35	9,528	2,927,962	\$287,335	\$732,021
Contractor 36	481	53,442	\$12,624	\$239,041
Contractor 37	1,151	167,877	\$2,180	\$8,907
Contractor 38	680	265,159	\$44,797	\$174,002
Contractor 39	6,978	785,757	\$27,668	\$232,712
Contractor 40	3,247	197,294	\$11,081	\$153,582
Contractor 41	222	168,833	\$20,557	\$82,713
Contractor 42	2,418	523,193	\$45,368	\$293,341
Contractor 43	242	166,943	\$19,744	\$79,702
Contractor 44	5,719	513,770	\$48,752	\$305,096
Contractor 45	2,785	199,424	\$23,317	\$159,739
Contractor 46	365	432,806	\$37,940	\$127,831
Contractor 47	771	141,160	\$38,309	\$81,627
Contractor 48	2,242	301,259	\$55,232	\$168,570
Contractor 49	3,495	196,597	\$21,128	\$81,885

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Installer	Measure Quantity	Total kWh Savings	Total Incentives	Total Project Costs
Contractor 50	1,842	201,625	\$36,245	\$533,247
Contractor 51	173	133,082	\$15,858	\$37,599
Contractor 52	1,714	271,205	\$63,727	\$358,337
Contractor 53	746	179,189	\$25,352	\$44,378
Contractor 54	440	81,070	\$27,125	\$444,963
Contractor 55	2,304	522,052	\$56,047	\$358,341
Contractor 56	807	119,692	\$7,450	\$20,572
Contractor 57	158	88,743	\$10,398	\$21,706
Contractor 58	3,987	8,414,756	\$1,255,397	\$4,096,244
Contractor 59	1,284	92,862	\$7,050	\$44,918
Contractor 60	7,559	1,242,646	\$116,597	\$1,011,051
Contractor 61	170	72,600	\$10,667	\$27,004
Contractor 62	569	1,861,748	\$245,938	\$852,000
Contractor 63	1,738	155,767	\$9,003	\$97,789
Contractor 64	619	720,865	\$122,715	\$267,725
Contractor 65	593	56,100	\$8,851	\$272,564
Contractor 66	319	116,451	\$31,876	\$143,411
Contractor 67	348	75,617	\$14,003	\$47,880
Contractor 68	732	119,501	\$14,396	\$70,368
Contractor 69	103	21,820	\$3,741	\$9,168
Contractor 70	1,291	77,872	\$7,491	\$26,576
Contractor 71	521	53,751	\$9,250	\$292,471
Contractor 72	315	86,707	\$15,805	\$73,455
Contractor 73	3,666	181,528	\$14,360	\$36,316
Contractor 74	5,527	221,979	\$24,768	\$80,230
Contractor 75	1,838	177,947	\$36,505	\$678,755
Contractor 76	6,357	259,416	\$16,347	\$220,898
Contractor 77	678	171,399	\$16,349	\$418,804
Contractor 78	699	61,066	\$17,378	\$61,745
Contractor 79	174	313,106	\$25,303	\$93,690
Contractor 80	696	49,321	\$9,135	\$456,146
Contractor 81	213	16,407	\$3,240	\$22,973
Contractor 82	219	52,480	\$5,185	\$215,789
Contractor 83	206	47,357	\$10,049	\$45,169
Contractor 84	522	116,780	\$10,472	\$36,103
Contractor 85	11,846	1,507,775	\$91,229	\$466,249

Appendix D

Table 11 provides a matrix of the research activities described in the RFP and how they will address the evaluation's primary research topics and questions.

Table 11: Matrix of Primary Research Topics and Questions and Associated Research Activities to Address Them

Primary Research Topics and Questions	Research Activities						
	Analysis of Program Data	Staff Interviews & Document Review	Program Partner & Stakeholder Interviews	Expert & Manufacturer Interviews	Trade Ally Contractor & Distributor Interviews	Program Participant Interviews	SMBDI Withdrawer Interviews
Lighting Market							
What is the current state of the lighting market globally, nationally, and in Oregon in the commercial, governmental, industrial, and indoor agriculture sectors?				X	X		
What are the remaining opportunities for the program in the lighting market for commercial, industrial, governmental, and indoor agriculture sectors?	X			X	X		
What is the current state of the lighting controls market in Oregon?				X	X		
Program Transition							
How did the launch of the Business Lighting program and transition to a new implementation contractor go?		X	X		X		
What were the main problems that Energy Trust encountered when launching the small business direct install and midstream lighting initiatives?		X	X		X		
General Program Operations							
How is the Business Lighting program currently structured?		X	X		X		
How are general program operations working now?	X	X	X	X	X	X	
How well can the program adapt to big external changes that impact the market?		X	X	X	X	X	
How can the program design be improved to have more impact on the market?		X	X	X	X	X	X
What are the program's plans for the future?		X					
2021 Incentive Cap Impacts							
What were the impacts of the incentive caps imposed in 2021 on the C&I lighting market?	X	X	X		X		
What were the lessons learned from these experiences?		X	X		X		

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Primary Research Topics and Questions	Research Activities						
	Analysis of Program Data	Staff Interviews & Document Review	Program Partner & Stakeholder Interviews	Expert & Manufacturer Interviews	Trade Ally Contractor & Distributor Interviews	Program Participant Interviews	SMBDI Withdrawer Interviews
How can the program reengage customers, trade ally contractors, and distributors that were disillusioned by the incentive caps?		X	X	X	X		
Downstream Track Operations and Experiences							
How is the downstream track structured?		X					
How well is the downstream incentive track working now?	X	X	X		X	X	
How can the downstream track be further improved?		X	X		X	X	
What incentive levels are necessary to keep the lighting market moving towards efficient products with strong program activity?	X			X	X	X	
Direct Install Track Operations and Experiences							
How is the small business direct install track structured?		X	X				
How well is the small business direct install track working now?	X	X	X		X	X	X
How can the direct install track be further improved?		X	X		X	X	X
Midstream Track Operations and Experiences							
How is the midstream lighting track structured?		X					
How well is the midstream incentive track working now?	X	X	X		X	X	
How do controls fit in with midstream lighting incentives?	X	X			X	X	
Is midstream ready to take on much larger project volumes?		X	X	X	X	X	
How can the midstream track be further improved?		X	X		X	X	
Overlap Between Business Lighting and Other Programs							
How much overlap is there between Business Lighting participants and the other C&I programs?	X	X	X		X	X	
Is there any market confusion or crossover between the direct install lighting offer and the Existing Buildings small business direct install offers?			X		X	X	
How could cross-program coordination be improved?		X	X		X		
DEI Goals and Accomplishments							
What are Business Lighting's DEI goals?		X	X				
What progress has Business Lighting made towards its DEI goals?	X	X	X		X	X	X

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Primary Research Topics and Questions	Research Activities						
	Analysis of Program Data	Staff Interviews & Document Review	Program Partner & Stakeholder Interviews	Expert & Manufacturer Interviews	Trade Ally Contractor & Distributor Interviews	Program Participant Interviews	SMBDI Withdrawer Interviews
How well is Business Lighting serving small, rural, and women- and minority-owned businesses?	X	X	X		X	X	X
How can the program increase participation by small, rural, and women- and minority-owned businesses?		X	X		X	X	X