

Marketing Support for NYSERDA Initiatives
Request for Qualifications (RFQL) 3209
No funding associated with this solicitation

Proposals Due: July 21, 2016 by 5:00 PM Eastern Time*

The New York State Energy Research and Development Authority (NYSERDA) is issuing this solicitation to establish prequalified marketing firms approved to provide NYSERDA with a wide range of marketing and communications support services for a diverse set of programs and initiatives that vary in scope, audience, and objective.

Firms may submit a proposal to provide marketing services for one, any, or all of the following categories.

Commercial/Industrial/Multifamily
Residential/Low-to-Moderate Income
Communities and Local Government
Innovation and Cleantech Entrepreneurs
Research and Policy
Strategic Communications
Clean Energy Competitions

NYSERDA will select and rank proposers for each category identified. NYSERDA anticipates selecting a maximum of three proposers for each category. Future projects of \$1 million or less will be assigned to the first ranked proposer in the appropriate category, or, at NYSERDA’s discretion, and based on the project scope of work and current workload of contractors, a mini-bid may be issued to all three proposers in that category. Future projects greater than \$1 million will be mini-bid to the three proposers in the appropriate category. New categories may be added as they are identified. For new categories, NYSERDA will issue a mini-bid to all proposers in ALL categories to select three prequalified firms for the new category. For future projects that span multiple categories, NYSERDA will determine a primary category based on the specific needs of that project and award the Task Work Order to the first ranked proposer in that category. That proposer may be expected to coordinate with agencies in other categories.

Future projects issued in the form of Task Work Orders under this solicitation will support the ten-year, \$5 billion Clean Energy Fund (CEF), RGGI-funded programs, and programs funded by other sources. Projects will vary in scope and budget. The earliest expected start date for any potential work under this solicitation is August 2016.

Proposal Submission: Proposals should be submitted electronically. Proposers must submit the proposal in either PDF or MS Word format with a completed and signed Proposal Checklist and Disclosure of Prior Findings of Non-Responsibility, in PDF format. Proposal PDFs should be searchable and should be created by direct conversion from MS Word, or other conversion utility, rather than scanning. For ease of identification, all electronic files must be named using the proposer’s entity name in the title of the

document. Proposals may be submitted electronically by following the link for electronic submissions found on this PON/RFP's webpage, which is located in the "Current Funding Opportunities" section of NYSERDA's website (<http://www.nysesda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx>). Instructions for submitting electronically are located as Attachment G to this RFQL.

If mailing or hand-delivering, proposers must submit three paper copies of their proposal with a completed and signed Proposal Checklist, along with a CD or DVD containing both a PDF or MS Word digital copy of the proposal, following the above guidelines. Mailed or hand-delivered proposals must be clearly labeled and submitted to:

Venice Forbes, RFQL 3209
NYS Energy Research and Development Authority
17 Columbia Circle
Albany, NY 12203-6399

Any questions regarding this RFQL should be submitted to Erin Schucker at erin.schucker@nysesda.ny.gov or Susan Moyer at susan.moyer@nysesda.ny.gov no later than July 7, 2016. Responses to questions will be provided in writing on NYSERDA's website: nysesda.ny.gov/Funding-Opportunities

No communication intended to influence this procurement is permitted except by contacting Erin Schucker (Designated Contact) at erin.schucker@nysesda.ny.gov. Contacting anyone other than this Designated Contact (either directly by the proposer or indirectly through a lobbyist or other person acting on the proposer's behalf) in an attempt to influence the procurement: (1) may result in a proposer being deemed a non-responsible offerer, and (2) may result in the proposer not being awarded a contract.

I. Introduction

NYSERDA has provided objective information and analysis, technical expertise, and support in New York State since 1975. NYSERDA works with stakeholders throughout New York including residents, business owners, developers, community leaders, local government officials, university researchers, utility representatives, investors, and entrepreneurs.

NYSERDA's five primary strategic outcomes are:

- **Increasing Energy Efficiency**
NYSERDA provides energy solutions that reduce the energy consumption and increase the energy efficiency of New York's residents and businesses.
- **Growing Renewable and Diverse Energy Supplies**
NYSERDA diversifies New York's portfolio of energy resources by growing renewable and distributed generation resources and reducing petroleum use.
- **Creating a Clean Energy Economy**
NYSERDA catalyzes economic growth by supporting technology and business innovation and by developing a skilled clean energy workforce.
- **Protecting the Environment**
NYSERDA reduces the environmental impact of energy production and use.

* Late proposals will be returned. Incomplete proposals may be subject to disqualification. It is the proposer's responsibility to ensure that all pages have been included in the proposal. Faxed or e-mailed proposals will not be accepted. Proposals will not be accepted at any other NYSERDA location other than the address above. If changes are made to this solicitation, notification will be posted on NYSERDA's web site at www.nysesda.ny.gov.

- **Satisfied Customers**
NYSERDA is responsive to customer needs—delivering accurate and timely information, services and programs.

Under the Clean Energy Fund (CEF) NYSERDA is shifting strategies toward engaging market forces, and leveraging its capital through investments that lower soft costs and make clean energy solutions more affordable and more accessible. These efforts directly support Reforming the Energy Vision (REV) – Governor Andrew M. Cuomo's strategy to build a clean, resilient, and affordable energy system for all New Yorkers. The CEF actions will reduce the cost of clean energy by accelerating adoption of energy efficiency to reduce load while increasing renewable energy to meet demand. NYSERDA will focus on innovative solutions that remove barriers, solve customer needs, and provide value. Strategies and initiatives will reduce costs and accelerate customer demand for energy efficiency and other behind-the-meter clean energy solutions, and increase private investment. NYSERDA will provide financial support, technical knowledge, data, and education to customers and service providers to accelerate demand for clean energy solutions and will train an advanced workforce able to fill new jobs in the sector. Pilots, demonstration projects, community engagement, partnership development, and training efforts

will support the rollout of the CEF across all sectors. Where possible, NYSERDA will shift from incentive-based initiatives to strategies that have a more lasting impact on markets.

The CEF will deliver market solutions that:

- Reduce greenhouse gas emissions
- Accelerate growth and scale-up NYS's clean energy economy
- Increase private investment in clean energy
- Deliver energy bill savings due to reduced energy use
- Increase statewide energy efficiency and renewables
- Increase fuel diversity
- Ensure access to clean energy for low- to moderate-income customers

NYSERDA's energy programs and investment under the CEF are organized into four portfolios: Market Development, NY-Sun, NY Green Bank, Innovation and Research.

- Market Development activities will focus on strategies to reduce soft costs and other nonmonetary barriers by: Providing information, data, and education; Offering technical assistance and providing standardized, simple, robust tools; Providing quality assurance; Pilot demonstrating, and replicate new technologies and business models; and Aggregation to reduce costs through economies of scale.
- NY-Sun activities will provide long-term certainty to New York's growing solar market and lower the costs for homeowners and businesses investing in solar power.
- Innovation and Research activities will invest in cutting-edge technologies that will meet the increasing demand for clean energy.
- New York Green Bank will focus on partnership with the private sector to increase investments into New York's clean energy markets and on activities to increase the availability of capital for projects deploying proven clean energy technologies across New York State.

The NYSERDA Marketing team will provide marketing support for a broad range of programs and initiatives across multiple audiences to increase energy efficiency, to grow renewable and diverse energy supplies, to create a clean energy economy, to protect the environment, and to be responsive to customer needs. Marketing will focus on strategies that communicate the value of energy efficiency technologies and solutions and that provide education and information to both mid-stream market actors and end users across audience sectors.

The size and scope of marketing activities will vary greatly depending on objective and audience, but each will be grounded in a strategic understanding of the market and business goals – as outlined in Clean Energy Fund Investment plans and other plans.

Proposal Categories

Firms may submit a proposal to provide marketing services for one, all, or any of the following categories.

Commercial/Industrial/Multifamily
Residential/Low-to-Moderate Income
Communities and Local Government
Innovation and Cleantech Entrepreneurs
Research and Policy
Strategic Communications
Clean Energy Competitions

NYSERDA will select and rank proposers for each category identified. NYSERDA anticipates selecting a maximum of three proposers for each category. Future projects \$1 million or less will be assigned to the first ranked proposer in the appropriate category, or a mini-bid may be issued to all three proposers in that category. Future projects greater than \$1 million will be mini-bid to the three proposers in the appropriate category. New categories may be added as they are identified. NYSERDA will issue a mini-bid to all proposers in ALL categories to select three prequalified firms for the new category. For future projects that span multiple categories, NYSERDA will determine a primary category based on the specific needs of that project and award the Task Work Order to the first ranked proposer in that category. That proposer may be expected to coordinate with agencies qualified in other categories.

Proposers selected under this solicitation will enter into Task Order Agreements with NYSERDA for one or more of the identified categories. The term of the Task Order Agreement will be three years with the possibility of two one-year renewals. Future projects issued in the form of Task Work Orders under this solicitation will support the ten-year, \$5 billion Clean Energy Fund (CEF), RGGI-funded programs, and programs funded by other sources. Projects will vary in scope and budget. The earliest expected start date for any potential work under this solicitation is August 2016. Project scopes may include, but are not limited to:

- Development and execution of marketing strategies and tactics that target a range of consumer and business-to-business audiences and market segments across New York State, including but not limited to: Commercial, Industrial, Residential, Communities and Local Government, Low-to-Moderate Income, Multifamily, and Innovation and Cleantech Entrepreneurs. Other areas of focus include Strategic Communications, Clean Energy Competitions, and Research and Policy.
- Collaborative work with NYSERDA Marketing, Program Staff, and other contractors/firms to ensure the delivery of consistent, clear messages across all audience sectors.
- Measurement to understand the impact of recommendations and actions and the ROI.

Marketing services for these sectors may include, but are not limited to: planning, messaging, creative strategy and development, research, branding, graphic design, copywriting, social media, direct marketing and database management, media planning and placement, video development and production, events support, promotional support, public relations, account management, and audience insights.

II. Program Requirements.

Proposers are invited to submit, in the format described in Section III, a proposal describing their skills, expertise, qualifications, and personnel rates for any or all of the following categories.

1. **Commercial/Multifamily/Industrial:** Marketing strategies will be required to support a variety of initiatives and programs across the Commercial and Industrial sector, targeting mid-market actors (builders, multifamily building tenants, energy efficiency service providers, architects and engineers, energy management consultants), as well as end-use customers (building owners, commercial tenants, industrial manufacturing facilities). The overall objective of these strategies is to build market demand and adoption of energy efficiency services and technologies. Sectors of focus include healthcare, multifamily buildings, colleges and universities, manufacturing, commercial real estate, large commercial businesses.
2. **Residential and Low-to-Moderate Income:** Residential strategies will shift from broad-based demand generation to supporting strategies that drive a shift to self-sustaining markets, including pilots and demonstrations. NY-Sun activities will ensure NYSERDA understands audiences, perceptions, drivers and focus on educating consumers in order to support continued growth under changing incentive structures at all levels.

NYSERDA will work closely with subsidized and public housing to increase use of clean energy in low-income affordable housing and build capacity in LMI communities to take control of their energy future through technical assistance and clean energy planning resources. Behavior change activities will encourage LMI residents in buildings where residents do not pay directly for energy to take energy savings actions. In addition, a focus on new transaction and financing models will help attract new private capital investment.

3. **Communities and Local Government:** NYSERDA will implement strategies that drive energy efficiency and deployment of clean energy in local government (municipal – villages, cities, towns, and counties) operations. Marketing support will focus on educating audiences about programs and services available to local governments, driving participation in the Clean Energy Communities program, and promoting successes and lessons learned.
4. **Innovation and Cleantech Entrepreneurs:** NYSERDA will invest in cutting-edge technologies that will meet increasing demand for clean energy. Marketing strategies will be required to support efforts that drive Cleantech business growth across five key opportunity areas: smart grid technology, renewables and distributed energy resources, high performance buildings, transportation, and Cleantech startup and innovation development.
5. **Research and Policy:** Marketing support will be required to communicate to stakeholders and policymakers the benefits and implications of the spectrum of activities designed to analyze energy policy options, understand and mitigate the impacts of energy production and use on the environment, maintain energy systems reliability, and inform NYSERDA clean energy investments and programs in an evolving energy landscape.
6. **Strategic Communications:** Modernizing the grid is essential to New York's economy and ensures continued economic growth and prosperity in New York. Under Governor Cuomo's

comprehensive initiative, REV – Reforming the Energy Vision – New York State is actively spurring clean energy innovation, bringing new private investment, improving consumer choice, protecting the environment and energizing New York’s economy at the State and local levels. REV needs to be visible and understandable to New York citizens, industry stakeholders, private sector partners, NGOs, policymakers, and thought leaders in New York and beyond.

- 7. Clean Energy Competitions:** 76West is a clean energy business plan competition in New York’s Southern Tier that was introduced as part of Governor Cuomo’s 2015 Opportunity Agenda. NYSERDA implemented and operates the competition to bring new jobs to the Southern Tier.

For all categories, proposers will be expected to:

- Design and implement integrated marketing strategies to meet organization and program objectives, including identifying campaign objectives and developing a messaging strategy (i.e. themes, graphics, program materials, and communication tools and methods appropriate for target audiences).
- Become familiar with Governor Andrew M. Cuomo’s Reforming the Energy Vision (REV), Clean Energy Fund (CEF), and Clean Energy Standard (CES).
- Convey the benefits of energy efficiency and clean energy technology to all audiences, enabling them to make informed choices with respect to their rights and protections and the services and programs provided by regulated utilities, other State agencies, and competitive suppliers.
- Ensure that consumers know how to access needed information on clean energy, energy efficiency, and NYSERDA programs and services.
- Develop and deliver consistent, coordinated messages on multiple programs and initiatives to tell cohesive stories that are relevant to audience sectors.
- When appropriate, engage other marketing contractors across sectors and working collaboratively to develop and deliver coordinated, consistent messaging and materials.
- When necessary and appropriate, engage and work collaboratively with industry experts to better inform strategy development.
- Develop strategies to communicate results of pilot programs to spur additional action in the market.
- Develop an integrated media strategy, including targeted consumer and industry publications/media and consideration for new/social media.
- Conduct market research and/or provide other services to gather consumer and business-to-business input necessary to develop and evaluate NYSERDA programs and test strategies prior to implementation.
- Establish benchmarks for key measures such as awareness, understanding, attitudes, and participation rates, and tracking progress toward such benchmarks.
- Develop exhibits, displays, and educational materials.
- Provide copywriting services.
- Provide promotional and collateral support.
- Provide public relations support.
- Ability to adapt to changing timelines and short turnaround time.
- Augment audience definitions with available research and industry expertise.

III. Proposal Requirements

Proposers are required to submit all Proposal Requirements for each category in which they wish to be considered for qualification. Proposers are not required to propose for every category and are encouraged to propose for those categories in which they have expertise and experience. Proposers will only be considered for qualification in sectors for which all Proposal Requirements have been submitted. Proposers must clearly identify which categories are included in their proposals.

To meet the evaluation criteria of this solicitation for Marketing Support, each proposer shall address how it will satisfy the requirements discussed within this RFQL. The proposer must provide adequate information to effectively demonstrate the proposer's capability to perform all the work and services required.

The proposal must be in the following format:

Part I

- A. **Proposal Checklist (Attachment A).** A completed and signed Proposal Checklist must be attached as the front cover of your proposal. **Late proposals will be returned, and proposals lacking the appropriate completed and signed Proposal Checklist may be returned. Faxed or e-mailed copies will not be accepted.**
- B. **Category Checklist (Attachment D).** Clearly identify the categories being proposed.
- C. **Table of Contents.** Provide a Table of Contents that outlines page number and section where each proposed category can be found. Each proposal will be evaluated independently for each category proposed. Proposals must be organized and provide a separate section for each category being proposed.
- D. **Company Profile.** Provide company information, including
 - Year the firm was established
 - Statement of ownership: Describe the type of business entity (sole proprietorship, corporation, LLC, or other), list the majority and minority owners.
 - Subcontractors: Provide the company name, contact person, address, and telephone number, and specific intended tasks and percentage of work to be performed by any subcontractor.
 - Identify and include Minority/Women-Owned Business or Service-Disabled Veteran-Owned Business certifications for proposing firm and proposed subcontractors.

Each category being proposed must include the items listed below, regardless of whether they have been presented in another section:

- E. Qualifications.** For each proposed category, proposers are required to provide a brief narrative that includes: Brief description of the agency, including its founding and history; core capabilities and offerings, number of employees, service areas, and awards or other forms of recognition.
- F. Experience and ability to perform work.** For each proposed category, proposers must describe experience with, and understanding of, the identified sectors. Proposers should include specific relevant examples that highlight knowledge and understanding of each sector and ability to provide the identified Program Requirements. Proposers should demonstrate relevant knowledge of energy/clean energy industry and, relevant audiences, and highlight New York State experience. Include description of work process from strategy development to tactical implementation to measurement and results.
- G. Project Personnel and Rates (Attachment C).** For each proposed category, proposers are required to include a completed Attachment C: Project Personnel and Rates

In compliance with §139-j and §139-k of the State Finance Law (see Section V, General Conditions below for additional information), additional forms must be completed and filed with proposals: (1) a signed copy of the Proposal Checklist including required certifications under the State Finance Law and (2) a completed Disclosure of Prior Findings of Non-Responsibility form. Failure to include a signed copy of the Proposal Checklist referenced in this solicitation may disqualify your proposal.

Attach supporting documentation to support indirect cost (overhead) rate(s) or a breakdown of items that make up the requested multiplier, included in your proposal as follows:

1. Describe the basis for the rates proposed (i.e., based on prior period actual results; based on projections; based on federal government or other independently-approved rates).
2. If rate(s) is approved by an independent organization, such as the federal government, provide a copy of such approval.
3. If rate(s) is based on estimated costs or prior period actual results, include calculations to support proposed rate(s). Calculation should provide enough information for NYSERDA to evaluate and confirm that the rate(s) are consistent with generally accepted accounting principles for indirect costs.

NYSERDA reserves the right to audit any indirect rate presented in the proposal and to make adjustment for such difference. Requests for financial statements or other needed financial information may be made if deemed necessary.

Part II

Marketing Approach Assignments

In addition to the components listed in Part I, all Proposers are required to submit a marketing approach assignment for each category in which they wish to be considered for qualification. Proposers must provide a detailed planning and creative approach to a high-level, integrated marketing strategy for each assignment based on the information provided, information available on NYSERDA's website, industry data, and other available sources. This is not a request

for an actual campaign, just the proposer's approach to developing one. Each assignment should be no longer than five pages.

Proposers are not required to submit an assignment for every category; however, proposers will only be considered for qualification in categories for which assignments have been submitted. Several categories require more than one assignment. Proposers must complete all assignments in a category in order to be considered for qualification.

1. Commercial/Multifamily/Industrial

A. Commercial Real Estate Tenant Initiative

Background

NYSERDA's Commercial Real Estate Tenant Initiative aims to drive energy efficiency efforts above code during the commercial tenant lease and build-out process by demonstrating to tenants a cost-effective approach to energy efficient high performance office space, as well as demonstrating to building owners, brokers and architecture/engineering firms a cost-effective and replicable approach to delivering those spaces. NYSERDA will offer a cost-share to Architecture and Engineering firms (50% for custom tenant and building modeling and 100% for building-specific package development), initially targeting 180 buildings and 200 to 350 tenants.

Goals

- Stimulate investment in energy efficiency improvements in tenant spaces during the lease negotiation, space design, and construction process.
- Encourage building owners and tenants to work together to achieve energy efficiency in commercial buildings.

Target audiences

- Building owners/managers
- Tenants
- Architects, Designers, Engineers
- Real estate brokers
- Appraisers

Benefits

- NYSERDA cost-share for an energy modeling and package development process for tenant office space within NY State.
- Offers tenants a cost-effective approach to energy efficient high performance office space as well as offers building owners, brokers and architecture/engineering (A&E) firms a cost-effective and replicable approach to delivering those spaces.
- NYSERDA cost share on the development of new tools and resources that allow tenants greater visibility and manageability over their energy consumption, as well as tools that connect tenant level data with base building data.

Barriers

- Tenant energy use represents the majority of energy use in a commercial building but has been less impacted by efficiency initiatives than base building systems.
- Rapid lease negotiations and construction timelines limit opportunities to encourage tenant efficiency during the tenant fit out process.
- Need for greater cooperation between building owners and tenants for financing of energy efficiency measures.
- Low prioritization/consideration of energy efficiency in tenant space designs.

Key messages:

- The Commercial Real Estate tenant initiative allows Architects and Engineers to train employees in new skill set, and they can offer clients an additional service during the design process.
- For Architects and Engineers, packaged energy efficiency options for commercial tenant spaces allow designers to justify their designs and feel confident in their energy saving estimates.
- For building owners, packaged energy efficiency options for commercial tenant spaces allow building owners and managers to offer a new service during the lease negotiation process.
- For building owners, packaged energy efficiency options for commercial tenant spaces can lower operating costs, and potentially increase asset value. These options allow base building systems to run more efficiently.
- With high performing office spaces, tenants can realize positive changes in image/perception and increased productivity and asset value, as well as energy bill savings.

Marketing Ask: Provide an approach for how to overcome barriers to adopting energy efficiency at time of fit-out for new tenants.

B. Multifamily - Multifamily Energy Efficiency Service Solutions

Background

Engaging multifamily industry service providers to recommend, develop, and implement energy efficiency improvements is critical to the success of reducing energy usage in NYS multifamily buildings. Service providers are uniquely positioned to impact the scale and scope of building projects to include energy efficiency solutions.

NYSERDA is building a provider network, the Multifamily Building Solutions Network, where building owners can have a clear entry point to integrate clean energy technologies and strategies into their buildings from routine building maintenance to major capital improvements. We know that energy performance is often left out of the equation.

Service providers can be any type of firm that has the potential to improve a building's energy performance such as energy consultants, engineering firms, construction managers, building maintenance staff, heating and air-condition (HVAC) contractors, lighting installers, roofers, envelope installers etc. Initially, we will focus on HVAC contractors as centralized heating and hot water systems account for a majority of energy used to run multifamily buildings.

There are approximately 6,700 plumbing, heating, and air conditioning entities in New York. It's estimated a building owner could reduce their annual energy consumption by 11-22% with heating and hot water system improvements. Looking statewide, approximately three-fourths (73%) of multifamily buildings have central heating systems that supply tenant units. The majority are central boiler systems.

Heating contractors, especially those who work directly with building decision makers are an important market segment to tap in order to deliver these savings. Building decision makers have a strong preference to work with service providers that they already trust, have a relationship with, and know will deliver quality work on time.

Goals

HVAC Service Providers:

- Educate service providers on the value of integrating energy efficiency elements into their standard of business practices and begin offering to customers.
- Increase the number and quality of providers in the network.
- Increase the number of provider projects that integrate energy efficiency into the solution.
- Expand their offerings to include new services that will drive increased project uptake and energy savings.
- Reduce soft costs associated with project development.

Building Owners:

- Educate building owners on the value of integrating energy efficiency to common building problems and using a NYSERDA network provider.
- Increase number of building owners engaging network service providers to perform building maintenance and capital improvements.

Target audiences

- Primary: HVAC service providers in the multifamily buildings industry
- Secondary: Multifamily building owners market-rate and affordable

Benefits

HVAC Service Providers:

- Expand service offering to current and new customers.
- Equip multifamily service providers with tools and services to deliver effective energy solutions to multifamily buildings at lower costs.
- Encourage building owners to plan for and implement energy efficiency improvements as a part of routine maintenance, well ahead of system failure, which will increase amount of planned work while decreasing amount of emergency calls.
- Stabilize seasonal variability in revenue through planned maintenance vs. emergency calls.
- Access business development support for all energy efficiency projects, business and technical tools that simplify project development, marketing and communication guidance and an expanded customer base.

Building Owners:

- Increase asset value of your building by making smart capital investments.
- Lower operational costs- Optimize building technologies and systems.
- Address future maintenance and repair issues before they happen.
- Attract and retain tenants with more comfortable units.
- Work with a trusted professional that can assess a building issue and recommend customized solutions that integrate energy efficiency where appropriate.
- Save time and resources by leveraging providers in the network that are vetted and supported by NYSERDA.

Barriers

HVAC Service Providers:

- Soft costs incurred during project development for customer acquisition and conversion.
- Expenses related to learning curve associated with new energy efficient equipment, inspection charges, performance validation and monitoring expenditures.
- Building owners not demanding energy efficient solutions.
- Providers not seeing a larger benefit to join the network- they already have customers and are fine with their business model and income stream.

Building Owners:

- Building owners often find it challenging to locate qualified service providers that can deliver energy savings.
- Skeptical of projected savings.
- Integrating energy efficiency will increase costs and extend timeline to project.
- Taking on additional debt to fund projects.

Key messages

- Bring your building and business to their peak performance with energy efficient solutions to common building problems.
- Solve your building challenges with the help of energy efficiency professionals who will not only fix what's broken, but bring your building to its peak performance.
- By minimizing emergency calls, building decision makers will be able to save money on operating costs, increase energy efficiency, and avoid passing along to customers the fees associated with emergency work.

Marketing Ask: Provide an approach to growing the impact that a dedicated business performance contracting industry can have in improving multifamily building performance.

C. Industrial/Strategic Energy Management Initiative

Background

Energy is one of the largest operational costs for manufacturers. Companies that invest in process and energy efficiency projects can lower their energy costs and can improve their bottom lines and competitiveness. Addressing the industrial sector's energy management requires a range of solutions designed to help manufacturers of various levels of sophistication improve their energy efficiency. NYSERDA's Strategic Energy Management (SEM) initiative is one of those solutions. SEM is a continuous improvement approach to reducing energy intensity over time and is characterized by demonstrated customer commitment, planning, and implementation and by systematic measurement. SEM provides the opportunity to achieve systematic energy savings. Through the SEM initiative NYSERDA will conduct multiple pilots to guide manufacturers through the process of establishing and implementing an SEM system. Information from these pilots will be shared with the market to prove the value and to increase adoption.

Goals

- Prove the case for integrating energy efficiency as a core business practice and applying the principles of continuous improvement to energy management to foster substantial, long-term savings.
- Build market demand for SEM through sharing of pilot results, as well as through education and awareness.
- Develop standardization of SEM in New York State.
- Provide training to and develop partnerships with consulting firms and other market actors to grow the market supply of industrial SEM trainers.

Target audiences:

- Industrial facilities in New York State with high energy intensity (high energy associated with a process relative to the output of the process) and high energy costs relative to other business costs.
- Critical staff within facilities: facility and process engineers, C-suite executives, energy managers, production and plant managers, operations and maintenance managers.

Benefits

- On average, facilities that implement a Strategic Energy Management system will reduce their overall electric energy consumption by four percent during the first year.
- Peer-to-peer exchange of best practices, and building and sustaining a culture of energy efficiency within organizations.

Barriers

- Lack of standardization of SEM.
- Difficulty obtaining executive buy-in due to lack of awareness of benefits.
- Lack of expertise within facilities.
- Limited understanding of the energy embedded in the manufacturing process.

- Limited number of entities qualified to provide SEM training and services.

Key messages

- Energy is one of the largest operation costs for manufacturers. Investing in process and energy efficiency projects can help lower those energy costs and improve a company's bottom line and competitiveness.
- SEM is a key factor for staying competitive in the industrial sector due to the volume of energy and cost savings achievable by facilities.

Marketing Ask: Provide an approach to sharing SEM pilot data and information to educate the market and increase adoption of SEM.

2. Residential/Low-to-Moderate Income

A. NY-Sun

Background

In his 2012 State of the State Address, Governor Andrew M. Cuomo launched the NY-Sun initiative to greatly increase clean, renewable solar energy capacity throughout the State. In 2014, he made the announcement to further expand solar through a \$1 billion investment in the NY-Sun initiative that would spur development of a market-driven, sustainable, subsidy-free solar industry and launched the statewide NY-Sun Incentive Program to help reach these goals. NYSERDA has also directly engaged stakeholders in affordable housing, local government, and community-based organizations in building the Affordable Solar component of NY-Sun. This process has highlighted several opportunities for pursuing the goal of making solar energy accessible for Low-to-Moderate Income (LMI) New Yorkers as part of the sustainable, self-supporting solar market envisioned by NY-Sun. These options include incentive enhancement, competitive funding opportunities, financing options, shared solar options, customer aggregation, and outreach/training for affordable housing developers.

Objective/goals of the program

The goal of this initiative is to educate consumers at all income levels and help overcome market barriers to the adoption of solar technologies as well as improve the understanding of solar electric options within the general marketplace. A key component will be consideration and understanding of the various needs for the low-to-moderate income market segment.

Target audiences

Most NY-Sun programs focus on market rate NY State residents while some, such as Affordable Solar, specifically target the estimated 3 million low-to-moderate income households.

Benefits

Through the adoption of residential solar electric power, deliver less expensive/predictable energy costs for NY State residents and reduced greenhouse gas emissions.

Barriers

- Market stakeholders have indicated that one of the highest solar electric balance-of-systems costs (non- module costs) is customer acquisition.
- Solar electric companies report that there is considerable customer confusion regarding the various contract types (direct ownership, leases, and power purchase agreements), as well as the benefits associated with Solar electric systems.
- Customers and potential customers may not be fully aware of solar electric system operating characteristics, including implications of power outages.
- The most significant additional barrier for many LMI residents is poor credit. Lesser issues include lack of eligibility for tax credits and space/roof concerns. Language barriers, lack of internet access, and constraints on resources and time may prevent many LMI customers from being aware of and/or understanding solar electric technology and financing options.

Key messages

- Industry convergence is bringing new competitors and creating new value propositions with the potential to redefine how consumers view solar systems and interact with their providers.
- The industry is well positioned for growth. To fully capitalize on this growth opportunity and encourage informed decision making, NYSERDA believes it is in the best interest of New York residents and businesses for NYSERDA to provide objective information regarding the benefits, risks, opportunities and limitations of solar electric systems, as well as an explanation of various business models, opportunities in community solar (as appropriate), energy storage, and other topics.
- For the LMI market, the Affordable Solar program doubles the incentive and the Shared Solar program can accommodate many credit issues. LMI participants need to be made aware that solar options are available to residents of all income levels.

Additional information: nysesda.ny.gov/NY-Sun

Marketing Ask for market rate consumers: Provide approach around how to understand misconceptions about solar and how to build trust in this new technology.

Marketing Ask for low-to-moderate income consumers: Address the same issues as market rate with emphasis on solar being possible at all income levels. Advise how to reach LMI customers that may require specialized, culturally sensitive marketing, education, and outreach, both as far as the method used (e.g., language, medium, etc.) as well as the substance of the materials.

B. Residential Energy Efficiency

Background:

Energy efficiency helps homeowners reduce their energy bills, make their homes more comfortable, and protect the planet. NYSERDA administers energy efficiency programs that focus on understanding where homes waste energy so homeowners can get to the root of common household problems such as drafts, inconsistent temperatures, and heating and cooling issues. It goes beyond addressing the surface-level symptoms of inefficiency and analyzes how all the elements of the home work together so homeowners can choose the upgrades that will have the biggest impact on their energy bill. When homeowners begin exploring home improvement projects, they struggle to find a trusted home improvement contractor they have the confidence in to correctly assess the problem, to fix the problem and to stand behind their work. Hiring the right contractor is the key to the success of their home improvement project.

Through NYSERDA's energy efficiency program, participating contractors receive the Building Performance Institute (BPI) GoldStar Contractor credentialing. Unlike non-credentialed contractors, BPI GoldStar Contractors have passed rigorous written and in-field practical exams that verify their knowledge and skills in building science solutions. They are specially trained and experienced in the use of state-of-the-art diagnostic equipment to provide homeowners with an unparalleled, comprehensive analysis of their home's energy efficiency. BPI GoldStar Contractors apply sound building science, and prescribe solutions tailored to the homeowner unique needs and budget. BPI GoldStar Contractors are companies that commit to employing BPI certified professionals, complying with BPI technical standards and following quality assurance protocols.

As a sector, residential represents 28% of the net energy consumption (including transportation) in NYS¹. NYS has 5.2 million one-to-four family homes 15 years and older but less than 10% have received comprehensive, cost effective energy efficiency services². There is a huge market to access, but homeowners lack the awareness to understand why they should seek BPI GoldStar verses non-credentialed. BPI GoldStar Contractor is the gold seal of the contractor world.

Objective/goals of the program:

- Create value in the market for BPI GoldStar Contractor credentialing
- Homeowner to recognize the value/ benefit of hiring a BPI certified contractor over non-credentialed
- Homeowners to hire BPI credentialed contractors over non-credentialed

Target audiences

- Homeowners with homes 15+ years old

¹Patterns and Trends- New York State Energy Profiles: 199-2013, NYSERDA, October 2015

² Including NYSERDA's New York ENERGY STAR Homes, and EmPower New York program; and New York State Homes and Community Renewal Weatherization Assistance Program

Benefits of hiring a BPI GoldStar Contractor

- Highly trained professionals that are able to get installations and repairs right the first time because they possess the knowledge that houses are complex and made up of interacting parts.
- Confidence the contractor will properly diagnose home performance problems and prescribe solutions based upon the house-as-a-system
- Tested and credentialed by a nationally recognized independent not-for-profit organization for residential energy auditing and upgrade work
- Maintains current on top emerging issues, technologies and best practices.

Barriers

- Credibility/ belief homeowners will save what contractor claims - made improvements but the impact isn't what anticipated
- Overall distrust in the contractor industry
- Lack of awareness on credentialing

Key messages

- BPI credentials set the bar for trusted contractors.
- BPI GoldStar Contractors diagnose the house as a system and prescribe solutions that give you the best return on your investment.
- BPI helps improve the comfort, health, safety, energy efficiency and durability of your home.

Marketing Ask: Provide approach around how to create value in the market for BPI GoldStar Contractor credentialing

3. Communities and Local Government

A. Clean Energy Communities Program

Background

Clean Energy Communities is a recognition and grant program designed to drive energy efficiency and deployment of clean energy in local government and within municipalities. Clean Energy Communities provides local governments and municipalities the technical assistance, outreach, engineering support, and clear guidance to implement energy efficiency and clean energy projects in their communities. Upon completion of four of the ten identified High-Impact Actions, municipalities will receive recognition and grant funding to implement more innovative clean energy initiatives. NYSERDA plans to implement a marketing program to build awareness of the program and to encourage participation.

Objective/goals of the program

- Drive energy efficiency and deployment of clean energy in local government and within municipalities.
- Increase awareness of available support, technical assistance, and guidance that help decrease the amount of time, expertise, and funding needed within each New York State Community to prioritize and implement clean energy actions.
- Increase adoption of high-impact, clean energy policies and actions in city, town, village, and county governments across New York State.

Target audiences

- **Primary Audiences:** Decision Makers (Mayors, county executives, commissioners, town supervisors, chief administration officers, council leaders, building and engineering departments, town maintenance departments, sustainability officers/departments, board members/leaders)
- **Secondary Audience:** Influencers (citizens/residents, community leaders)

Benefits

Municipalities that complete four out of the 10 High Impact Actions and meet all other eligibility requirements are:

- Designated by New York State as a Clean Energy Community
- Eligible to apply for grants to fund additional clean energy projects
- With this program, local governments in New York State can build on their region's sustainability plans, implement clean energy actions, save taxpayer dollars, create jobs, and improve the environment. In addition to providing tools, resources, and technical assistance, the program recognizes and rewards leadership for clean energy projects.

Barriers

Municipalities face a variety of barriers, which vary with the size, structure, geographic location, leadership structure, etc. of the municipality.

- Economic: Property tax freeze, limited resources (staff) and budget
- Asset ownership structures
- Political

- Lack of technical knowledge to implement energy efficiency projects
- Rarely rewarded or recognized for clean energy leadership
- Too many choices: hard to focus on the right options

Key messages:

- Local governments are critical partners in achieving a new energy vision for New York State. Municipal leaders play a critical role in affecting energy choices in their communities, both in terms of government operations and across homes, businesses, and community institutions.
- The Clean Energy Communities Program provides grants, direct technical support to communities, and recognition to local governments that demonstrate leadership in the area of clean energy.

Marketing Ask: Provide approach around how to overcome barriers and encourage communities to adopt clean energy strategies.

4. Innovation and Cleantech Entrepreneurs

A. Technology Innovation & Business Development Resources Communication and Promotion

Background

The Innovation Capacity and Business Development (IC&BD) team helps develop, establish, and deliver cleantech resources to support entrepreneurs and ventures in all stages of development from initial idea to product commercialization. The IC&BD programs make up the foundation of the cleantech innovation ecosystem in the State. There is a need to help these key resources across the State, which include Incubators, Proof-of-Concept Centers, Entrepreneurs-in-Residence Program, Cleantech Executive Leadership Institutes, and Technology Testing and Commercialization Centers, highlight and promote the successes of the companies they work with. In addition, these resources benefit greatly from their brand name recognition and visibility in the marketplace. There is also a need for them to better integrate and communicate with their constituents, potential clients and each other. There is also a need to help these key resources work better together when it comes to specific clients who do, or could, cross multiple resource entities..

Goals

- Highlight and promote success stories and significant milestones of companies working with the key resources.
- Elevate the stature and visibility of the key resources by building and enhancing their brand name recognition in the marketplace.
- Help the key resource teams maximize the use of the channels/marketing/communications resources they may already have access to.
- Ensure the key resource teams are optimizing the use of social media, audience segmentation, contact lists, press, media, collateral, web content, infographics, data, metrics, and reporting.
- Help the key resource teams see the overlap/pass-off opportunities they have with end-users of their services, facilitating the sharing of clients.

Target Audiences

- Incubators (six across the State)
- Proof-of-Concept Centers (one upstate and two, which operate under the same umbrella, downstate)
- Entrepreneurs-in-Residence Program (statewide)
- Cleantech Executive Leadership Institutes (one upstate and one downstate)
- Technology Testing and Commercialization Centers (solar, wind, and energy storage centers upstate)

Benefits

- Increased awareness and utilization of these resources by companies and key market actors (investors, development partners, and other venture development organizations) in New York State and abroad.
- Enhanced brand name recognition of these resources within the innovation community, both regionally and nationally.
- Higher visibility of company success stories and significant milestones.
- Better communication and collaboration among key resources.

- Increased, coordinated marketing efforts across the portfolio of key resources..
- Consistency of messaging in the marketplace.
- Better packaged metrics for NYSERDA's stakeholders.

Barriers

- These key resource groups are bandwidth-constrained and need to do a lot with little assistance when it comes to their own internal resources, such as human capital and time.

Key Messages

- These key resources in New York State's cleantech innovation ecosystem are critical in helping entrepreneurs and companies commercialize and deploy clean energy technologies in the State.
- Their successes are our successes.
- The work these key resources are doing is accelerating the time to market for innovative clean energy technologies in the State and beyond.

Additional information

<http://www.nysERDA.ny.gov/Partners-and-Investors/Clean-Energy-Startups/NYSERDA-Supports-Growth-Essentials/>

Marketing Ask: Provide approach around how to deliver high-value marketing and communications support to, and to facilitate better communication among, NYSERDA's key innovation resources and the companies they serve throughout New York State.. This should include strategies for highlighting and promoting company success stories and significant milestones on a both regional and national stage. In addition, provide approaches for increasing the brand name recognition and positioning of the key resources within the broader innovation community.

B. Innovation and Research Education

Background

Innovation and research is core to NYSERDA's business (ie "Research" is our middle name). There is a need to better educate and inform the primary and secondary participants in our programs about the successes we drive and expertise we have. These stakeholders are important to us in terms of achieving our outcomes and we need to better position NYSERDA's efforts on the innovation and research front.

Goals

- Characterize and message success stories and the significant milestones that NYSERDA is achieving in the areas of innovation and research, backed up by metrics, data, awards received, etc.
- Promote these successes and achievements and communicate the leadership NYSERDA has when it comes to clean energy in NYS, the US and the world.
- Elevate the stature and visibility of NYSERDA innovation and research in the marketplace.

Target Audiences

- Investors
- Academia
- Key corporate entities
- Entrepreneurs
- Utilities
- Other government agencies/entities

Benefits

- Increased awareness of NYSERDA innovation and research programs and utilization by these stakeholders and their constituents.
- A furthering of NYSERDA successes, hard and soft benefits through stakeholder communication outlets.
- Potentially better co-investment from stakeholders in partnership situation.
- An elevated reputation for NYSERDA and NYSERDA partners in the Innovation and Research space.
- Consistency of positive messages in the marketplace.
- Better packaged metrics for NYSERDA, NYSERDA partners and stakeholders.

Barriers

- Investment in innovation and research is by nature a gamble when it comes to individual projects, which we know a certain number will fail.
- Many of these projects take years to develop and complete and there are not always quick successes to assess and promote.
- Many of the benefits are not hard/easy to quantify, they may be soft and more difficult to articulate successes for.

Key Messages

- NYSERDA is a leader on the clean energy front in New York State and the country.
- NYSERDA is the largest investor in cleantech in the country.

- The work NYSERDA is doing is accelerating the time to market for innovative clean energy technologies in the State and beyond.

Marketing Ask: Provide approach around how to deliver high-value marketing and communications support for NYSERDA's successes in areas of Innovation and Research. This should include strategies for highlighting and promoting success stories and significant milestones on a both regional and national stage. In addition, provide approaches for increasing the NYSERDA brand name recognition.

5. Research and Policy

Background

NYSERDA supports a spectrum of activities designed to analyze energy policy options, understand and mitigate the impacts of energy production and use on the environment, maintain energy systems reliability, and inform NYSERDA clean energy investments and programs in an evolving energy landscape. Maintaining objectivity in its analysis of program options and activities is key to ensuring the success of NYSERDA's data, planning, and policy functions. Such objectivity ensures that NYSERDA's reputation among stakeholders as an honest arbiter in policy deliberation and program performance is maintained at the highest possible level.

NYSERDA played a leadership role in developing the 2015 State Energy Plan, including the development of economic analysis and modeling of energy and environmental issues. To help facilitate the transition to Governor Andrew M. Cuomo's Reforming the Energy Vision, NYSERDA's Energy and Environmental Data, Planning, and Policy investment area supports a number of critical analytical studies.

The Greenhouse Gas Inventory and Forecast is one of these studies. The rate and extent of climate change depend on the amount of greenhouse gases (GHGs) present in, and delivered to, the atmosphere. This report provides a detailed accounting of emissions in New York State from 1990 to 2030, with historical figures from 1990–2011 and a future baseline through 2030 based on State policies and economic conditions as of 2013. Visit nyserderda.ny.gov/-/media/Files/EDPPP/Energy-Prices/Energy-Statistics/greenhouse-gas-inventory.pdf to access the most current version of the report.

Target Audience

The policymaker audience includes government and elected officials primarily in, but not limited to, New York State and stakeholder interest groups such as environmental groups, consumer groups, and the regulatory departments of utility companies.

Benefits

- Energy-related environmental research provides the foundation for ensuring that New York State meets its clean energy goals by guiding cost-effective greenhouse gas mitigation and climate adaptation strategies.
- Environmental research and analysis informs State and federal energy and environmental policies.
- It also provides environmental accountability, examines the health and ecological co-benefits of alternative energy and technology solutions, and guides emerging energy technologies and systems.
- These technologies and systems can be used to diversify New York State's sources of energy generation with needs of people and the environment in mind.
- If policymakers have data in a way that they can understand it, they can allocate funding and resources as needed and develop informed legislation to meet the State's clean energy goals and protect the environment.

Barriers

- NYSERDA staff time is limited and skills are stronger in gathering and managing data rather than articulating the benefits and implications in a digestible form for an audience of busy policymakers.

- There is a large amount of data and information that needs to be distilled down to salient points that clearly articulate the benefits and implications that can be gathered from that data.

Key messages

The Greenhouse Gas Inventory and Forecast, as well as other reports and data can and should be used to inform and help deliver key messages in an easily digestible form to policymakers:

- REV is designed to achieve a clean, resilient, and affordable energy system for all New Yorkers.
- NYSERDA's 10-year, \$5 billion Clean Energy Fund supports clean energy market development and innovation and is a pillar of REV.
- The 2015 State Energy Plan outlines three 2030 State Energy Goals including a 40% reduction of greenhouse gas emissions from 1990 levels and a 23% decrease in energy consumption in buildings from 2012 levels.
- The Clean Energy Standard requires that half of all electricity in New York State be generated from clean, renewable sources by 2030. CES began as one of the three State Energy Goals.

Additional information

- NYSERDA's Strategic Outlook 2015-2018
nyserderda.ny.gov/-/media/Files/About/Strategic-Plan/strategic-outlook.pdf
- REV
<https://www.ny.gov/programs/reforming-energy-vision-rev>
- CEF
<http://www.nyserderda.ny.gov/About/Clean-Energy-Fund>
- CES
<https://www.governor.ny.gov/news/governor-cuomo-directs-department-public-service-begin-process-enact-clean-energy-standard>
- SEP
<http://energyplan.ny.gov/>

Marketing Ask: Provide approach around how best to present data and the benefits and implications of this data in a way that is clear, concise, and understandable to policymakers in New York State.

6. Strategic Communications

A. REV Communications Support

Background

Reforming the Energy Vision (REV) Strategy will transform the State's clean energy landscape. Under Governor Cuomo's REV initiative, New York is pioneering a new statewide approach, giving customers new opportunities for energy savings, local power generation, and enhanced reliability to provide safe, clean, and affordable electric service for all customers. The approach includes actively spurring clean energy innovation, bringing in new private investments, improving consumer choice, protecting the environment, and energizing New York's economy at the state and local levels.

Goals

- Increase awareness and understanding of REV among New York citizens, industry stakeholders, private sector partners, NGOs, policymakers, and thought leaders in New York State and beyond.
- Develop and deliver a clear, consistent message and strategy to inform New Yorkers of the benefits of New York's Reforming the Energy Vision Strategy and to encourage understanding and actions that will hasten REV's impact and New York's ability to meet aggressive energy goals.

Target audiences

- New York State citizens
- Communities/LMI Communities and Stakeholders
- Industry leaders
- Small Business Owners
- Energy/Tech Innovators
- Corporate/Finance Sector
- Individual Consumers
- Environmentalists
- Politicians/NYS elected officials
- Thought Leaders/Academia
- Media

Benefits

Public understanding will accelerate REV's impact

Barriers

Complex concepts are difficult to convey

Key messages

- REV is a strategy to build a clean, resilient, and affordable energy system for all New Yorkers.
- Governor Cuomo's comprehensive energy strategy for New York to help consumers make better and more informed energy choices, enable the development of new energy products and services, protect the environment and create new jobs and economic opportunity throughout New York State.

More information

<https://www.ny.gov/programs/reforming-energy-vision-rev>

REV fact sheet and FAQs

Communications Ask: Provide approach on how to engage citizens and key influencers to further REV in New York State.

7. Clean Energy Competitions

A. 76West

Background

76West is a clean energy business competition that NYSERDA soft launched on 11/2/15 and officially launched on 1/31/16. The competition supports New York's Southern Tier and was introduced initially as part of the Governor's 2015 Opportunity Agenda. NYSERDA is implementing and operating the competition to bring new jobs to the Southern Tier. The competition builds on the 43North model, embracing key elements of 1) business competition and business support activities, and 2) attracting new businesses from all over. Each year, a panel of judges will award \$2.5 million in prize money.

To compete in 76West, companies must meet two or more of the following:

- In business for fewer than seven years
- Have a clean energy product or service in testing or pilot production
- Are a pre- or early-stage business
- Have a leadership team and investors working toward commercialization and profitability

Winning clean energy startups that are located outside of New York State must relocate to the Southern Tier Region. Winners from other parts of New York State will not be required to relocate to the Southern Tier if they can demonstrate how their company will have a positive impact on the Southern Tier Region.

76West is designed to further develop the regional community of clean energy technology innovators, industry experts, educators, and investors, as well as help startups get early users for their technologies.

Goals

- Catalyze a clean energy cluster that builds on the indigenous strengths and assets of the Southern Tier.
- Grow and attract new clean energy businesses.
- Leverage existing and planned public and private investment in research and business growth.
- Build partnerships with local businesses to bring innovative solutions to the market.
- Communicate the opportunities of the Southern Tier to clean energy businesses outside of the region.
- Support a portfolio of programs designed to increase the probability of success for the new businesses participating in the competition.
- Beyond the regional economic development benefits of the program, commercializing new technologies that help New Yorkers (and beyond) use less energy or generated cleaner energy will have long-term greenhouse gas reduction impacts.
- Now that the competition has officially launched and the first awards are being made, we need a thoughtful and comprehensive plan to take the competition into the future, over the course of the next 3 rounds.

Target Audiences

- Prospective entrants, who are clean energy entrepreneurs and growth companies from all over the world. The objective is to persuade them to enter the competition, and to introduce them to the Southern Tier as a place to do business. A broad geographic diversity of entrants is desired.
- Existing companies in the clean energy supply chain. The objective is to get their attention and begin to get them to see 76West as an effort that will develop, attract and grow new ventures that can be their suppliers and customers, as well as bring their attention to the Southern Tier as a region with clean energy technology resources and an emergent clean energy sector.
- Major corporations who make venture investments in clean energy companies. The objective is to get them to understand that 76West will develop, attract and grow innovative companies that can be their strategic partner and sources of new technology.
- Major customers of clean energy technology. The objective is to get them to see 76West as an effort that will rapidly develop technologies, business and solutions that can help them reach clean energy goals.
- Financial investors (venture capital firms) in the clean energy industry. The objective is to persuade them that 76West will attract and develop a number of high quality investments for their portfolios.
- Professional stakeholders, Influencers and Partners in the area who have key resources. Objective is for them to embrace the competition, relate to how it aligns with their regional development objectives, and help promote the competition to their constituents.

Benefits

- Economic development in New York's Southern Tier Region.
- Attraction to the area of clean energy businesses.
- Acceleration of bench to market for clean energy startups.
- Many innovative companies and resources already have traction in the region.

Barriers

- There are pockets in the region with minimal development.
- It is difficult to get companies to relocate themselves (and the families of their employees) to a new region.

Key Messages

- 76West offers \$20 million in prize money and support services.
- \$1 million top prize awarded each year.
- This unparalleled opportunity empowers you with the capital, guidance, and resources needed to do business in New York State's Southern Region.
- Think of it as an 8,605 sq. mi. incubator for startups.
- Winners of the competition receive a share of prize money along with access to startup incubators, mentors, training programs and investor communities. Support from Binghamton University, Cornell University, and other nationally recognized clean energy leaders. Support from State entities, such as NYSERDA. Networking opportunities with successful entrepreneurs. Opportunities to do business with global leaders in the region.
- More at nyserda.ny.gov/76West

Marketing Ask: Provide thinking on how to expand the number of qualified proposers to 76West, especially proposers from outside New York State.

IV. Proposal Evaluation

Proposals that meet Proposal requirements will be reviewed by a Technical Evaluation Panel (TEP) using the following evaluation criteria. All proposers will be evaluated based on the following criteria and competencies. **Proposals will be evaluated independently for each category.**

- Demonstrates knowledge of proposed sector, market actors, audience, and NYS energy markets.
- The extent to which the proposer demonstrates an understanding of and develops a proposal to address proposal requirements and Marketing Approach Assignments.
- Demonstrates experience and qualifications required to meet marketing support needs.
- The quality of the proposer's approach as reflected by the responsiveness, thoroughness, strategic thinking, and creativity of the strategy.
- The potential of the approach to achieve program goals.
- Cost effectiveness and competitive rates.
- Satisfactory record of performance.

If deemed necessary by the Technical Evaluation Panel, proposers may be asked to attend in-person presentations to discuss their proposals.

V. GENERAL CONDITIONS

Proprietary Information - Careful consideration should be given before confidential information is submitted to NYSERDA as part of your proposal. Review should include whether it is critical for evaluating a proposal, and whether general, non-confidential information, may be adequate for review purposes. The NYS Freedom of Information Law, Public Officers law, Article 6, provides for public access to information NYSERDA possesses. Public Officers Law, Section 87(2)(d) provides for exceptions to disclosure for records or portions thereof that "are trade secrets or are submitted to an agency by a commercial enterprise or derived from information obtained from a commercial enterprise and which if disclosed would cause substantial injury to the competitive position of the subject enterprise." Information submitted to NYSERDA that the proposer wishes to have treated as proprietary, and confidential trade secret information, should be identified and labeled "Confidential" or "Proprietary" on each page at the time of disclosure. This information should include a written request to except it from disclosure, including a written statement of the reasons why the information should be excepted. See Public Officers Law, Section 89(5) and the procedures set forth in 21 NYCRR Part 501 <http://www.nyserda.ny.gov/About/-/media/Files/About/Contact/NYSERDA-Regulations.ashx>. However, NYSERDA cannot guarantee the confidentiality of any information submitted.

Omnibus Procurement Act of 1992 - It is the policy of New York State to maximize opportunities for the participation of New York State business enterprises, including minority- and women-owned business enterprises, as bidders, subcontractors, and suppliers on its procurement Agreements.

Information on the availability of New York subcontractors and suppliers is available from:

Empire State Development
Division For Small Business
625 Broadway
Albany, NY 12207

A directory of certified minority- and women-owned business enterprises is available from:

Empire State Development
Minority and Women's Business Development Division
625 Broadway
Albany, NY 12207

State Finance Law sections 139-j and 139-k - NYSERDA is required to comply with State Finance Law sections 139-j and 139-k. These provisions contain procurement lobbying requirements which can be found at

<http://www.ogs.ny.gov/aboutogs/regulations/advisoryCouncil/StatutoryReferences.html>

The attached Proposal Checklist calls for a signature certifying that the proposer will comply with State Finance Law sections 139-j and 139-k and the Disclosure of Prior Findings of Non-responsibility form includes a disclosure statement regarding whether the proposer has been found non-responsible under section 139-j of the State Finance Law within the previous four years.

Tax Law Section 5-a - NYSEDA is required to comply with the provisions of Tax Law Section 5-a, which requires a prospective contractor, prior to entering an agreement with NYSEDA having a value in excess of \$100,000, to certify to the Department of Taxation and Finance (the "Department") whether the contractor, its affiliates, its subcontractors and the affiliates of its subcontractors have registered with the Department to collect New York State and local sales and compensating use taxes. The Department has created a form to allow a prospective contractor to readily make such certification. See, ST-220-TD (available at http://www.tax.ny.gov/pdf/current_forms/st/st220td_fill_in.pdf).

Prior to contracting with NYSEDA, the prospective contractor must also certify to NYSEDA whether it has filed such certification with the Department. The Department has created a second form that must be completed by a prospective contractor prior to contacting and filed with NYSEDA. See, ST-220-CA (available at http://www.tax.ny.gov/pdf/current_forms/st/st220ca_fill_in.pdf). The Department has developed guidance for contractors which is available at <http://www.tax.ny.gov/pdf/publications/sales/pub223.pdf>.

Contract Award - NYSEDA anticipates making multiple awards under this solicitation. It may also make multiple awards to a single proposer for each successful audience sector proposal. It may award a contract based on initial applications without discussion, or following limited discussion or negotiations pertaining to the Statement of Work. Each offer should be submitted using the most favorable cost and technical terms. NYSEDA may request additional data or material to support applications. NYSEDA will use the Sample Agreement to contract successful proposals. NYSEDA reserves the right to limit any negotiations to exceptions to standard terms and conditions in the Sample Agreement to those specifically identified in the submitted proposal (see Proposal Checklist). Proposers should keep in mind that acceptance of all standard terms and conditions will generally result in a more expedited contracting process. NYSEDA expects to notify proposers approximately six weeks from the proposal due date whether your proposal has been selected to receive an award. NYSEDA may decline to contract with awardees that are delinquent with respect to any obligation under any previous or active NYSEDA agreement.

Limitation - This solicitation does not commit NYSEDA to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. NYSEDA reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in NYSEDA's best interest. NYSEDA reserves the right to reject proposals based on the nature and number of any exceptions taken to the standard terms and conditions of the Sample Agreement.

Disclosure Requirement - The proposer shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States, and shall describe circumstances for each. When a proposer is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of NYSEDA after the award of a contract, NYSEDA may exercise its stop-work right pending further investigation, or terminate the agreement; the contractor may be subject to penalties for violation of any law which may apply in the particular circumstances. Proposers must also

disclose if they have ever been debarred or suspended by any agency of the U.S. Government or the New York State Department of Labor.

V. Attachments:

- Attachment A: Proposal Checklist**
- Attachment B: Disclosure of Prior Findings of Non-Responsibility**
- Attachment C: Project Personnel and Rates**
- Attachment D: Category Checklist**
- Attachment E: Sample Contract Agreement**
- Attachment F: Article 15-A (MWBE) Provisions for Solicitation Documents (non-construction)**
- Attachment G: Electronic Submission Instructions**
