

Request for Proposals: Indiana Energy Efficiency Fund CRM Portal

Summary:

The Indiana Office of Energy Development (OED) is announcing a request for proposals for a Customer Relationship Management (CRM) Tool to manage the Indiana Energy Efficiency Fund (IEEF) loan processing, allowing for a singular platform for all program applicants and partners. A CRM portal would serve as an integral part in the successful completion of the management process.

Background:

The Infrastructure Investment and Jobs Act (IIJA) of 2021 appropriated \$250 million under Section 40502 for the development of state-based revolving loan funds, under which the state shall provide loans and grants for commercial and residential energy audits, upgrades, and retrofits to increase the energy efficiency, physical comfort, and air quality of existing building infrastructure. Indiana is one of 23 states to be considered a priority state, which allocates additional enhanced funding from Section 40502.

Indiana's total federal allocation is \$9,985,410. Indiana OED will utilize these funds to develop the IEEF to promote enhanced investments in energy efficiency to lower energy consumption and costs for residential and commercial customers. The IEEF will assist in delivering additional affordability options, which is one of the key pillars of Indiana's energy policy framework.

The OED plans to leverage the federal funding through a co-lending model, wherein the federal funds support private capital from participating financial institutions. This mechanism is carried out via a note purchase agreement between OED and the financial institution, where the financial institution serves as the loan servicer, but also includes fund capital in the loan disbursement and repayment. Once a loan is disbursed, the project can be completed. Then as funds are repaid over the term of the loan, the public capital flows back into the IEEF to be redistributed to other applicants.

The OED has outlined the loan process in five stages:

1. Applicants are required to provide a qualified, third-party energy audit, which must not be more than two years old, as a prerequisite for the loan application.
2. The private lender conducts their own screening process and collaborates with OED to determine borrower eligibility from financial (led by the lender) and programmatic (led by OED) reviews.
3. OED reviews applications on a first-come, first-serve basis, ensuring compliance with integrity standards.
4. Upon loan approval, the private lender handles loan origination, disbursement, repayment, and collections, with OED receiving its share of repaid principal and interest regularly.
5. As the loan is repaid, OED reallocates the funds for loan distribution, and interest income is utilized for administrative expenses.

This program boasts several key features designed to incentivize energy efficiency projects and drive participation. This program allows borrowers to access a below-market interest rate, leading to substantial savings, with a target of at least a 25% reduction in interest costs.

Likewise, under this program, OED will target a goal of at least prevailing market rate for the capital of partner lenders, while supplying less capital to a single project. This allows lenders to diversify their loan portfolio without losing exposure to the loans. Additionally, since the IEEF is intended to be designed to integrate into current lending operations, lenders and borrowers can utilize existing lines of credit to participate in the program, allowing for a seamless process for borrowers and lenders alike.

This program will launch in three phases. This includes a year-long Pre-Deployment Phase, where OED will secure 3-5 lending partners, build the contractor network, develop the program's capacity and administrative functions (including development and deployment of the CRM tool), and kickstart marketing efforts to raise awareness. Phase 1 of the program, expected to span 18-24 months, will include an executed marketing campaign, continuous improvement cycle, and offer 0% financing on public capital. In Phase 2, the program will be a full-scale deployment, offering all eligible financial institutions in Indiana to participate, and public capital will maintain a small interest rate to continue perpetually into the future. The focus will be facilitating sustainable and accessible energy efficiency through this creative financing opportunity for all Indiana stakeholders.

Objectives

The objective is to develop a comprehensive CRM tool with multi-faceted capabilities that caters to all program partners and applicants, including financial institutions, loan recipients, energy auditors, contractors, and OED staff that will play a role in the IEEF. The tool would encompass all the essential functions of stakeholder management, enable timely and efficient workflow for project completion, and capture all documentation in a highly organized and centralized portal, thereby allowing program scalability, reducing duplicate work, ensuring programmatic compliance with federal regulations, and minimizing errors.

The CRM tool will be the centerpiece of the IEEF, through which our office will supply loans and grants for energy efficiency projects across the state. The IEEF will facilitate co-lending with private financial institutions, which requires a CRM tool that interfaces with applicants, energy auditors, partner lenders, and contractors to maximize program effectiveness and reach. Additionally, the tool is expected to contain a list of qualified contractors and lenders that applicants can choose to connect with via the CRM platform for work performed under the IEEF.

The CRM tool must also include a feature to track recipients' loan statuses and other programmatic items (e.g., energy audits). It would act as a repository for all relevant documentation for the IEEF and associated programming for OED staff and any federal auditors.

Scope of Work & Deliverables:

Task 1: Coordination with IOED

Subtask 1.1 Planning and Coordination Meeting with OED

1. The vendor will be required to meet with OED staff within ten (10) days of contract approval (start date) to discuss the project and walk through the CRM deliverables.
2. Within ten (10) days, the vendor shall meet with the OED staff and fiscal staff on a mutually agreed upon schedule that should be conducted on the basis of at least one bi-weekly meeting until the CRM implementation project is completed. During the bi-weekly

meetings, the vendor shall communicate progress towards each milestone and provide any feedback, changes, or recommendations. In those meetings the vendor shall raise decision making points for OED.

Subtask 1.2 Project Feedback and Recommendations

1. The vendor shall provide written feedback for the project walkthrough meeting no later than (5) days after the meeting. The feedback should outline any necessary changes to the timeline, deliverables, and provide recommendations.

Task 2: CRM Development

Subtask 2.1 Development Timeline

1. The vendor shall complete the CRM Development within 180 days from contract execution date to full integration of the CRM tool. The vendor shall provide a proposed timeline (preferably in the form of a GANTT chart) that includes but is not necessarily limited to the following tasks and deliverables:
 - a. Kickoff Meeting
 - b. Meeting cadence with assigned OED staff
 - c. Initial pre-development CRM Tool Design (e.g., wireframe)
 - d. Completion of initial developed version (alpha), based on OED feedback on pre-development CRM Tool Design, and associated testing timeframe for the alpha version.
 - e. Completion of beta version of CRM Tool, based on OED feedback on alpha version, and associated testing timeframe for the beta version, which may include testing from partner organizations.
 - f. Integration into the State of Indiana's platform, Access Indiana.
 - g. Full launch rollout of the final software product and anticipated launch support window.
 - h. Completion of Instruction Manual(s) for applicants, partners, and OED staff training.
2. The vendor shall incorporate the following features into the software development and implementation portions of the proposal:
 - a. The vendor shall test for bugs, inconsistencies, and inefficiencies in the platform design in all iterations of the tool.
 - b. The vendor shall make any necessary changes, complete any remaining deliverables, and answer any questions.

Subtask 2.2 Relevant Partners and Applicants for CRM Tool

1. The vendor shall develop a software solution in the form of a CRM tool that coordinates and manages program participation under the IEEF. The purpose of the CRM tool is to provide a centralized platform for applicants in the IEEF to identify project partners (e.g., energy auditors, contractors, and lending partners) and manage project documentation and quality assurance functions easily and accessibly. Below is a list of partners and applicants, and their roles in the IEEF.
 - a. Internal Staff
 - i. OED Staff: OED will primarily use this tool to oversee and manage the loan and grant process smoothly and efficiently. OED staff will be responsible for managing the projects from start to finish, facilitating communication between partners and developing a sustainable and scalable program. The CRM Tool must allow for OED Staff to generate reports on all pending, active, incomplete, denied, and completed projects. OED Staff must also be able to utilize the CRM Tool for

- document storage and maintenance of Personal Identifiable Information (PII).
- ii. OED Federal Compliance Contractor Staff: OED outsources certain federal compliance work with an experienced contractor. It is anticipated that the federal compliance contractor may need to provide input in the design and functionality of the CRM solution to ensure federal compliance requirements (e.g., Davis-Bacon Act) can be easily tracked, measured, and reported on. The vendor is not expected to be familiar with the federal compliance requirements; however, the solution must be able to incorporate the compliance measures.
- b. External Partners
 - i. Financial Institutions and Loan Officers: These stakeholders will use the tool to connect with customers and provide updates to OED staff regarding loan repayments.
 - ii. Energy Auditors: This stakeholder group includes professionals responsible for assessing the energy efficiency of both commercial and residential buildings and recommending energy saving upgrades.
 - iii. Contractor Network: This stakeholder group includes both residential and commercial contractors. They will use the tool to connect with customers and perform their respective roles in the project depending on the work order generated. They will also be able to upload necessary documents as outlined in subtask 2.3.
 - c. External Applicants
 - i. Applicants: Program applicants will use the tool to connect with lending institutions, OED's energy auditing and contractor network, and OED personnel to access loan funding made available via the IEEF. The CRM tool must allow applicants to upload necessary documents for program participation as outlined in subtask 2.3.
2. The CRM tool must be able to assign a project task identification number for all projects initiated by external applicants. The identification number must then be accessible to OED staff and assigned external partners.

Subtask 2.3 CRM Tool Functionality

1. The vendor must develop a CRM tool that will serve as the hub for applicants to participate in the program, coordinate with an energy auditor to conduct a compliant energy audit that will generate a scope of work based on their energy efficiency needs and opportunities, identify a lending partner, identify a qualified contractor, execute the project according to the work order generated by the software platform, and manage and track any applicable federal reporting requirements. The workflow captured by the software solution must incorporate, at minimum, the following processes:
 - a. Prospective applicants can find the tool on OED's website, create an account (likely through Access Indiana) to use the CRM tool, and create a project, which will be assigned a project identification number.
 - b. Once the project has been created, the applicant must be able to select an energy auditor in their area to assess their property within the platform. Applicants should also be offered a choice of no preference, in which the system should generate an automatic pairing of an energy auditor, ideally based on proximity of the applicant to the energy auditor. Once the auditor has been selected (or assigned), the applicant would acknowledge sharing their name and contact information to the energy auditor for the auditor to reach out and engage.

- c. Once the energy auditor has been selected, and the audit has been conducted, the energy auditor must be able to upload the results from the audit into the CRM Tool. The U.S. Department of Energy's audit tools (i.e., Home Energy Score, Audit Template, and Building Sync) are expected to be utilized by OED under the IEEF, so the CRM Tool must be able to incorporate either direct data entries from the audit tools or a report upload mechanism based on reports generated by the audit tools.
- d. Once the audit is uploaded into the CRM Tool, a work order will be generated for the associated project. Once the work order is generated, the applicant shall be notified via auto-generated email that it is available for their review and selection of the projects to be financed. The initial work order must include a list of all of the findings from the Energy Audit, and the applicant will then select the desired upgrades to include in their project. The selected line items will be finalized into a final work order, routed to OED for programmatic review and approval. OED will upload approval of the selected work order to the CRM Tool, or OED will work with the participant to amend the work order to achieve approval, if possible.
- e. Once the final work order is generated (or working in tandem during work order generation and approval process), the applicant will identify which partner financial institution they would like to apply to for a loan to fund the project. The participant will be routed out of the CRM Tool to the financial institution's loan application site, and the financial review will take place outside the CRM Tool. The applicant should be able to select a "no preference" option, which will generate an automatic pairing of the applicant with a lending partner. The automatic generation of pairings should be designed to create equal opportunities among lending partners (e.g., the financial lending partners would be part of a rotation of pairings). While the participant will be routed to the financial institution's external application site, the CRM tool should generate an automatic email to the financial institution letting them know the customer has been routed to their site for application submission.
- f. Once the financial institution has reviewed the loan application, the financial institution must be able to enter the CRM platform to upload their loan eligibility determination for the project and indicate whether the project has been approved for a loan. If not approved, OED will be notified to review the project for grant eligibility (grant functionality is outside the scope of this request). If the loan application is approved, then OED will be notified within the CRM Tool, and OED will draft a Note Purchase Agreement. The Note Purchase Agreement is anticipated to have a standardized template with key terms and conditions that vary among the various loans. While OED envisions this to be outside the CRM tool, respondents are encouraged to describe whether this can be done with the envisioned tool.
- g. Upon finalization of the note purchase agreement and the presentation of the final terms and conditions to the borrower, the borrower will then be able to select a qualified contractor within the CRM Tool to complete the project. Applicants should also be offered a choice of no preference, in which the system should generate an automatic pairing of a contractor, ideally based on proximity of the applicant to the contractor. Once the contractor has been selected (or assigned), the applicant would acknowledge sharing their name and contact information to the contractor for the contractor to reach out and engage.
- h. At this stage, the note purchase agreement will have been approved and the loan disbursed. The contractor assigned to the project will begin the installation work. On site, the contractor will take geo-tagged photos of all installations and

upgrades completed on the project. Contractors must submit work complete notifications on the CRM Tool to indicate a completed project, which must also require the uploading of the geo-tagged photos and other documentation verifying the projects are completed. Once a contractor has submitted a project close-out notification, the CRM tool should auto-generate a notification to applicants to verify completion by affirming the contractor's submission in the platform. Any additional federal reporting requirements should be noted, and the tool should have a system in which OED staff can verify federal reporting requirements have been completed with the contractor and/or borrower, as applicable. For example, ensuring that Davis-Bacon compliant timesheets have been submitted for the job and verified for compliance.

- i. After project completion, the financial institution will utilize the CRM Tool to initiate loan repayments with OED. The CRM Tool will not facilitate any fund transfers; rather, it will allow financial institutions to notify OED when payments are received and trigger the revenue receipt by OED external to the tool. The CRM Tool must also enable financial institutions to update projects as delinquent when repayments are late.
 - j. Once the loan is fully repaid, the project will be closed within the CRM Tool, and OED will have all project closeout documentation stored on the state network.
2. The vendor shall develop a CRM Tool with the following capabilities, in accordance with the processes listed under Subtask 2.3.1 above:
 - a. User profile creation and management
 - i. Secure storage of Personal Identifiable Information (PII) on state network.
 - ii. The vendor may need to design the tool to integrate with Access Indiana.
 - b. Unique Project Identification
 - i. Include fields such as project scope, location, energy audit findings, and start/end dates.
 - c. Workflow routing with approval chains
 - d. Notification functions
 - e. File and report uploading
 - f. Federal compliance tracking capabilities
 - g. Report generation
 - i. Excel and pdf exports at a minimum
 - h. Task creation and completion functionality
 - i. Queue visible to OED Staff and Partners to assess assigned projects
 - j. Applicants support help desk, FAQs, and/or contact us information for questions concerning the process and CRM tool.
 3. The vendor shall incorporate loan decision notifications to allow OED staff to route denied loan applications for grant funding consideration.
 - a. To enable this, there should be a dedicated section for lenders and loan officers to toggle the status and upload documentation for each customer as "approved" or "denied."
 4. The vendor shall create a tool that enables lending partners to submit loan repayment notifications to OED staff via the CRM platform. The tool shall also enable lending partners to label loan recipient projects as delinquent, mainly for OED staff awareness.
 5. The CRM tool shall enable contractors to upload geo-tagged photo evidence of completed work to each unique project. The tool must also enable OED staff to have access to such uploads for state and federal auditing purposes.
 6. The vendor shall incorporate the U.S. Department of Energy's auditing tools in the CRM Tool where applicable, but at a minimum an itemized work order must be enabled based on a PDF upload of the completed energy audit.

Task 3: CRM Demonstration, Finalization, and Training

Subtask 3.1 CRM Demonstration

1. Once the CRM tool development is complete, the vendor shall run a demonstration for OED and selected partners. During this time, OED staff will assess the final product and determine if the product satisfies all the needs outlined in Task 2.

Subtask 3.2 CRM Tool User Guide

1. The user guide shall include all components of the CRM tools and functions in an easy-to-read format, covering all aspects of the CRM system.
2. The manual shall include:
 - a. Key functions and user roles
 - b. Specific use instructions based on user roles
 - c. Report generation instructions
 - d. Troubleshooting techniques
 - e. Other elements as agreed upon by OED and the vendor

Subtask 3.3 CRM Tool Training

1. The vendor shall provide OED staff with training on the use and management of the CRM Tool. The training should provide OED staff with enough information to provide applicants and partners with technical assistance on how to use the software. Written documents, in-service trainings, and recorded webinars are examples of training tools within the scope of this subtask. The training shall not include developer level content, coding, or functionality.

Task 4: Ongoing Maintenance and Support

Subtask 4.1 Ongoing Services

1. The vendor may propose a set of ongoing maintenance and support services as a part of their proposal. These services include ongoing software updates for bug fixes and systematic performance issues. These services shall not include any form of customer service or call center operations.
 - a. OED may opt out of including any ongoing services in the awarded contract based on the proposed services and corresponding costs. Omission of ongoing services does not preclude a proposal from consideration for Tasks 1 through 3, nor does inclusion (or non-inclusion) of services under Task 4 weigh against a vendor in consideration for tasks 1 through 3.

Out of Scope

1. The vendor will not be required to directly handle any PII, and will not be required to handle any material associated with IEEF programming, including but not limited to:
 - a. Financial information from applicants and partners associated with loan applications.
 - b. Participant and partner identification documents or other project related materials.

Response Area

1. Description of software solution in relation to the requirements and tasks listed above
2. Development Plan and Timeline (GANTT Chart)
3. Detailed pricing summary
 - a. Except for post-deployment ongoing maintenance and support, fixed price offering, with cost basis explained.
 - b. Cost basis should include all services included in the proposal, including but not limited to:

- i. Software design, development, and implementation
 - ii. Functionality Testing
 - iii. Performance Testing
 - iv. Security Testing
 - v. Usability Testing
 - vi. Ongoing maintenance and support, as allowed by the deliverables above. This may be priced at an hourly rate separate from the total fixed price offering.
4. References and portfolio of previous projects.
 5. Fill out the attached Team Resourcing Worksheet and Cloud Questionnaire.
 6. Resumes of key staff involved in the work to be performed.
 7. Any additional information that may be relevant to the project.

The response proposal must not exceed 35 pages, including examples, case studies, marketing materials, etc. Resumes of key staff, the Team Resourcing Worksheet, and Cloud Questionnaire responses will not count towards the 35-page limitation.

Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- i. Quality of proposed software solution and development process.
- ii. Quality and feasibility of proposed project timeline.
- iii. Cost-effectiveness of the proposal.
- iv. Quality and relevance of references and portfolio of previous projects.

Proposal Deadline:

Interested vendors must submit their proposals no later than 11:59 pm ET on August 30, 2024, to Madison Kelleher via email at mkelleher@oed.in.gov.

Questions regarding the RFP:

Please submit any RFP related questions to Madison Kelleher at mkelleher@oed.in.gov by August 9th COB.