



**REQUEST FOR PROPOSAL**

**For**

**Ava Community Energy Authority**  
Customer Programs Roadmap

**RESPONSE DUE**  
by  
**5 PM**  
on  
**September 29, 2025**

**For complete information regarding this project, see RFP posted at [avaenergy.org](http://avaenergy.org) or contact the Ava representative listed below. Thank you for your interest!**

Allison Lopez | Energy Efficiency Associate | 510-641-0953  
[alopez@avaenergy.org](mailto:alopez@avaenergy.org)

**AVA COMMUNITY ENERGY**

**REQUEST FOR PROPOSAL  
SPECIFICATIONS, TERMS & CONDITIONS  
for  
Ava Community Energy Authority:  
Customer Programs Roadmap**

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## **STATEMENT OF WORK**

Ava Community Energy is seeking proposals from qualified consultants to support the development of an agency-wide strategic plan or “roadmap” for customer programs. This roadmap will guide program design and deployment beginning in 2027 to 2032, ensuring Ava’s portfolio of customer programs delivers decarbonization and is aligned with additional agency priorities. While the roadmap will not develop customer programs, it should create the framework needed to understand what kinds of programs, or “program concepts,” should be developed and how a suite of programs would work together to deliver decarbonization for Ava’s customers.

The Consultant will serve as a process leader, facilitator, and technical partner by helping Ava document priorities, identify program concepts, develop performance metrics, and integrate stakeholder perspectives to deliver a portfolio of customer program concepts that leverage Ava’s unique assets and abilities. The roadmap is intended to provide clear guidance for Ava’s Board, staff, and external stakeholders on how the agency will prioritize and allocate resources over the next 5-7 years, creating a foundation for a systematic approach to how Ava delivers customer programs.

Ava staff will be an active participant in the roadmap process by providing expertise and input on all deliverables, providing organizational information needed for strategy development, and ensuring that key stakeholders are identified and aware of engagement opportunities.

Ava is seeking a consultant or Consultant/Consultant team that provides expertise in strategic planning, decarbonization program development and assessment, and has experience working in Ava’s service area<sup>1</sup> on stakeholder engagement on energy and decarbonization topics. Strong candidates will be able to demonstrate strategic planning experience nationally, decarbonization program experience nationally, experience engaging stakeholders across Ava’s service area on energy and decarbonization topics, and understanding of the landscape of existing plans and programs that address energy and decarbonization from entities such as other governments, load-serving entities, regional energy networks, and nonprofits.

### **1. BACKGROUND**

#### **About Ava**

Ava Community Energy (Ava) is a not-for-profit public agency that operates as a Community Choice Aggregator (CCA) for Alameda County and San Joaquin County

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<sup>1</sup> Given the planning horizon for the roadmap, Ava Service Area is meant to include all of unincorporated San Joaquin County in addition to our service area as of issuance of this document.

with sixteen incorporated cities. Since initiating service in June 2018, Ava has grown to serve more than 740,000 total customers, representing a diverse mix of urban and rural communities. As of 2025, we are now the 3rd largest green provider in the United States. Ava's customer base is about 90% residential and 10% commercial by account, but the load is split closer to 40% residential and 60% commercial. Our service territory includes a wide range of housing stock, infrastructure readiness, socio-economic status, and languages spoken. Approximately 46% of our customers are low-moderate income.

Ava began serving customers in June 2018 and is one of 25 CCAs operating in California. Our unique value proposition lies in setting and leveraging our competitive electricity products (Bright Choice, Renewable 100) to invest in delivering local benefits that are in line with our mission of providing affordable, clean power for everyone. Today, Ava has saved our customers \$23 million annually, and eight of our member cities have already committed to 100% renewable energy through the Renewable 100 plan.

## **Roadmap Context**

In 2018, Ava developed a Local Development Business Plan (LBDP), which identified over 80 tactical efforts across a wide range of objectives and operational areas. While this plan demonstrated Ava's ambition and commitment at the time, it lacked prioritization and focus.

In 2020, Ava's Board adopted the ambitious goal of providing 100% carbon-free energy by 2030. While Ava is on track to meet this target through its power procurement, achieving meaningful reductions in community-wide greenhouse gas emissions will require more than carbon-free electricity. It will require an updated strategy that reflects the evolving market, policy, and technology trends and clarifies Ava's unique role in driving progress in carbon emission mitigation.

Since its launch in 2018, Ava has deployed meaningful customer programs spanning our four focus areas: energy efficiency, building electrification including energy resilience, load management, and transportation electrification. Several of these programs are scheduled to sunset in coming years, creating both a need and an opportunity to develop a long-term roadmap that aligns Ava's customer programs with its decarbonization goal, organizational priorities, and operational capabilities.

## **Problem Statement**

To ensure that Bidders understand the purpose of this strategic planning effort, Ava has developed a problem statement that reflects our current challenges and long-term ambitions. The problem statement is intended to provide a common foundation for the planning process by describing Ava's overarching goal, the barriers we face, and the role we are uniquely positioned to play. Bidders should use this statement as a guiding

reference when shaping their approach and recommendations throughout this RFP process.

See the Problem Statement in **Attachment B**.

## **2. TERM OF AGREEMENT**

The initial term of the Agreement will be for 14 months.

## **3. SCOPE OF WORK**

Please review the conceptual scope of work (SOW) for this project in **Attachment C**.

The SOW reflects Ava's initial take on the key tasks and deliverables necessary to develop a long-term strategic roadmap. Overall, the SOW is meant to provide structure while also leaving room for adjustment as needed. We expect and welcome revisions based on the Consultant/Consultant team's expertise, and are open to proposed changes that improve the process in terms of its cohesion and execution time. Please note that we expect the Consultant/Consultant team to propose a document approval system as a part of the scope rather than specifying draft and final deliverables in this scope.

Ava specifically calls out the need for local expertise in this work, and we expect a firm with local context and qualifications to be integrated across tasks in this scope, including specifically in the market assessment and stakeholder engagement. Ava is open to the teams' recommendations on how to best leverage the joint expertise of the Consultant/Consultant team across the SOW.

## **4. CONSULTANT SERVICES**

Ava intends to award one Consulting Services Agreement based upon the highest-ranked score for each technical area described in Section 6.

## **5. PROPOSED CALENDAR OF EVENTS**

<b>Action</b>	<b>Date</b>
Issuance of RFP	September 5, 2025

Bidder's Webinar	September 10, 2025 at 1PM <a href="https://us02web.zoom.us/j/84393278416?pwd=MKSfSTPTaljo5ctsbkQSGA2F1s9hev.1">https://us02web.zoom.us/j/84393278416?pwd=MKSfSTPTaljo5ctsbkQSGA2F1s9hev.1</a> Meeting ID: 843 9327 8416 Passcode: 154940
Deadline for questions/clarifications	September 15, 2025
Question responses posted online	September 17, 2025
Deadline to submit proposals	September 29, 2025 by 5PM to alopez@avaenergy.org
Finalist selection/interviews	Week of October 13, 2025 at Ava's Office in Oakland, CA
Final Negotiations and/or Best and Final Offer	November 3, 2025
Award of Contract by Board of Directors	November 19, 2025

## 6. PROCEDURES, TERMS, AND CONDITIONS

### GENERAL

#### ***Incurring Cost***

This RFP does not commit Ava to award or pay any cost incurred in the submission of the proposal, or in making necessary studies or designs for the preparation thereof, nor procure or contract for services or supplies. Further, no reimbursable cost may be incurred in anticipation of a contract award.

#### ***Claims Against Ava***

Neither your organization nor any of your representatives will have any claims whatsoever against Ava or any of its respective officials, agents, or employees arising out of or relating to this RFP or these RFP procedures, except as set forth in the terms of a definitive agreement between Ava and your organization.

#### ***Guarantee of Proposal***

Responses to this RFP, including proposal prices, will be considered firm and irrevocable for one hundred eighty (180) days after the due date for receipt of proposals.

#### ***Basis for Proposal***

Only information supplied by Ava in writing by the Contact in connection with this RFP should be used as the basis for the preparation of Consultant(s)'s proposal.

***Form of Proposals***

Proposals must be submitted electronically by e-mail to alopez@avaenergy.org.

***Amended Proposals***

Bidders may submit amended proposals before the Deadline to Submit Proposals. Such amended proposals must be complete replacements for previously submitted proposals and must be clearly identified in a written format. The Contact will not merge, collate, or assemble proposal materials.

***Withdrawal of Proposal***

Bidders may withdraw their proposals at any time prior to the Deadline to Submit Proposals. The Consultant(s) must submit a written withdrawal request signed by the Consultant(s)'s duly authorized representative addressed to and submitted to the Contact.

***Late Responses***

To be considered, proposals must be received electronically by email by September 29, 2025 by 5PM to alopez@avaenergy.org. No late responses will be considered.

***California Public Records Act (CPRA)***

All proposals become the property of Ava, which is a public agency subject to the disclosure requirements of the California Public Records Act ("CPRA"). If Consultant(s) proprietary information is contained in documents submitted to Ava, and Consultant(s) claims that such information falls within one or more CPRA exemptions, Consultant(s) must clearly mark such information "CONFIDENTIAL AND PROPRIETARY," and identify the specific lines containing the information. In the event of a request for such information, Ava will make best efforts to provide notice to Consultant(s) prior to such disclosure. If Consultant(s) contends that any documents are exempt from the California Public Records Act (CPRA) and wishes to prevent disclosure, it is required to obtain a protective order, injunctive relief, or other appropriate remedy from a court of law in Alameda County, before Ava's deadline for responding to the CPRA request. If Consultant(s) fails to obtain such remedy within Ava's deadline for responding to the CPRA request, Ava may disclose the requested information.

Consultant(s) further agrees that it shall defend, indemnify, and hold Ava or its agents, harmless against any claim, action, or litigation (including, but not limited to, all judgments, costs, fees, and attorney's fees) that may result from Ava's assertion of an exemption or privilege as a basis for withholding any information marked confidential by the Consultant(s).

DO NOT MARK YOUR ENTIRE BID CONFIDENTIAL. ONLY MARK THOSE PAGES THAT YOU BELIEVE CONTAIN PROPRIETARY INFORMATION.

***Confidentiality***

All data and information obtained from or on behalf of Ava by the Consultant(s) and its agents in this RFP process, including reports, recommendations, specifications, and data, shall be treated by the Consultant(s) and its agents as confidential. The Consultant(s) and its agents shall not disclose or communicate this information to a third party or use it in advertising, publicity, propaganda, or in another job or jobs, unless written consent is obtained from Ava.

Generally, each proposal and all documentation, including financial information, submitted by a Consultant(s) to Ava is confidential until a contract is awarded, when such documents become public record under State and local law, unless exempted under CPRA.

***Electronic Mail Address***

Most of the communication regarding this procurement will be conducted by electronic mail (e-mail). Potential Bidders agree to provide the Contact with a valid e-mail address to receive this communication.

***Ava Rights***

Ava and its Contact reserve the right to do any of the following at any time:

- a. Reject any or all proposal(s), without indicating any reason for such rejection;
- b. Waive or correct any minor or inadvertent defect, irregularity, or technical error in a proposal or the RFP process, or as part of any subsequent contract negotiation;
- c. Request that Bidders supplement or modify all or certain aspects of their proposals or other documents or materials submitted;
- d. Terminate the RFP, and at its option, issue a new RFP;
- e. Procure any equipment or services specified in this RFP by other means;
- f. Modify the selection process, the specifications or requirements for materials or services, or the contents or format of the proposals;
- g. Extend a deadline specified in this RFP, including deadlines for accepting proposals;
- h. Negotiate with any or none of the Bidders;
- i. Modify in the final agreement any terms and/or conditions described in this RFP;
- j. Terminate failed negotiations with any Consultant(s) without liability, and negotiate with other Consultant(s)(s);



- k. Disqualify any Consultant(s) on the basis of a real or apparent conflict of interest, or evidence of collusion that is disclosed by the proposal or other data available to Ava;
- l. Eliminate, reject, or disqualify a proposal of any Consultant(s) who is not a responsible Consultant(s) or fails to submit a responsive offer as determined solely by A or its representative; or
- m. Accept all or a portion of a Consultant(s)'s proposal.

### ***Supplier Diversity***

Pursuant to California Senate Bill 255, Community Choice Aggregators (CCAs) are required to report to the California Public Utilities Commission on their diverse suppliers, as defined by CPUC General Order 156. Consistent with the California Public Utilities Code and California Public Utilities Commission policy objectives, Bidders that execute a contract with Ava will be required to complete a Supplier Diversity Questionnaire. Ava will not consider race, sex, color, ethnicity, or national origin in procurement decisions; providing such information will not impact the selection process or good standing of executed contracts.

Ava encourages all eligible parties to get certified with the CPUC as a women, minority, disabled veteran and/or LGBT owned business enterprise (WMDVLGBTBE).

For overview information on the CPUC Supplier Diversity Program, please visit the program homepage (<https://www.cpuc.ca.gov/supplierdiversity/>). For information on the certification process and requirements, please visit the Certifications page (<https://www.cpuc.ca.gov/Certifications/>).

## **MINIMUM QUALIFICATIONS**

1. At least three strategic planning or roadmap development projects completed in the last five (5) years in the United States where scope informed funding decisions of \$100M or more and involved allocation of resources across a portfolio for entities in government, non-profit, and/or utilities sectors.
2. At least three stakeholder engagement projects in Ava's Service Area over the last five (5) years that addressed energy, decarbonization, or related funding and program priorities for entities in government, non-profit, and/or utilities sectors.
3. At least three projects in the last five (5) years involving concept development or program design related to decarbonization for entities in government, non-profit, and/or utilities sectors in the United States.

## **EVALUATION CRITERIA**

Evaluators will also review the proposals for format to ensure conformance with the RFP requirements. Proposals that fail to meet RFP requirements could be rejected. The Contact or Ava may waive minor irregularities in proposals if doing so would be in the best interest of Ava. Evaluators may recommend discontinuing evaluation of any proposal that is considered not in compliance with the RFP requirements.

The review/evaluation team will select the proposal that offers the greatest value to Ava based on an analysis of the following criteria:

Category	Points	Criteria
Understanding of scope and objectives (10 points)	5	Clear understanding of Ava's roadmap goal, problem statement, and role as a public agency.
	5	Approach logically builds on the SOW, and additions advance Ava's objectives.
Technical Expertise and Methodology Development (20 points)	5	Clearly defined approach to market assessment that is scaled to the level of detail sought by the roadmap, and demonstration of how this task iteratively informs and is informed by other tasks.
	5	Clearly defined approach to program concept development that is scaled to the level of detail sought by the roadmap, and demonstration of how program concept development iteratively informs and is informed by other roadmap areas.
	5	Clearly defined approach to portfolio development and allocation that is scaled to the level of detail sought by the roadmap, and demonstration of how portfolio development and allocation iteratively informs and is informed by other roadmap areas.
	5	Clear and practical methodology for linking program concepts, metrics, and portfolio development into a coherent roadmap.
Project Management and Delivery (15 points)	5	Provides a clear and realistic project plan with milestones and timeline that enables delivery of roadmap by October 2026 or earlier.
	5	Strong project management skills with evidence of managing higher-level strategic discussions as well as operational check-ins to ensure that deliverables

		are informed by client input and organizational context, timely, and complete.
	5	Demonstrates ability to solicit and synthesize qualitative and quantitative inputs and manage dependencies across complex, iterative scopes of work.
Stakeholder Engagement Approach (15 points)	6	Proposes an engagement strategy that identifies how key stakeholders would be identified across Ava's service area, creates opportunities for engagement on stakeholder priorities related to energy and decarbonization that are tailored to stakeholder expertise spanning Ava's service area, and demonstrates how stakeholder engagement iteratively informs and is informed by other tasks.
	6	Proposes an engagement strategy that is timed and structured to deliver information on stakeholder priorities related to energy and decarbonization early in the roadmap process, demonstrates how information received from stakeholders will be solicited such that clear, actionable results are delivered from stakeholder engagement, and demonstrates how information about the roadmap process will be shared with stakeholders.
	3	Proposes engagement methods that leverage Ava's existing public meeting schedule and stakeholder engagement opportunities presented therein.
Team Qualifications (24 points)	8	Demonstrated experience leading strategic planning efforts of comparable scale for entities in the government, non-profit, and utility sectors in the United States.
	8	Demonstrated experience with concept development or program design related to decarbonization for entities in the government, non-profit and utility sectors in the United States.
	8	Demonstrated experience with stakeholder engagement on energy, decarbonization and/or

		related funding and program priorities in Ava's service area for entities in government, non-profit, and/or utilities sectors.
Cost (8 points)	2	Transparent and detailed budget that includes estimates of hours by cost category and by task/subtask.
	6	Cost is reasonable for scope and deliverables.
Ava's Special Procurement Preferences (8 points)	2	At least one firm on the bidding team is headquartered in Ava Service Area
	2	At least one firm on the bidding team is headquartered in a Disadvantaged Community
	2	Bidder will use Union Labor
	2	Bidder is a Disabled-Veteran Owned Business
Total	100	

In addition to these technical evaluation criteria, Ava will also consider a set of Special Procurement Preferences (listed above), outlined in our Administrative Procurement Policy.

As reflected in the Evaluation Criteria, contract award will not be based solely on cost, but on a combination of factors as determined to be in the best interest of Ava. Ava will not be bound to award the contract(s) based solely on the lowest bid submitted.

Ava's form of a Consulting Services Agreement is attached as **Attachment D** and includes Ava's current insurance requirements. Please note that these requirements are subject to change by Ava prior to execution of a contract with a selected Bidder and may require annual updating during the term of a Consulting Services Agreement. Bidders are expected to note any exceptions to the Consulting Services Agreement in the Bidder's response and failure to so may preclude consideration of any requested change at a later date.

After evaluating the proposals and discussing them further with the Finalists or the tentatively selected Consultant(s), Ava reserves the right to further negotiate the proposed work and/or method and amount of compensation. Ava further reserves the right to consider the changes made to the Consulting Services Agreement in its evaluation and selection.

## **INSTRUCTIONS TO BIDDERS**

### **Ava CONTACT**

The evaluation phase of the competitive process will begin upon receipt of bids until a contract has been awarded. Bidders must not have any contact with Ava personnel nor should they lobby evaluators or any member of the staff or Board of Directors during the evaluation process. Any communications outside of the procedures set forth in this RFP may result in disqualification of Bidder.

All questions regarding these specifications, terms and conditions are to be submitted in writing, via e-mail, by 5:00 p.m. PST on Monday, September 15, 2025 to:

Attn: Allison Lopez  
Ava Community Energy  
E-Mail: [alopez@avaenergy.org](mailto:alopez@avaenergy.org)

The Ava website will be the official notification posting place of all Requests for Interest, Proposals, Quotes and Addenda. Go to <http://www.avaenergy.org/solicitations> to view current opportunities.

### **SUBMITTAL OF PROPOSALS**

All bids must be received at Ava Community Energy by 5:00 p.m. on September 29, 2025. Bids will be received only at the address shown below. Any bid received after that time and date or at a place other than the stated address will not be considered and will be returned to the bidder unopened. **Electronic bids must be submitted in a non-alterable format such as a .pdf.**

1. Bidders **must** submit an electronic copy of their proposal via email to the following:
  - a. Allison Lopez - Ava: [alopez@avaenergy.org](mailto:alopez@avaenergy.org)
2. Bidders are responsible for all of their costs required for the preparation and submission of a bid.
3. Only one bid response will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response. For purposes of this requirement, "partnership" means, and is limited to, a legal partnership formed under one or more of the provisions of the California or other state's Corporations Code or an equivalent statute.

4. All other information regarding the bid responses will be held as confidential until the Review Committee has completed its evaluation, a recommended award has been made by the Ava Board of Directors, and the contract has been fully negotiated.
5. California Government Code Section 4552: In submitting a bid to a public purchasing body, the bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act (Chapter 2, commencing with Section 16700, of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the bidder.
6. Bidder expressly acknowledges that it is aware that if a false claim is knowingly submitted (as the terms “claim” and “knowingly” are defined in the California False Claims Act, Cal. Gov. Code, §12650 et seq.), Ava will be entitled to civil remedies set forth in the California False Claim Act. It may also be considered fraud and the Consultant(s) may be subject to criminal prosecution.
7. The undersigned Bidder certifies that it is, at the time of bidding, and throughout the period of the contract, licensed by the State of California to do the type of work required under the terms of the Contract Documents. Bidder further certifies that it is regularly engaged in the general class and type of work called for in the Bid Documents.
8. It is understood that Ava reserves the right to reject this bid and that the bid shall remain open to acceptance and is irrevocable for a period of one-hundred and eighty (180) days, unless otherwise specified in the Bid Documents.

## RESPONSE FORMAT

1. Bid responses are to be straightforward, clear, concise and specific to the information requested.
2. **Objections to the form of Consulting Services Agreement:** Bidders must provide any and all specific objections to the Form Consulting Services Agreement in order for any changes to be considered. Stating an objection does not guarantee that Ava will accept such changes.

## REQUIRED DOCUMENTATION AND SUBMITTALS

**All of the specific documentation listed below is required to be submitted in order for a bid to be deemed complete. Bidders shall submit all documentation listed below and clearly label each section with the appropriate title (i.e. Table of Contents, Letter of Transmittal, Key Personnel, etc.).**

**1. Table of Contents:** Bid responses shall include a table of contents listing the individual sections of the proposal/quotation and their corresponding page numbers.

**2. Letter of Transmittal:** Bid responses shall include a description of Bidder's capabilities and approach in providing its services to Ava and provide a brief synopsis of the highlights of the Proposal and overall benefits of the Proposal to Ava. This synopsis should not exceed three pages in length and should be easily understood.

**3. Key Personnel:** Bid responses shall identify the lead contact for the project and provide a complete list of key personnel associated with this engagement. Proposals must include:

- Team Organizational Chart showing the structure of the proposed team, reporting lines and how key personnel will interact with Ava staff
- Key Personnel Table listing each individual, their qualifications, project role, responsibilities, and their expected Full-Time Equivalent (FTE) commitment to the project.
- Brief resumes of key team members clearly demonstrating relevant work experiences.

**4. Contract-Ready Scope of Work:** Bidder should review the SOW in Attachment C and return a contract-ready SOW that incorporates any recommended updates or revisions. Please explain the rationale for any major revision. The intent of this requirement is to ensure the final SOW reflects both Ava's objectives and the Consultants professional expertise so we can move forward with the project schedule without delays.

**5. Supplemental Questionnaire:** Bidder shall include responses and supporting documentation for Attachment A: Required Response Information.

**6. Costs:** Bidder must provide a detailed cost proposal that clearly ties labor costs to milestones and deliverables identified in the SOW. The cost proposal should include (1) breakdown of costs by milestone and deliverable, (2) hours and rates by labor category for each milestone, and (3) a labor rate table. Please also include a narrative describing your approach to pricing.

**7. Team Qualifications:** Bidders must demonstrate their team meets the minimum qualifications in Section 6. These qualifications must include: project descriptions (title,

client, year, scope, and outcomes), client contact information, and the role of the proposer for each relevant engagement.

**8. Work Samples:**

- Respondents should provide at least one work sample illustrating a previous approach to program design completed in the last three years for entities in government, non-profit, and/or utilities sectors in the United States. Program design should include potential program impact assessment before program inception.
- Respondents should provide at least one work sample illustrating a previous approach to allocating programs or projects into a portfolio in the last three years for entities in government, non-profit, and/or utilities sectors in the United States.
- Respondent should provide at least one work sample illustrating a previous approach to stakeholder engagement in Ava's Service Area over the last three years that addressed energy, decarbonization, and/or funding allocation topics for entities in government, non-profit, and/or utilities sectors
- Each firm on the Consultant/Consultant team is also required to provide at least one work sample completed in the last three years should none of the above apply to that firm. Firms should select this work sample based on relevance to the proposed scope the firm will deliver.

**9. References:** Three references are required for each firm on the Consultant/Consultant team. References should provide insight into experience working with the relevant firm in the last three years, and should include company name, contact person (name and email), address, telephone number, date of services, and description of services provided.

Ava staff may contact some or all of the references provided in order to determine Bidder's performance record on work similar to that described in this request. Ava staff reserves the right to contact references other than those provided in the Response and to use the information gained from them in the evaluation process.

**10. Redlines to CSA:** Bidders must either provide (a) confirmation that they agree to all terms and conditions in Ava's CSA, or (b) a redlined version of the CSA. To expedite contracting, any redlines must be limited to critical items only and include clear written justification. Ava refuses to review any redlines that fail to include clear justification.