



Renewable Energy Marketers Association
RFP FOR
ASSOCIATION MANAGEMENT SERVICES 2010-2011

Summary

The Renewable Energy Marketers Association (REMA), a trade association founded in 2007 with thirteen members and growth plans in 2010 seeks an experienced Washington, DC based Contractor to serve as the Association Director. The Contractor could be an individual or an organization, but must be prepared to provide for all policy, growth and management needs of REMA.

REMA is a trade association of interested entities involved in the creation, supply, purchase, sale, advocacy, and education of Renewable Energy and Renewable Energy Certificates (RECs). REMA seeks a Contractor with several years of experience with renewable and environmental policy development and federal lobbying and trade association management.

REMA objectives include:

- Work to create a favorable policy environment and advocacy work at both the federal and regional levels, with a current primary focus on federal policy.
- To be a central representative body to put the views of renewable energy marketers into the renewable energy marketplace, to other trade organizations, to the media, and to Federal, state, and local government agencies, and other relevant organizations.
- To be an industry expert providing commentary, guidance and advice on all legal and other regulatory developments of relevance to the renewable energy industry.
- To promote the voluntary renewable energy industry.

REMA's work on behalf of its members focuses on education and advocacy, with the voluntary market at the core of our work. Our efforts include:

- Legislative Outreach to the US Congress and state legislatures;
- Regulatory & Executive Branch Outreach at the state and federal levels, as well with regional Cap-and-Trade legislation;
- Industry outreach to trade allies, renewable energy advocates, and other interested parties.

The length of the contract between REMA and the successful contractor will be for two (2) years and subject to assessment and renewal negotiations at the end of the second year. Budgets for REMA and its contractors are currently funded by membership dues. An association management contract budget could be affected by the level of funding secured via dues. Significant growth in dues revenues could result in a higher contract budget for 2011.

www.RenewableMarketers.org

Managed by SmartPower: 1120 Connecticut Avenue, NW Suite 1040, Washington, DC 20036

3Degrees • Bonneville Environmental Foundation • Community Energy • Conservation Services Group
Constellation NewEnergy • FPL Energy Power Marketing • Green Mountain Energy
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SCOPE OF SERVICES

1. **Public Policy Outreach:** The Contractor will be responsible for relationship cultivation with all organizations and offices necessary to further the public policy needs of REMA. This will include working closely with Capitol Hill staff in Washington, DC on federal energy and climate legislation, legislative and regulatory staff developing the Western Climate Initiative (WCI), California Air Resources Board (CARB) in development of AB 32 implementation, Midwest Greenhouse Gas Reduction Accord (MGGRA), The Climate Registry and other regional policy initiatives that affect renewable markets.

The Contractor will also be responsible for monitoring and reporting on all policy matters and developments that impact policy goals of REMA and its members. The contractor will be responsible for facilitating REMA policy position formation, communicating/advocating the REMA policy agenda to policy makers and allies. The contractor is responsible for management and oversight of current REMA support providers including policy technical writers and a lobbying firm representing REMA on federal policy matters (currently ML Strategies).

2. **Member Support Services:** The Contractor is responsible for member relations and all organizational documents. This includes the maintenance of a membership directory, the recruitment of new members, creation and administration of Association sub-committees such as membership recruitment, federal policy, regional policy, administration, and other committees seen by the Executive Committee of REMA as essential to the growth and maturity of the Association. The Contractor will also be responsible for a central database of policy, membership, documents, allies, stakeholders, lobbying activity and other activities of REMA.
3. **REMA Committee Coordination:** The Contractor will be responsible for staffing and full administration of all REMA committees and maximizing committee participation of REMA members on these committees. The Contractor will be responsible for ongoing committee communication above and beyond scheduled meetings, as well as meeting coordination and outreach activities.

Currently there are three active REMA committees. They are:

- Federal Policy Committee – Over the past year, the greatest focus of REMA has been on its work with federal cap-and-trade and energy legislation. The Federal Policy Committee is a central focus for REMA and the Contractor will be responsible for managing this committee and its work. This committee has weekly conference calls and coordinates REMA member lobbying with Congressional staff and Administration officials.
- State/Regional AB 32/WCI Committee – Meeting on semi-regular basis/ongoing basis, this committee will probably need to expand its activities in 2010. As attention potentially shifts from federal legislation to regional climate regulations, the state/Regional Committee with an immediate focus on AB 32 and WCI will require management to further engage REMA members.
- Membership Committee -- --The Contractor will be responsible for the coordination of member recruitment efforts and leveraging the contacts of current REMA members to assist with member recruitment and the growth of REMA.



4. **Member Recruitment:** The contractor will be responsible for membership recruitment among the following list of potential members. REMA's budget is directly funded by membership dues. An appropriate incentive structure will reward the contractor for successful growth in membership. Bidders are encouraged to propose ideas on how to structure such incentives.

Recruitment Targets:

- a. REC Marketers
 - b. Direct access electricity providers that market green power
 - c. Solar and other renewable developers
 - d. Utilities with green power programs
 - e. Environmental Commodity Brokers
 - f. Others with stake and interest in the market
5. **Contractor Management:** The Contractor will be responsible for management and oversight of all REMA contractors including a lobbying firm representing REMA on federal policy matters (currently ML Strategies), and occasional technical policy writers on an as needed basis. The Contractor will be responsible for helping the Executive Committee identify new REMA contractors should that need arise.
 6. **Communication and Outreach Services:** The Contractor will be responsible for the following items.

Media Outreach: The REMA Management Contractor will be responsible for maximizing media stories on our policy work in both trade publications and general print and electronic media. The policy work of REMA is very complex and the Contractor will be responsible for a media strategy that simplifies this policy so that mainstream press and industry press both cover these stories.

REMA Communications/Outreach: Management of website, listserves, and a general public listserv. Listserves need to be both internal and external. Further, the Contractor will be responsible for the management of all REMA documents as well as contacts and friends of REMA. The Contractor will be responsible for keeping stakeholders and friends of REMA periodically aware of our actions and policy positions, while maximizing support for the same. This includes any and all direct outreach to stakeholders, policy makers, advocates and other organizations to successfully further our business and policy recommendations. The contractor is responsible for staffing a REMA outreach table/exhibit at a limited number of industry conferences (2-4 events per year).

Collateral Development: The Contractor is responsible for the creation and printing of all REMA documents, including, but not limited to membership recruitment brochures, position papers, conference exhibits, the REMA website, and others. Existing collateral includes all position papers currently archived on the REMA website, a tri-fold printed brochure, and signage for conference displays.

REMA Publicity: The Contractor will be responsible for overall REMA publicity including media relations, affinity partnerships with friends of REMA and other industry stakeholders, speaking opportunities at regional and national conferences and other visibility that will benefit the growth and impact of REMA. The contractor should identify and facilitate where possible speaking opportunities for REMA members and leaders.



7. **Organizational Structure/Association Management:** The Contractor will be responsible for operating within and administering an organizational structure designed for the Contractor to perform all daily administrative and management needs of REMA. The Contractor will report directly to a Board of Directors, elected by the dues paying members of REMA. The Contractor will serve in an *ex officio* capacity of the REMA Board of Directors, with no voting authority.

REMA Governance: REMA is a 501(c)6 trade association. The selected Contractor will be responsible for the coordination of Association governance, maintenance of bylaws and other organizational documents, the management of Association elections and the overall management of the organizational structure.

General Office: The Contractor is responsible for all general office operations including phones, fax machines, voice mail, email and other daily office procedures. The association will serve as the de-facto headquarters of REMA. The association director is responsible for providing REMA members access to conference telephone lines for committee calls and membership meetings.

Board Meetings: The Contractor shall convene all meetings of the REMA Board of Directors and serve in a capacity during those calls that best reflect the needs of the organization. REMA conducts monthly meetings of the entire membership and Board of Director's meetings on an as needed basis via teleconference in most cases. The contractor will be responsible for the convening of an in-person board meeting on an annual basis, typically taking place during the annual Renewable Energy Markets conference. The Contractor will be responsible for creating and distributing meeting summaries for all REMA meetings.

Financial Administrative Management: The Contractor is responsible for the financial management of REMA, including accounts payable, membership invoicing, quarterly financial accounting and on-going work with the elected Treasurer of REMA. This includes managing the entire REMA budget as fiscal agent including pass through expense categories. The Contractor will also be responsible for budget forecasting, annual budget preparation, quarterly reports and other financial management as needed. The Contractor is responsible for all associated internal administrative services necessary to fulfill the requirements of the scope of work and should indicate whether it will utilize its own in-house resources or hire an outside firm for administrative services like accounting auditing and managing an annual audit in coordination and consultation with the Executive Committee.

RFP RESPONSE REQUIREMENTS - The following sections shall be included in all proposals in the following order. There is no page limit to the proposal, but we encourage respondents to be concise.

1. **Organization and Personnel Qualifications:** Describe the experience of the contractor managing Washington-based policy-oriented trade associations and work in renewable energy, climate and environmental commodities policy outreach and advocacy. Include brief bios and qualifications of key personnel who will serve REMA and its membership under this proposal.
2. **Work Plan/Approach and Strategy:** Describe your approach to providing support for each aspect of the Scope of Services section above. Also indicate services that you plan to outsource. This section should include a description and strategy for how your association management company will meet the immediate challenges and fulfill the future goals of our association, including managing and implementing membership recruitment and retention, active policy outreach, and member engagement.



3. **Membership Recruitment Plan**: Describe your plan and approach for increasing REMA membership. Include ideas on aligning incentives of the contractor with growth in membership.
4. **Contractor Staffing Plan**: Describe the staffing plan for implementing the Scope of Work for REMA. Include a clear description of the roles and responsibilities individuals assigned to this engagement including the approximate number of hours per year that each team member will provide.
5. **Budget**: Provide a proposed annual budget for the Scope of Services you would provide as the Association Manager, including the following:
 - a. Staff Salaries & Fringe
 - b. Web hosting & ongoing maintenance
 - c. Accounting including annual audit and all financial documents
 - d. Other professional services including legal work
 - e. General Office Operations & Administrative overhead
 - f. Indirect Costs

The budget available for Association Management services (a-f above) under this RFP is \$80,000-\$100,000 per year. Provide a proposed 2010 budget and provide a proposed 2011 budget that is up to 50% higher than 2010.

In addition to the above costs to be incurred under general operations, REMA has a separate budget for pass-through costs such as technical writing, lobbying expenses, travel and other dynamic costs of the organization. These budgets will be shared with the Contractor upon the signing of a management contract.

6. **Timeline**: Timeline for performance delivery of contract. Including a specific timeline for the first three-months of the contract and on-going timeline for delivery of Scope of Work.
7. **Client References**: Provide a representative client list and references.

RFP EVALUATION CRITERIA

Proposals in response to this RFP will be evaluated against the following criteria:

- Overall quality of proposed scope of work
- Experience, capabilities and track record of contractor in providing the services in this RFP
- Cost Effectiveness of Budget – this is more than total dollar amount. It is about overall value.
- Membership Recruitment Plans
- Clarity, quality, creativity and responsiveness of proposals



RFP SELECTION TIMELINE

The following timeline will apply to the selection process:

<u>Action</u>	<u>Deadline</u>
RFP Release	13 October 2009
Submit Notice of Intent to Bid	21 October 2009
Bidders Questions Due in Writing	21 October 2009
Written Response Answers to Bidder Questions	26 October 2009
Proposal Application Deadline	6 November 2009
Screening, Diligence and Finalist Interviews	Mid November
Contractor Selection Notification	24 November 2009
Negotiation of Contract	1 December 2009
Contract Start Date	1 January 2010

If the timeline changes, the Search Committee will keep you apprised.

TYPES OF MEMBERS

REMA represents the collective interests of both for-profit and non-profit organizations that sell or promote renewable energy products through voluntary markets, including renewable electricity, renewable energy certificates (RECs), and on-site solar PV to individuals, companies and institutions throughout North America.

DESCRIPTION OF LEADERSHIP STRUCTURE

The business of REMA is directed by an Executive Committee and a Board of Directors. Each full dues paying member has one vote for the organization that they represent. Each member of the Executive Committee serves without compensation.

The Executive Committee officers are comprised of a **President, Vice President, Secretary and Treasurer**, each serving a set of staggered terms of office.



DESCRIPTION OF MEETINGS

REMA membership meets monthly, via telephone, on the 3rd Tuesday of each month.

The REMA Federal Policy Committee meets on the 1st, 2nd and 4th Tuesday of each month.

REMA holds at least one annual general meeting, at the discretion of the Executive Committee. Special meetings may be held at any time when called for by the President or a majority of Executive Committee members.

REMA members and staff hold meetings as needed in Washington D.C. or locations of regional initiatives to meet with legislators, regulators, and staffers. These meetings are scheduled on an as needed basis, but can be with a high degree of frequency during focused legislative efforts.

DESCRIPTION OF PUBLICATIONS

REMA publishes various position papers on pertinent subjects relative to carbon offsets, Renewable Energy Certificates (RECs) and renewable energy issues. Also, as needed, REMA provides public comments to various state and federal regulatory agencies.

SUMMARY OF CONTRACTS

The Contractor will be responsible for the management of all REMA contractors. REMA has a contractual agreement with ML Strategies, a Washington, DC based government relations consulting firm. REMA also contracts with experts in the renewable energy industry to craft position papers and other technical writing needs. REMA is currently managed by SmartPower, an ex-officio member of REMA under a contract through 2009. SmartPower is not participating in this RFP.

CONTACT INFORMATION

For questions regarding this RFP, please contact:

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APPENDIX

HISTORY OF ASSOCIATION

While the voluntary renewable energy market place continues to grow at a healthy pace, so too does the need for an organized voice for this industry. In October 2007, the Renewable Energy Marketers Association (REMA) was started by renewable energy marketers seeking to ensure the sustainable growth of the voluntary renewable market under emerging climate and energy policies.

As it was at our founding, the purpose of the organization is to build an industry association that represents renewable energy marketers' and other stakeholders' collective interests in moving the market forward in a sustainable way. This organization seeks to lead initiatives that will support and expand the voluntary market for renewable energy certificates and other voluntary support products for renewable energy.

The Association's responsibilities include developing industry leadership in recognition of renewable energy certificates and other forms of green power, integration with GHG emission markets and regulatory schemes. The Association develops effective relationships with industry leaders and other stakeholders, including regulators, legislators, major environmental advocacy groups, academics and other for-profit companies to achieve its agenda. REMA understands that a customer's voluntary purchase of renewable energy makes a difference by supporting the development of new renewable energy sources and the associated environmental benefits of clean energy generation.

REMA's members include:

3Degrees, Bonneville Environmental Foundation, Community Energy, Conservation Services Group, Constellation New Energy, FPL Energy, Green Mountain Energy, Renewable Choice Energy, SmartPower, Sterling Planet, SunEdison and SunPower, Washington Gas Energy Services.

SUMMARY OF REMA Policy Concerns

REMA's work has focused on insuring that the voluntary renewable energy market continues to thrive under present and future regulatory frameworks with special emphasis on ensuring the successful continuation of the voluntary renewable market under federal and state climate legislation and renewable electricity standard legislation.

To gain an understanding of the specific issues that REMA works to address we suggest reviewing the REMA position papers and outreach documents that can be found at the REMA website:

<http://www.renewablemarketers.org/index.php?id=44&page=Documents>

Primary issues include: Federal Cap and Trade, Federal RES, WCI, AB32, FTC, and The Climate Registry