



REQUEST FOR PROPOSALS

Market Development and Governance Structure Analysis of Geothermal Projects in Baltimore City

ISSUED BY:	Maryland Clean Energy Center 5000 College Avenue, Suite 31010 College Park, MD 20740
RELEASE DATE:	Wednesday, November 5, 2025
PRE-PROPOSAL CONFERNECE:	N/A
SITE VISITS:	None
QUESTIONS DUE:	Wednesday, November 12, 2025
PROPOSAL DUE DATE:	Friday, November 21, 2025
ANTICIPATED AWARD DATE:	Monday, December 1, 2025 2026
PROCUREMENT OFFICER:	Ben Rupert, Director of Procurement Maryland Clean Energy Center Email: brupert@mdcleanenergy.org Phone: (301) 314-6061
MBE PARTICIPATION GOAL:	30%
DIRECT INQUIRIES TO:	Limunga Mingo: limingo@mdcleanenergy.org

Vendors are cautioned not to make changes to any of the terms and conditions in this solicitation. Doing so may render a Vendor's Qualifications Submittal unacceptable and subject to rejection. Questions and inquiries may be addressed as outlined in Section 1.5 of this solicitation. Any exceptions to MCEC's terms and conditions are not binding unless they are negotiated and affirmatively deemed mutually agreeable by the Vendor and MCEC in an executed contract. MCEC is not required to negotiate changes to its terms and conditions.



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SECTION I. INTRODUCTION

1.1 Background

The Maryland Clean Energy Center (MCEC) is a green bank and corporate instrumentality of the state of Maryland which advances the adoption of clean energy generation and storage, as well as energy efficiency projects, products, services and technologies. MCEC leverages private capital to help achieve clean energy and greenhouse gas mitigation goals in Maryland.

MCEC and the clients we support have established policy mandates and, in many instances, more aggressive goals to significantly reduce greenhouse gas emissions in the near term. These goals and mandates will be challenging to achieve, and it is critical that MCEC adds development resources in order to meet them.

The City of Baltimore ("City") and Maryland Clean Energy Center ("MCEC") are partners and awardees of the Municipal Investment Fund ("Fund"), a federally funded (The EPA Greenhouse Gas Reduction Fund) multi-phased grant program in partnership between the Coalition for Green Capital ("CGC") and [ICLEI-Local governments for Sustainability](#). [The Municipal Investment Fund](#) offers market-building funding and technical support to develop public-private partnership plans to accelerate the deployment of capital to clean energy projects. MCEC is seeking to procure the services of a consultant to develop the public-private partnership plan to roadmap clean energy deployment—particularly district geothermal. With urban density, struggles at the state level for developing increased grid reliability and infrastructure, geothermal is one of the best solutions available for cost-effective energy for major renovations and new construction. The Fund will support Baltimore's efforts to create a market plan and roadmap to take advantage of this nascent industry.

Procurement Objective

MCEC is requesting proposals from qualified vendors to develop a comprehensive plan that:

- Establishes strategic partnerships to advance geothermal market development within Baltimore City;
- Identifies opportunities to reduce soft costs through targeted policy and financing strategies;
- Recommends appropriate governance structures to support district or networked geothermal project implementation;
- Evaluates and prioritizes a pipeline of potential geothermal projects, emphasizing collaboration with prospective customers and district energy suppliers; and
- Ensures that at least 50% of the identified project pipeline serves low-income and disadvantaged communities.



While the primary focus is on district geothermal systems, the analysis should also identify relevant connections and complementary strategies involving solar energy, energy storage, and broader building decarbonization initiatives that support the City’s goal of achieving carbon neutrality by 2045.

1.2 Issuing Office; Procurement Officer

Maryland Clean Energy Center
5000 College Ave
Suite 31010
College Park, Maryland 20740
Procurement Officer: Ben Rupert

Phone: (202)-556-1565
E-mail: brupert@mdcleanenergy.org

The primary point of contact for purposes of this procurement is the Procurement Officer. The Procurement Officer may designate others to act on his behalf. The MCEC Executive Director may change the Procurement Officer or change the limits of his or her authority at his or her discretion.

1.3 Schedule of Events

Event	Date
RFP Release Date	Wednesday, November 5, 2025
Deadline for Receipt of Questions	Wednesday, November 12, 2025
Proposal Due Date	Friday, November 21, 2025
Tentative Date of Contract Award	Monday, December 1, 2025 2026

1.4 Pre-proposal Conference

A pre-proposal meeting will not be held.

1.5 Questions and Inquiries

All questions and inquiries should be directed to the Procurement Officer identified in Section 1.2 above. Questions must be submitted in writing by mail or email and received by the Procurement Officer before 5:00 PM EST Wednesday, November 12, 2025. Oral questions will not be accepted. If a question or inquiry pertains to a specific section of the RFP, the page and section number(s) must be referenced.

1.6 Submission Deadline

To be eligible for consideration, responses must be received by no later than 5:00 PM EST Friday, November 21, 2025. Vendors must email responses and confirm receipt. Any response received after the



submission deadline, no matter what the reason, will be deemed unacceptable. Proposals or unsolicited amendments to proposals arriving after the closing date and time will not be considered.

1.7 Duration of Offer

Proposals submitted in response to this solicitation are irrevocable for 120 days following the closing date. This period may be extended at the Procurement Officer's request only by an Offeror's written agreement.

1.8 Electronic Distribution

This RFP is available for distribution by email. In addition, all updates will be posted publicly on MCEC's RFP Bulletin Board: <https://www.mdcleanenergy.org/resources/rfp-bulletin-board/>. In order to ensure that you receive general procurement correspondence, including future MCEC solicitation announcements, please subscribe to our mailing list via the following link, and check the box next to "Business Development & Career Announcements": <https://www.mdcleanenergy.org/resources/mcec-currents/subscribe/>.

SECTION II. GENERAL INFORMATION

2.1 Purpose

The overall purpose of this RFP is to provide information to Offerors interested in preparing and submitting proposals for the development of a plan

2.2 Revisions to the RFP

MCEC reserves the right to amend this RFP at any time prior to the proposal due date and time. If it becomes necessary to revise this RFP, amendments will be provided to all prospective Offerors that were sent this RFP or are otherwise known by the Procurement Officer to have obtained this RFP. Acknowledgement of the receipt of all amendments will be required.

2.3 Cancellation of the RFP; Rejection of All Proposals

MCEC may cancel this RFP, in whole or in part, or may reject all proposals submitted in response, whenever this action is determined to be fiscally advantageous to MCEC or otherwise in the State's best interest.

2.4 Proposal Acceptance; Discussions

MCEC reserves the right to accept or reject any proposals, in whole or in part, received in response to this RFP, to waive or permit cure of minor irregularities, and to conduct discussions with all qualified Offerors in any manner necessary to serve the best interests of MCEC. MCEC also reserves the right, in its sole discretion, to award a Contract based upon the written proposals received without prior discussions or negotiations.



2.5 Interviews/Oral Presentation

MCEC may conduct interviews with qualifying Offerors. In addition, in support of their proposals, Offerors may be required to make an oral presentation. Interviews and oral presentations must be conducted within two calendar weeks after MCEC has requested an Offeror to do so. Failure to meet with MCEC for an interview or to make an oral presentation within this time period may prevent the Offeror's proposal from receiving further consideration. The main point of contact proposed in the Offeror's proposal must be present during these interviews.

2.6 Incurred Expenses

MCEC will not be responsible for any costs incurred by an Offeror in preparing and submitting a proposal in response to this RFP.

2.7 Proposal Form

Proposals should be prepared simply and economically, providing a straightforward, concise description of the Offeror's proposal for meeting the requirements of this procurement. Only electronically transmitted proposals will be accepted and shall be submitted to the Procurement Officer by **5:00 PM EST Friday, November 21, 2025** via email to the following address: lingo@mdcleanenergy.com.

2.8 Multiple Proposals

Multiple and Alternate proposals will not be acceptable.

2.9 Access to Public Records Act Notice

An Offeror should give specific attention to the identification of those portions of its proposal that it considers confidential, including but not limited to, proprietary commercial information or trade secrets, and provide justification why such materials, upon request, should not be disclosed by MCEC under the Public Information Act, General Provisions Article, Title 4, Annotated Code of Maryland. Careful consideration should be given before confidential information is submitted to MCEC 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.

2.10 Proposal Opening

Proposals will not be opened publicly. If a contract is awarded, those portions of the proposal available under Maryland laws regarding access to public information will be made available upon written request to the Procurement Officer.

2.11 Compliance with Law

By submitting an offer in response to this RFP, the Offeror, if selected for award, agrees that it will comply with all federal, State of Maryland, and local laws, regulations, and rules applicable to its activities and obligations under the Contract.



2.12 Arrearages

By submitting an offer in response to this RFP, the Offeror shall be deemed to represent that it is not in arrears in the payment of any obligation due and owing the State of Maryland or any department or unit thereof, including the payment of taxes and employee benefits, and if selected for award, that it shall not become in arrears during the term of the Contract.

2.13 Acceptance of Terms and Conditions

By submitting an offer in response to this RFP, an Offeror shall be deemed to have accepted all the terms, conditions, and requirements set forth in this RFP unless otherwise clearly noted and explained in its proposal.

2.14 Bid/Proposal Affidavit

A completed Bid/Proposal Affidavit must accompany all proposals submitted by an Offeror. A copy of this affidavit is included as Appendix 1 attached to this RFP.

2.15 Contract Affidavit

All Offerors are advised that if a contract is awarded as a result of this solicitation, the successful Offeror will be required to complete a Contract Affidavit. A copy of this affidavit is included for informational purposes as Appendix 3 attached to this RFP. This affidavit need not be submitted with an Offeror's proposal.

2.16 Order of Precedence

The contract between the parties will be embodied in the contract documents which will consist of the following, listed in their order of precedence:

1. The contract and contract modifications executed by both parties;
2. This RFP; and
3. Vendor's proposal.

Modifications of the order of precedence provision of this solicitation will not be accepted. If any terms and conditions inconsistent with requirements of the solicitation are proposed, those terms and conditions must be stated in the proposal.

2.17 Contract Award

MCEC anticipates making one award under this solicitation, but is not precluded from selecting multiple firms if it is in the best interest of MCEC to do so. It may award a contract based on initial applications without discussion, or following limited discussion, negotiations, or interviews. Each offer should be submitted using the most favorable cost and technical terms. MCEC may request additional data or material to support applications. MCEC expects to notify Offerors on or about **December 1, 2025 2026** whether your proposal has been selected to receive an award.



2.18 RFP Modifications

MCEC also reserves the right to correct any arithmetic errors, to change the final due date and time for the proposals, to accept or reject any of the firm's employees assigned to provide services on this project, and to require their replacement at any time, and to reject any proposal containing false or misleading statements or that provides references that do not support an attribute or a condition claimed by the Offeror.

2.19 Limitation

This solicitation does not commit MCEC to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. MCEC 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 MCEC's best interest.

2.20 Performance of Services

The Vendor shall perform the services within the limits prescribed by MCEC in a manner consistent with that level of care and skill ordinarily exercised by other independent public advisors under similar circumstances at the time the services are performed.

2.21 Term

A contract to be awarded pursuant to the RFP shall begin on the date that the contract is signed by both parties and continue until all deliverables are complete, as mutually agreed in writing by the Parties, and in any case by March 31, 2026.

2.22 Minority Business Enterprise Requirements

- (a) Establishment of Goal and Subgoals.** An overall minimum MBE subcontractor participation goal of 30% of the total contract dollar value, including all option years, if any, has been established for this RFP.

In addition, the following subgoals categories could be established for this procurement (Subgoals and subgroups will be identified on a project-by-project basis):

- (i) (African-American subgoal percentage) % for African-American MBEs;**
- (ii) (Asian-American subgoal percentage) % for Asian-American MBEs;**
- (iii) (Hispanic-American subgoal percentage) % for Hispanic-American MBEs; and**
- (iv) (Woman-Owned subgoal percentage) % for Woman-Owned MBEs.**



Notwithstanding any subgoals established above, the Vendor is encouraged to use a diverse group of subcontractors and suppliers from any/all of the various MBE classifications to meet the remainder of the overall MBE participation.

(b) The Minority Business Enterprise participation instructions and forms can be found here: [MBE Forms](#).

(c) A Vendor shall include with its Qualifications Submittal a completed MBE Utilization and Fair Solicitation Affidavit (Attachment D-1A) whereby:

(i) The Vendor acknowledges the certified MBE participation goal and commits to make a good faith effort to achieve the goal and any applicable subgoals, or requests a waiver, and affirms that MBE subcontractor was treated fairly in the solicitation process; and

(ii) The Vendor responds to the expected degree of MBE participation, as stated in the solicitation, by identifying the specific commitment of certified MBEs at the time of Qualifications Submittal submission. The Vendor shall specify the percentage of total contract value associated with each MBE subcontractor identified on the MBE participation schedule, including any work performed by the MBE Prime (including a Prime participating as a joint venture) to be counted towards meeting the MBE participation goals.

(iii) A Vendor requesting a waiver should review Attachment D-1 B (Waiver Guidance) and D-1C (Good Faith Efforts Documentation to Support Waiver Request) prior to submitting its request.

If a Vendor fails to submit a completed Attachment D-1A with the Qualifications Submittal as required, the Procurement Officer shall determine that the Qualifications Submittal is not reasonably susceptible of being selected for award.

(d) Vendors are responsible for verifying that each MBE (including any MBE Prime and/or MBE Prime participating in a joint venture) selected to meet the goal and any subgoals and subsequently identified in Attachment D-1A is appropriately certified and has the correct NAICS codes allowing it to perform the committed work.

(e) Within ten (10) Business Days from notification that it is the recommended awardee or from the date of the actual award, whichever is earlier, the Vendor must provide the following documentation to the Procurement Officer:

(i) Outreach Efforts Compliance Statement (Attachment D-2);



(ii) MBE Subcontractor/Prime Project Participation Certification (Attachment D-3A/3B); and

(iii) Any other documentation required by the Procurement Officer to ascertain Vendor responsibility in connection with the certified MBE subcontractor participation goal or any applicable subgoals.

Further, if the recommended awardee believes a waiver (in whole or in part) of the overall MBE goal or of any applicable subgoal is necessary, the recommended awardee must submit a fully documented waiver request that complies with COMAR 21.11.03.11.

If the recommended awardee fails to return each completed document within the required time, the Procurement Officer may determine that the recommended awardee is not responsible and, therefore, not eligible for Contract award. If the Contract has already been awarded, the award is voidable.

(f) A current directory of certified MBEs is available through the Maryland State Department of Transportation (MOOT), Office of Minority Business Enterprise, 7201 Corporate Center Drive, Hanover, Maryland 21076. The phone numbers are (410) 865-1269, 1-800-544-6056, or TTY (410) 865-1342. The directory is also available on the MOOT website at <http://mbe.mdot.maryland.gov/directory/>. The most current and up-to-date information on MBEs is available via this website. Only MOOT-certified MBEs may be used to meet the MBE subcontracting goals.

(g) The Vendor, once awarded a Contract, will be responsible for submitting or requiring its subcontractor(s) to submit the following forms to provide MCEC with ongoing monitoring of MBE participation:

(i) Attachment D-4A (Prime Vendor Paid/Unpaid MBE Invoice Report);

(ii) Attachment D-48 (MBE Prime Vendor Report, if applicable); and

(iii) Attachment D-5 (MBE Subcontractor Unpaid MBE Invoice Report).

(h) A Vendor that requested a waiver of the goal or any of the applicable subgoals will be responsible for submitting the Good Faith Efforts Documentation to Support Waiver Request (Attachment D-1C) and all documentation within ten (10) Business Days from notification that it is the recommended awardee or from the date of the actual award, whichever is earlier, as required in COMAR 21.11.03.11.

(i) All documents, including the MBE Utilization and Fair Solicitation Affidavit & MBE Participation Schedule (Attachment D-1A), completed and submitted by the Vendor in



connection with its certified MBE participation commitment shall be considered a part of the resulting Contract and are hereby expressly incorporated into the Contract by reference thereto. All the referenced documents will be considered a part of the Vendor's Proposal for order of precedence purposes.

- (j) The Vendor is advised that liquidated damages will apply in the event the Vendor fails to comply in good faith with the requirements of the MBE program and pertinent Contract provisions.

As set forth in COMAR 21.11.03.12-1 (D), when a certified MBE firm participates on a Contract as a Prime Vendor (including a joint-venture where the MBE firm is a partner), a procurement agency may count the distinct, clearly defined portion of the work of the contract that the certified MBE firm performs with its own work force towards fulfilling up to fifty-percent (50%) of the MBE participation goal (overall) and up to one hundred percent (100%) of not more than one of the MBE participation sub-goals, if any, established for the contract. In order to receive credit for self-performance, an MBE Prime must list its firm in Section 4A of the MBE Participation Schedule and include information regarding the work it will self-perform. For the remaining portion of the overall goal and the sub-goals, the MBE Prime must also identify certified MBE subcontractor used to meet those goals. If dually-certified, the MBE Prime can be designated as only one of the MBE subgoal classifications but can self-perform up to 100% of the stated sub-goal.

As set forth in COMAR 21.11.03.12-1, once the Contract work begins, the work performed by a certified MBE firm, including an MBE Prime, can only be counted towards the MBE participation goal(s) if the MBE firm is performing a commercially useful function on the Contract.

- (k) With respect to Contract administration, the Vendors shall:
 - (1) Submit to MCEC's designated representative by the 10th of the month following the reporting period: a. A Prime Vendor Paid/Unpaid MBE Invoice Report listing any unpaid invoices, over 45 days old, received from any certified MBE subcontractor, the amount of each invoice and the reason payment has not been made; and b. (If Applicable) An MBE Prime Vendor Report identifying an MBE Prime's self-performing work to be counted towards the MBE participation goals.
 - (2) Include in its agreements with its certified MBE subcontractors a requirement that those subcontractors submit to the Department's designated representative by the 10th of the month following the reporting period an MBE Subcontractor Paid/Unpaid Invoice Report that identifies the Contract and lists all payments to the MBE subcontractor received from the Vendor in the preceding reporting



period month, as well as any outstanding invoices, and the amounts of those invoices.

- (3) Maintain such records as are necessary to confirm compliance with its MBE participation obligations. These records must indicate the identity of certified minority and non-minority subcontractor employed on the Contract, type of work performed by each, and actual dollar value of work performed. Subcontract agreements documenting the work performed by all MBE participants must be retained by the Vendor and furnished to the Procurement Officer on request.
- (4) Consent to provide such documentation as reasonably requested and right-of-entry at reasonable times for purposes of the MCEC's representatives verifying compliance with the MBE participation obligations. Vendor must retain all records concerning MBE participation and make them available for MCEC inspection for three years after final completion of the Contract.
- (5) Upon completion of the Contract and before final payment and/or release of retainage, submit a final report in affidavit form and under penalty of perjury, of all payments made to, or withheld from MBE subcontractors.

2.23 Veteran-Owned Small Business Enterprise Goal

There is no Veteran-Owned Small Business Enterprise (VSBE) participation goal for this procurement.

2.24 Living Wage Requirements

- (a) Maryland law requires that Vendors meeting certain conditions pay a living wage to covered employees on MCEC service contracts over \$100,000. Maryland Code, State Finance and Procurement, § 18-101 et al. The Commissioner of Labor and Industry at the Department of Labor, Licensing and Regulation requires that a Vendor subject to the Living Wage law submit payroll records for covered employees and a signed statement indicating that it paid a living wage to covered employees; or receive a waiver from Living Wage reporting requirements. See COMAR 21.11.10.05.
- (b) If subject to the Living Wage law, Vendor agrees that it will abide by all Living Wage law requirements, including but not limited to reporting requirements in COMAR 21.11.10.05. Vendor understands that failure of Vendor to provide such documents is a material breach of the terms and conditions and may result in Contract termination, disqualification by the State from participating in State contracts, and other sanctions.



- (c) Vendors must complete and submit the Maryland Living Wage Requirements Affidavit of Agreement found [here](#) with their Qualifications Submittals. If a Vendor fails to complete and submit the required documentation, the State may determine the Vendor to be not responsible under State law.
- (d) Vendors and subcontractors subject to the Living Wage Law shall pay each covered employee at least the minimum amount set by law for the applicable Tier area. The specific living wage rate is determined by whether a majority of services take place in a Tier 1 Area or Tier 2 Area of the State. The Tier 1 Area includes Montgomery, Prince George's, Howard, Anne Arundel and Baltimore Counties, and Baltimore City. The Tier 2 Area includes any county in the State not included in the Tier 1 Area. In the event that the employees who perform the services are not located in the State, the head of the unit responsible for a State Contract pursuant to §18-102(d) of the State Finance and Procurement Article shall assign the tier based upon where the recipients of the services are located.
- (e) The Contract resulting from this solicitation will be determined to be a Tier 1 Contract or a Tier 2 Contract depending on the location(s) from which the Vendor provides 50% or more of the services. The Vendor must identify in its Qualifications Submittal the location(s) from which services will be provided, including the location(s) from which 50% or more of the Contract services will be provided.
 - (i) If the Vendor provides 50% or more of the services from a location(s) in a Tier 1 jurisdiction(s) the Contract will be a Tier 1 Contract.
 - (ii) If the Vendor provides 50% or more of the services from a location(s) in a Tier 2 jurisdiction(s), the Contract will be a Tier 2 Contract.
- (f) If the Vendor provides more than 50% of the services from an out-of-State location, the State agency determines the wage tier based on where the majority of the service recipients are located. In this circumstance, this Contract will be determined to be a Tier 1 Contract.

Information pertaining to reporting obligations may be found by going to the Maryland Department of Labor, Licensing and Regulation (DLLR) website:
<https://www.labor.maryland.gov/labor/prev/livingwage.shtml>



SECTION III. SCOPE OF SERVICES AND REQUIREMENTS

3.1 Required Services

The following services shall be required of the Consultant:

1. Market Analysis and Partnership Building:

Provide a market analysis and framework for increased geothermal and network geothermal adoption in Baltimore. This framework will include a market assessment of overall local demand potential, an assessment of potential project partners, including anchor institutions, and recommendations of partner firms for geothermal design, engineering, and management.

- a. Facilitation of meetings or introductions with interested parties to explain the opportunity and garner interest.
- b. Provide recommendations for connection to work force development programs for construction and ongoing maintenance.

2. Financial Analysis Support and Recommendations

Support MCEC in their analysis of financing tools, policies, and models to attract private capital. Contractor will support MCEC by reviewing their work and recommending additions or changes to their analysis of financing tools, policies, and models to attract private capital. Strategies will outline incentives and risk-mitigation mechanisms to attract investment and propose procurement and aggregation structures to build economies of scale.

3. Policy, Regulation, and Permitting Recommendations

Evaluate the current process in Baltimore and identify opportunities to reduce soft costs through permitting, policy, or regulatory improvements in comparison to best practices in the Country. This includes analyzing the potential of current local and state incentives.

4. Project Pipeline Prioritization and Recommendations:

Complete a high-level analysis including estimated life cycle costs, recommendations, and prioritization of potential projects or pilots in Baltimore City, including at least the below five developments:

- a. Baltimore City Police Districts – New Construction for two districts in the Northeast and Northwest
- b. Baltimore Sun Building renovations
- c. Tivoly Triangle Eco-Village
- d. Inner Harbor Redevelopment.

A test bore at the primary recommended site is preferred, if budget allows. Details and access to properties and energy data will be shared upon award.



5. **Governance Analysis:**

Complete a thorough analysis and summary of district energy governance and cost structures from throughout the Country making recommendations for potential structures for the City. The focus of this task will be on district or network energy systems that support or sell energy to a mix of customers including government owned buildings, not for profits, and/or commercial entities, or, are operated for or by local governments. Governance structures should analyze for-profit, government owned, and not-for-profit models with cost structures, estimated or example rates, governance agreements and applicable local, public service commission, and state enabling legislation. The summary should include example operating and conduit agreements where possible appropriate.

The final deliverable will be a public-private partnership plan that incorporates the above analysis and recommendations. The plan will provide a clear, actionable roadmap to establish a viable and sustainable market for geothermal energy development.

SECTION IV. PROPOSAL REQUIREMENTS

Each bidder shall carefully examine the RFP and all amendments, exhibits, revisions, and other data and materials provided with respect to this RFP process. Bidders should familiarize themselves with all proposal requirements prior to submitting their proposal.

A proposal should not be excessively long or submitted in an elaborate format. Unnecessary attachments beyond those sufficient to present a complete, comprehensive, and effective response will not influence the evaluation of the proposal. Each page of the proposal should state the name of the bidder and the page number. In addition, the proposal should contain:

- (a) Name of firm.
- (b) Mailing address of the office from which the proposal is being submitted.
- (c) Name of individual who will represent firm as primary contact person on matters relating to the proposal
- (d) Telephone number, fax number, and E-mail address, if applicable.

4.1 Management and Qualifications

4.1.1. Describe your organizational structure.

4.1.2. Briefly discuss your firm's relevant experience and qualifications, including experience with public and private financial markets which may be of benefit to delivery of Required Scope described in Section III of this RFP. Highlight any projects of a similar nature, particularly those involving district energy systems, geothermal networks, or initiatives serving low-income and disadvantaged communities.



4.1.3. Provide a project organization and management description that describes the unique capabilities of your firm and the individuals assigned as consultants related to the proposed Scope of Work.

4.1.4. Provide the names of personnel in the firm who will be assigned to MCEC's account and their experience in performing services similar to those requested in this RFP. Include resumes for all employees proposed to be assigned to this project. Include a description of each employee's function in the company, title, office address, and number of years of service with the firm and other relevant past experience. (Resumes may be included as an appendix.)

4.1.5. Describe your firm's experience and expertise working with public entities and local municipalities, particularly agencies, authorities, and instrumentalities of the State of Maryland.

4.1.6. Briefly describe the services you expect to provide to MCEC. Indicate whether your firm is prepared to render the services enumerated in this RFP using its own resources. Discuss the approach your firm would take to meet the requirements of this RFP, including: a specific time line of milestones for measurable outcomes, expectations for MCEC, and stakeholder engagement.

4.1.7. Discuss fully any conflicts of interest, actual or perceived, which might arise in connection with your firm's involvement with this RFP. If conflicts do or might exist, describe how your firm would resolve them.

4.1.8. Identify any litigation or administrative proceedings to which you are a party and which would either materially impair your ability to perform the services enumerated herein and for which this RFP was issued or, if decided in an adverse manner, materially adversely affect the financial condition of your firm.

4.1.9. Identify the employees that have been the subject of any investigation or disciplinary action by any Maryland ethical or regulatory authority. Describe briefly how any matter was resolved or whether it remains unresolved.

4.1.10. Identify if your firm or any employee has ever been disbarred or suspended by any agency of the U.S. Government or the State of Maryland.

4.1.11. Indicate if your firm is a minority and / or woman-owned business enterprise and provide the appropriate certification. If your firm is not a minority and / or woman-owned business enterprise, please furnish information on the number and percentages of minorities and women among the employees of the firm; a copy of the firm's affirmative action or equal opportunity plan or other commitment to affirmative action and equal employment opportunity; and an explanation of how your firm, if selected, would help MCEC further its policy of promoting participation of minorities and women in the provision of services to it, including services in support of its financing program.



4.1.12. Proposals shall describe how offerors will engage Women-owned and Minority and Business Enterprise (MBE) businesses in providing program services or project work. Specifically, and as applicable, offerors shall:

- (a) Identify specific work categories within the scope of the procurement appropriate for subcontracting;
- (b) Solicit certified MBEs in writing at least 10 days before bids or proposals are due, describing the identified work categories and providing instructions on how to bid on the subcontracts;
- (c) Attempt to make personal contact with the certified MBEs solicited and to document these attempts;
- (d) Assist certified MBEs to fulfill, or to seek waiver of, bonding requirements; and
- (e) Attend pre-bid or other meetings the procurement agency schedules to publicize contracting opportunities to certified MBEs.

4.1.13: An overall MBE subcontract participation goal of 30 percent (30%) of the total contract dollar amount, including all renewal option terms, if any, has been established for this procurement. By submitting a response to this solicitation, the bidder or offeror acknowledges the overall MBE subcontractor participation goal and commits to achieving the goal by utilizing certified minority business enterprises or requests a full or partial waiver of the goal.

4.1.14: Minority business enterprises are encouraged to respond to this solicitation.

4.1.15. Indicate the address of the office through which MCEC's account will be primarily serviced, and any anticipated travel or other such costs.

4.1.16. Provide three client references. The list must include references related to projects: (i) On which the proposed principal Consultant played a lead role; and (ii) For which the services provided were similar to the services expected to be provided under this RFP. MCEC reserves the right to contact any previous client whether or not provided as a reference.

4.1.17. Provide any other information that you believe would make your firm's representation of MCEC superior to other firms' representation, including descriptions of your firm's role in recommending innovative or unique ideas or concepts.

4.2 Cost

4.2.1. Delineate all costs anticipated to be associated with this work. The rates will include all expenses. Fees will be applicable for the term of the contract between MCEC and the winning Offeror, and all extensions of the contract.



4.2.2. State any special considerations with respect to billing or payment of fees and expenses that your firm offers and that you believe would differentiate you from other proposers and make your firm's services more cost-effective for MCEC.

SECTION V. PROPOSAL FORMAT

5.1 Transmittal Letter

A brief transmittal letter prepared on the Offeror's business stationery should accompany the proposal. The letter must be signed by an individual authorized to bind the Offeror to all statements, including services and prices, contained in the proposal. The transmittal letter should also indicate that, if selected, the Offeror will execute a contract with MCEC.

5.2 Proposal Body

Proposals should address all items requested in this RFP, including sections 4.1 and 4.2. Each of the elements within those sections is expected to be addressed in all submitted proposals. However, additions may be made where necessary for purposes of clarification or amplification. Please limit proposals to 10 pages, excluding Appendices.

Offerors shall review and complete or acknowledge the following attachments included in this RFP:

- (a) Appendix 1: Bid/Proposal Affidavit
- (b) Appendix 3: Contract Affidavit.

SECTION VI. PROPOSAL EVALUATION

Proposals meeting the RFP requirements will be evaluated as follows:

A selection committee consisting of MCEC staff will review the Technical Proposals to determine if they each meet the requirements of this RFP. Following this initial review, the selection committee will review all Price Proposals. Following this review, MCEC may develop a short list of Offerors who will be eligible for further consideration and will be asked to interview with and/or make oral presentations to the selection committee as set forth in Section 2.5 above.

Following any presentations or, if the selection committee believes that it has sufficient information based upon its review of the Proposals without presentations, the selection committee will recommend an Offeror to the MCEC Board of Directors for approval. The selection committee's recommendation, and any final Board approval, will be based upon the determination of the selection committee and the Board, in their sole judgment, as to which Proposal would provide MCEC with the most advantageous and comprehensive combination of technical expertise, reputation, and price, while also assessing the minority business enterprise goals of MCEC.



SECTION VII. APPENDICES

Appendices

Appendix 1	Bid/Proposal Affidavit
Appendix 2	Form of Contract – <i>Sample</i>
Appendix 3	Contract Affidavit
Appendix 4	MIF Grant Information