



**Request for Proposals for Phase V (Neighborhood Phase)
of Clean Energy Works Portland**

Proposals due: May 24, 2010 by 5:00 pm Pacific time

Email submissions are preferred. Please submit written proposal and accompanying Phase V Contractor Participation Application(s) to Andria.Jacob@PortlandOregon.gov

**Applications also will be accepted by mail or hand-delivery to:
Andria Jacob
Bureau of Planning & Sustainability
721 NW 9th Ave, Suite 350
Portland OR, 97209**

Mailed applications must be received no later than May 24, 2010 by 5:00 pm Pacific time.

1. SCOPE OF WORK

ShoreBank Enterprise Cascadia, on behalf of Clean Energy Works Portland and in full partnership with City of Portland, Energy Trust of Oregon and all other CEWP partner organizations, is seeking proposals from individuals, firms, teams or consultants, hereafter called “Proposer(s)”, with demonstrated experience in community-based organizing, consumer-facing outreach and marketing, energy efficiency program delivery and residential building trades and proposes to engage the successful Proposer for the following services:

- Recruitment of 100 homes with signed loans into the Clean Energy Works Portland pilot;
- Demonstration of cost-efficient, community-based approaches to consumer outreach and engagement;
- Cost-efficient delivery of up to 143 Home Performance with Energy Star home energy assessments;
- Cost-efficient delivery of various energy efficiency packages to 100 homes (specifically, weatherization, heating and hot water system upgrades);
- Collection and reporting of workforce- and program-related data necessary for Federal grant requirements; and,
- Coordination and integration with program management team of Clean Energy Works Portland.

Clean Energy Works Portland (CEWP) is a pilot program that is helping up to 500 qualified Portland homes finance and install energy efficiency upgrades. The pilot offers homeowners access to low-cost financing for energy efficiency home improvements, like new insulation or the installation of a high efficiency furnace or water heater. To help decide which upgrades and financing options make sense, participants receive the assistance of a qualified Energy Advocate from Energy Trust of Oregon throughout the process. Project work is conducted by Home Performance with Energy Star contractors with staff who have been certified by Building Performance Institute. Homeowners repay the loan on their monthly heating utility bill (either Pacific Power, Portland General Electric or NW Natural).

The 500-home CEWP pilot is divided into five phases. The first four phases are serving to identify, finance, and complete work on 400 home energy efficiency upgrades, using roughly the same strategies for marketing, outreach and service delivery. The fifth (neighborhood) phase of CEWP pilot will be conducted using community-based partnerships with teams of non-profit groups and contractors.

The neighborhood-based phase will support the groundbreaking Community Workforce Agreement established for CEWP. The Community Workforce Agreement establishes a set of contracting, training, and employment policies that ensure high-quality work, high-quality jobs, and career opportunities for low-income and other historically underserved populations.

Goals of the Neighborhood-Based Phase of Clean Energy Works Portland

- Test a neighborhood-based approach to engaging and recruiting participants into a residential energy retrofit financing program.
- Build the capacity of community-based organizations to carry on sustainable economic development initiatives that provide green job career pathways to local residents.
- Help fulfill the Community Workforce Agreement goals.
- Enable program managers to learn if community-based methods of participant recruitment and service delivery are scalable.

- Innovate upon approaches to creating local demand for residential energy retrofits, financing, incentives and energy education.
- Demonstrate efficiencies gained by employing principles of aggregation in marketing/lead generation and delivery of residential energy retrofits.

CEWP Progress to Goals

To date, CEWP has closed 90 loans, 260 home energy assessments have been conducted and 60 jobs have been completed. Nearly all completed jobs are NW Natural gas-heated customers. Demand is still building among electrically heated homes. Over 1,200 applications have been received by the program.

Existing Marketing and Outreach

In Phases I and II, CEWP did not actively recruit participants, though the program has garnered consistent media coverage since Phase I (pre-pilot) launched in June, 2009. Phase III (current phase) represents CEWP's first concerted effort to recruit participants using direct mail, email, social media, press and cross-promotion with other programs and events. CEWP has targeted its messages to PGE and Pacific Power customers with electrically-heated homes; registrants from Energy Trust's Home Energy Makeover contest in 2009; subscribers of the Bureau of Planning and Sustainability's and Mayor Adams' email newsletters; and promotion at the Better Living Show through speaking engagements and flyers available at sponsor and contractor booths. Fifteen-second radio spots have been running on Oregon Public Broadcasting since mid-April.

Contractor Requirements

Teams submitting proposals will be required to identify the contractors that will perform the home energy efficiency upgrades associated with the proposal. All participating contractors will be required to complete and submit an Energy Trust of Oregon Phase V (Neighborhood Phase) Contractor Participation Application as part of the Proposers' response to the RFP. Participating contractors will be bound by the terms, conditions, and requirements of the CEWP pilot program as set forth in the Phase V Contractor Participation Application. As in the previous phases of CEWP, Energy Trust will be responsible for enforcing contractor compliance.

The Home Performance Contractors Guild of Oregon has agreed to serve as an initial point of contact for community-based organizations seeking to partner with qualified Home Performance contractors. Please contact Jonathan Cohen at HPguildOR@gmail.com or 971-404-9671.

If contractor applicants are existing CEWP participants, an initial review of their reporting history will be conducted. Egregious non-compliance with reporting requirements will have an adverse effect on the outcome of the evaluation process.

Additional Resources for Proposers

To support the development of proposals, additional information about projects and the demographics of participants is included in Attachment A of this RFP. Additional GIS data with demographic information (including eligibility, energy use intensity, race, and income) is available on the Clean Energy Works Portland website at: <http://www.cleanenergyworksportland.org/community.php>

Community Workforce Agreement Goals

The neighborhood-based phase will support the groundbreaking Community Workforce Agreement established for CEWP. The Community Workforce Agreement establishes a set of contracting, training,

and employment policies that ensure high-quality work, high-quality jobs, and career opportunities for low-income and other historically underserved populations.

Proposers must describe how their proposal advances the goals laid out in the Community Workforce Agreement, and responses will be evaluated as part of the selection process. For more information, refer to the Community Workforce Agreement, available at:

<http://www.cleanenergyworksportland.org/contractors.php>

Integration with Existing Clean Energy Works Portland Service Delivery

The winning Proposer team will be required to incorporate certain existing Clean Energy Works Portland operations and procedures into their programs. Proposals should describe how the team will integrate the required elements into their planned work and activities.

Table 1 lists the basic steps in the CEWP process and designates the entity responsible for each step. In order to maintain overall pilot goals and consistency in customer service, some of the steps must be completed by the entities that have managed them for the other pilot phases. Those fixed responsibilities are shaded in the table. Proposers are encouraged to manage other steps in the process, and to designate in their proposals which tasks they would manage, and their approach to managing each task.

The Role of the Energy Advocate

The unique role of the Energy Advocate (EA) is one of the key value propositions that the pilot is testing. Portland's experience to date suggests that consumers are more likely to undertake energy efficiency projects when programs provide high levels of customer service and "hand-holding." The Energy Advocate role was designed to serve this function for Clean Energy Works Portland.

In order to maintain continuity of service delivery in the pilot, the Energy Advocates already provided by the pilot must be used in the neighborhood phase for designated tasks, including quality control for test-ins and test-outs, work scope review, and preparation and presentation of loan documents.

Other tasks (that the Energy Advocates have been providing in prior pilot phases) could be provided by the winning Proposer, including scheduling test-ins, bid development and presentation, handling escalated customer service incidents, and providing one-on-one support throughout the process for customers who value high levels of customer service. Proposers are encouraged to present an approach that complements the scope for the Energy Advocates and tests a cost-effective and collaborative model where one organization provides technical experts and another provides neighborhood outreach experts.

Table 1

CEWP Pilot - Neighborhood Phase Service Delivery Elements			
Shaded = Pilot requirement, roles are fixed			
#	Element	Organization	Role
Customer Service			
1	provide support to participants throughout process		
2	provide credible, objective technical expertise & support	CSG	advocate
3	manage escalations with contractors, 2 nd bids where requested		
Lead Generation			
4	marketing & advertising		
5	web content development		
6	website maintenance, enhancement	ETO/Delaris	webmaster
7	community outreach & events		
8	education seminar		
Application Process			
9	pre-screening	CSG	automatic
10	application form, entry, review, response	CSG	coordinator
11	schedule test in		
Work Bid & Installation			
12	test in - measurement	contractor	
13	test in data collection, entry & analysis	CSG	advocate
14	cost effectiveness screens	CSG	advocate
15	develop scope for work	CSG & contractor	advocate
16	bid preparation		
17	bid presentation		
18	measures installed	contractor	
19	test out data collection, entry & analysis	CSG	advocate
20	QC inspection (includes scheduling)	CSG	advocate
Financing			
21	loan processing (credit check, underwriting,...)	SBEC	
22	loan application data collection, entry, analysis, decision	SBEC	
23	prepare loan documents	CSG	advocate
24	ensure that customer completes/signs	CSG	advocate
25	transfer docs to SBEC	CSG	advocate
26	set up/maintain on-bill payment plan	Utilities	billing
Program requirements			
27	meet project milestones in a timely way	NHO/CSG/SBEC	
28	reporting		
a	activities & budget report	NHO	
b	workforce development/jobs	contractor	
c	technical data on house	CSG	advocate
d	cost data on job	contractor	
e	applicant dispositions/status milestones reached	NHO/CSG/SBEC	
f	loan information	SBEC	

2. PROJECT FUNDING

Clean Energy Works Portland has established a maximum budget of \$20,000 for this contract. One organization representing the winning Proposer team will enter into a contract with ShoreBank Enterprise Cascadia

The proposed budget should describe the major activities that this funding will support. Proposals that demonstrate leverage of these dollars will be preferred. Leverage can be shown as cash or as in-kind support.

The proposal budget should not include the actual costs of conducting home energy efficiency assessments or upgrades. These costs are covered by the homeowner loan and are subject to cost caps explained in the contractor application. The proposal budget also should not cover any costs or fees associated with making loans.

3. TECHNICAL OR REQUIRED SERVICES

The purpose of this contract is to provide additional, complementary services to the existing CEWP service delivery model, and the successful Proposer(s) must incorporate elements from the program into their offering, as outlined in Table 1 of this RFP. Pilot information resources are available at the CEWP website (www.cleanenergyworksportland.org), and include:

- Customer application;
- FAQ;
- Community Workforce Agreement;
- Energy Trust of Oregon contractor application (Phase V, Neighborhood Phase) and supporting information;
- Data to support Proposers, including demographics and maps showing pilot potential markets (e.g. energy intensity, eligibility and neighborhood coalition maps).

The successful Proposer shall perform the tasks listed below for this project, and shall be expected to work closely with designated Clean Energy Works Portland personnel to accomplish these goals:

1. Identify and define a neighborhood or neighborhoods within Portland from which to recruit and complete comprehensive retrofits in 100 homes.
2. Develop and execute an outreach and marketing plan that articulates a coherent, neighborhood-based strategy to engage and recruit homeowners in the designated communities to participate in Clean Energy Works Portland. The neighborhood-based outreach and marketing strategy should explain how the proposers intend to reach high concentrations of eligible residents within a geographically-defined area (e.g., door-to-door canvassing, workshops, neighborhood events, etc). The marketing strategy should provide examples of messaging and branding to be used in recruitment.

In order to promote higher levels of participation and work completion, Proposers should present a plan for requiring an early commitment from customers. One possible method is a mandatory education workshop for potential participants in the selected neighborhood. Energy Trust can provide its Home Energy IQ workshop, with timing to be negotiated with the winning Proposer, or the Proposer can develop its own strategy for increasing early commitment. This

could include the development of the Proposer’s own educational workshop or some other strategy to increase customer commitment.

3. Identify approaches for recruiting new workers into Clean Energy Works Portland to help fulfill the goals of the Community Workforce Agreement.
4. Implement a service delivery model through which Home Performance home energy assessments (test-ins) are scheduled, energy retrofit work is scheduled and completed and quality assurance testing (test-outs) are facilitated.

The current service delivery model relies on Conservation Services Group (representing Energy Trust of Oregon) to interface with participants to schedule these onsite visits on behalf of the Energy Advocate and Home Performance contractor pair assigned to each home. The proposed service delivery model should demonstrate how it will achieve efficiencies, either as estimated reductions in per unit cost of labor or materials, or as process improvements to the current methods of scheduling and delivering the energy retrofits.

The successful Proposer(s) will present a feasible approach to integrating service delivery with existing pilot activities, including a communication plan to be implemented by the contractor that ensures effective collaboration with the other pilot program staff and contractors, and that also ensures that the customer service experience is seamless and timely.

4. ORGANIZATION OF RESPONSE

All proposals must include the following elements, must be organized in the following manner and must conform to the specified maximum page limitations. Please be reasonable in the selection of font type, size, margins and spacing. Completed Phase V Contractor Participation Application(s) for each proposed contractor should be submitted at the same time as the written narrative, but will not count toward the page limitations.

1. Cover letter.....1 pp
2. Experience and capabilities.....2 pp
3. Project approach and outcomes5 pp
4. Diversity in employment and contracting.....1 pp
5. Proposed budget.....1 pp
6. Phase V (Neighborhood Phase) Contractor Participation Application(s).....

5. EVALUATION CRITERIA

Proposers must submit a written narrative that addresses elements 1 through 5 described above. A Contractor Participation Application for each contractor on the proposal team also is required as part of the proposal submission (see Phase V Neighborhood Phase Contractor Participation Application at: www.cleanenergyworksportland.org/community.php) Contractor application scores will be integrated into the Neighborhood Phase proposal evaluation. If several contractors apply as part of a team, contractor scores will be averaged.

A total of 175 points is possible for this RFP, which has two parts:

- Written narrative including elements 1 through 5 for a total of 105 possible points; and
- Contractor Participation Application for a total of 70 possible points. The minimum score for contractor eligibility is 34 points.

Proposals will be evaluated by a Phase V selection committee, consisting of representatives from ShoreBank Enterprise Cascadia, City of Portland, Energy Trust of Oregon and the Stakeholder Evaluation and Implementation Committee of the CEWP Community Workforce Agreement.

Following is a description of elements 1 through 5 and their proposed weights. A summary page of the evaluation criteria, weighting and maximum points can be found in Attachment B.

1. Cover Letter (0 points)

The cover letter must include the following:

- RFP title
- Name(s) of the person(s) authorized to represent the Proposer in any negotiations
- Name(s) of the person(s) authorized to sign any contract that may result
- Contact person’s name, mailing address, phone and email addresses

A legal representative of the Proposer, authorized to bind the Proposer in contractual matters, must sign the cover letter.

2. Experience and Capabilities (20 points)

The proposer shall provide basic information relating to the team’s experience, capabilities and resources in relation to the project and should describe such things as experience with similar projects and qualifications of key personnel. Proposers should demonstrate the team’s combined experience organizing grassroots or community-based outreach campaigns, executing consumer-facing marketing strategy, conducting energy efficiency program delivery and operating successfully in the residential building trades. If the Proposer does not have direct or specific experience in these areas, please discuss other relevant and transferable experience that clearly demonstrates the skills, knowledge and abilities of the Proposer to carry out the objectives of this RFP.

Proposers should devote a portion of their response in this section to discussing how the team’s experience and capabilities contribute to the advancement of Community Workforce Agreement goals and describing the relationship and any historical connection of the team to the neighborhood(s) identified in the proposal.

The Proposer shall identify clearly the roles of each organization that is part of the proposal. Specify individuals in key roles, including, but not limited to:

- Project manager for contractor team
- Main point of contact for day-to-day operations of contractor
- Contractor(s) that will do measure installations in homes
- Marketing and outreach staff and/or contractors
- Training and/or education staff and/or contractors

Proposals must demonstrate that contractors are meeting requirements for reporting employment statistics on prior CEWP projects.

3. Project Approach and Outcomes (60 points)

The Project Approach and Outcomes section consists of four separate components. Each of these has an individual point value that comprises the total of 60.

Project Approach 1: Community-based marketing and outreach (20 points)

- Proposal specifies how outreach strategies will generate home energy assessments that will lead to CEWP-financed retrofits.
- Proposal identifies and defines a specific geographic area within Portland from which to recruit 100 homes into the CEWP program.
- Proposal demonstrates knowledge of the geographic area targeted in the proposal, and includes analysis showing that there are enough potential participants (leads) in the target area to reach the neighborhood phase goals of completing 100 projects.
- The neighborhood-based outreach and marketing strategy explains how the proposers intend to reach high concentrations of residents within a geographically-defined area (e.g., door-to-door canvassing, workshops, neighborhood events, etc).
- The proposal demonstrates how learning from the proposed strategy will be captured and applied to future CEWP phases.
- The proposal includes a reporting plan to track data collection and basic analysis on marketing and outreach activities and outcomes (e.g., how many doors knocked on, how many sign-ups, etc.)
- Additional points may be awarded for language translation of program materials (where not already available).

Project Approach 2: Advancement of Community Workforce Agreement goals (10 points).

- Proposal and accompanying contractor application(s) must indicate how the team's approach to delivering home energy efficiency upgrades will advance CEWP's progress on the goals laid out in the Community Workforce Agreement. (This component focuses on how the Proposers will meet the CWA goals in the neighborhood phase.)

Project Approach 3: Service delivery (20 points).

- The proposal and accompanying contractor application(s) demonstrate sound management strategy and a history of quality work and customer service.
- The proposal identifies realistic mechanisms for achieving cost efficiencies in the delivery of home energy efficiency upgrades.
- Proposal addresses home assessment scheduling and delivery, project work scheduling and delivery, and quality assurance test-out scheduling and delivery. If multiple contractors are part of the team, proposal should address how assignments for home assessments and retrofit jobs will be allocated.
- Proposal addresses a protocol for handling situations in which participants wish to seek alternate bids.
- The proposal includes a communication plan that ensures appropriate collaboration with the other pilot program staff and contractors, and that also ensures that the customer service experience is seamless and timely.
- The proposal includes a timeline for completion of major milestones.

Project Approach 4. Capacity-building and partnerships (10 points).

- The proposal demonstrates the collaborative nature of the Proposer team. Proposers should be explicit in describing how the proposed partnership strengthens the capacity of community-based organizations to engage in and lead multi-sector collaborative initiatives to advance sustainability.
- The proposal discusses how the approach will leverage existing relationships within the CEWP, including existing program staff, participating contractors, and Steering Committee/sub-committee input.
- The proposal discusses the extent to which the organizations on the Proposer’s team have operational locations within the targeted geographic area, and/or are drawing from households in the targeted geography for jobs associated with the neighborhood phase.

4. Diversity in Employment and Contracting Requirements (15 points)

Clean Energy Works Portland is committed to providing triple-bottom line returns in the form of energy savings and carbon reductions, job creation and social equity. The program’s commitment to equity is evidenced by the Community Workforce Agreement (CWA), which lays out clear job-quality and access goals so that the program can provide high-quality employment to those in the community that have historically been left out of new economic opportunities.

In this section, Proposers should discuss how diversity and equity issues have been addressed within each of the organizations comprising the Proposer team (excluding contractors, as this is addressed in the Contractor Participation Application).

Please describe each organization’s commitments to providing equal employment opportunities. Include in your response:

- Number of total employees and description of type of work performed.
- Number of minorities and women within your current workforce, broken out by ethnicity and positions held.
- Any underutilization of minorities or women within your workforce and your organization’s efforts to remedy such underutilization.
- Number of minorities and women in organizations that you have historically partnered or subcontracted with.
- Any plans to provide innovative mentoring, technical training or professional development opportunities to minorities and women in your workforce in relation to this project, or plans to employ minorities and women to work on this project.
- Description of the process your organization uses to recruit minorities and women.

5. Budget (10 points)

The proposal must include a budget outlining the uses of the \$20,000 contract amount This budget must demonstrate how Clean Energy Works Portland funding will be used for major cost categories, and must also specify other leveraging resources (cash or in-kind) and how they will be used. See *Project Funding* section above for additional information.

6. WORK PERFORMED BY CLEAN ENERGY WORKS PORTLAND

Clean Energy Works Portland is a project of the City of Portland, in collaboration with Multnomah

County, ShoreBank Enterprise Cascadia, Energy Trust of Oregon, NW Natural, Pacific Power, Portland General Electric, Portland Development Commission, Portland Housing Bureau, Home Performance Contractors Guild of Oregon, Work Systems, Inc., Construction Apprenticeship and Workforce Solutions, Inc., and Green For All.

Each of these organizations contributes in a specific and in some cases, contractually defined, way to the planning and execution of CEWP. The winning Proposer will have access to the CEWP steering committee and service delivery team for planning and coordination.

Specifically Clean Energy Works Portland will provide:

- Planning and coordination between winning team(s) and existing program to help clarify opportunities for cost-efficiencies and points of leverage.
- Program branding and marketing (proposers should plan to use part of their budget for production of marketing materials).
- Data as needed, available and deemed necessary for implementation.
- Reporting templates for required reports on contractor activities and project dispositions.
- Bid criteria for work proposals to customers, if preparing and presenting the bid to customers is part of the scope of work proposed by winning contractor.

7. DELIVERABLES AND TIMELINE

RFP issued	April 26, 2010
Pre-submittal conference and networking session	Time/Date/Location TBD Details announced not later than April 30, 2010.
Questions and answers posted on CEWP website	May 5, 2010
Proposals due (5 p.m. PDT), emailed to Andria.Jacob@PortlandOregon.gov	May 24, 2010
Neighborhood phase selection committee meeting	May 28, 2010
Selection announced	June 1, 2010
Contract negotiations completed and contract signed	June 21, 2010
Planning and coordination work on neighborhood phase begins	June 22, 2010
Marketing and outreach plan and operational process flow diagram	July 1, 2010
143 home energy assessments (test-ins) completed	September 30, 2010
100 homes with CEWP financing – loans signed	October 31, 2010

Project work completed	November 30, 2010
100 quality assurance test-outs conducted	December 15, 2010
Project status reporting completed	January 7, 2011
Final report completed (including documented process flow, outreach strategy and written summary of findings, experiences, lessons learned from neighborhood-based phase)	January 17, 2011

All deliverables and resulting work products from this contract will become the property of the City of Portland.

8. PERIOD OF PERFORMANCE

The city anticipates having the successful Proposer begin work immediately upon contract execution with submittal of final deliverables to the City occurring by January 17, 2011. Proposals containing earlier completion of the deliverables are acceptable and encouraged.

ATTACHMENT A

Additional Information Resources for Proposers

CEWP Pilot Income Data
Self-Reported Household
Income

	Number	Percentage
0 0-\$9,999	2	0.9%
1 \$10,000-19,999	9	4.1%
2 \$20,000-29,999	12	5.4%
3 \$30,000-39,999	33	14.9%
4 \$40,000-49,999	22	9.9%
5 \$50,000-59,999	28	12.6%
6 \$60,000-69,999	33	14.9%
7 \$70,000-79,999	17	7.7%
8 \$80,000-89,999	16	7.2%
9 \$90,000-99,999	12	5.4%
10 \$100,000-109,999	6	2.7%
11 \$110,000-\$119,999	4	1.8%
12 \$120,000-129,999	9	4.1%
13 \$130,000-139,999	4	1.8%
14 \$140,000-\$149,999	3	1.4%
15 >\$150,000	11	5.0%

CEWP Pilot: Demographic Breakdown

Data is self-reported by applicants

Category	Number	Percentage
1 Indian	21	3.7%
2 white	520	91.2%
3 Asian	13	2.3%
4 African-American	12	2.1%
5 other pacific islander	0	0.0%
6 Alaskan native	1	0.2%
7 Other	0	0.0%
Hispanic	32	5.6%

Zip	Number	%
97202	12	6.0%
97203	7	3.5%
97205	1	0.5%
97206	24	12.1%
97209	1	0.5%
97210	2	1.0%
97211	11	5.5%
97212	9	4.5%
213	10	5.0%
214	6	3.0%
215	12	6.0%
216	4	2.0%
217	20	10.1%
218	10	5.0%
219	20	10.1%
220	5	2.5%
221	3	1.5%
227	2	1.0%
230	7	3.5%
232	2	1.0%
233	5	2.5%
236	8	4.0%
239	8	4.0%
266	10	5.0%

ATTACHMENT B
PROPOSAL EVALUATION

Each proposal shall be evaluated on the following evaluation criteria, weighting and maximum points, as follows:

Criteria	Max Score
<u>Part 1 – Neighborhood Proposal</u>	
1. Cover letter	0
2. Experience and Capabilities	20
3. Project Approach	60
3.1. Neighborhood based marketing and outreach	20
3.2. Advancement of CWA goals	10
3.3. Service delivery	20
3.4. Capacity building & partnerships	10
4. Diversity in Employment	15
5. Budget	10
<hr/>	
Total Points Possible - Part 1	105
<u>Part 2 – Contractor Application</u>	
Total Points Possible - Part 2	70
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Grand Total (Part 1 + Part 2)	175