



SOUTHERN CALIFORNIA PUBLIC POWER AUTHORITY

Request for Proposals and Qualifications to Provide Customer Engagement Programs

Issuance Date: March 31, 2016

Response Deadline: April 28, 2016

I. Introduction

The Southern California Public Power Authority (SCPPA), on behalf of its Member Utilities (Members), is hereby soliciting competitive proposals from qualified firms to develop and implement a suite of Customer Engagement and/or Behavioral Programs for participating Members, as described below in Section III.

SCPPA is interested in discovering all Respondent's capabilities and qualifications related to the specified Areas of Interest, as described in Section III, and evaluating the potential associated pricing, to enable SCPPA and our Members to make informed decisions and potentially proceed to more specific negotiations on contract development with one or more qualified Respondents to this Request for Proposals (RFP).

Responses to this RFP are requested as soon as may be practicable – due to an impending need for certain Programs. The deadline for the submittal of all responses to this RFP is no later than **4:00pm on April 28, 2016**, as described in Section V.

II. Background

SCPPA is a joint powers authority and a public entity organized under the California Joint Exercise of Power Act found in Chapter 5 of Division 7 of Title 1 of the Government Code of the State of California, and through the SCPPA Joint Powers Agreement, for the purposes of planning, financing, developing, acquiring, constructing, operating and maintaining projects for the generation or transmission of electric energy. SCPPA also facilitates joint service contracts, at the request of its members, to aggregate like project efforts among its Members for the purposes of developing energy efficiency, demand response and resource procurement Programs or Projects to improve operating efficiencies and reduce costs.

Membership of SCPPA consists of eleven cities and one irrigation district, which supply electric energy within Southern California, including the municipal utilities of the cities of Anaheim, Azusa, Banning, Burbank, Cerritos, Colton, Glendale, Los Angeles, Pasadena, Riverside, and Vernon, and the Imperial Irrigation District. SCPPA is governed by its Board of Directors, which consists of representatives from each of its Members. The management of SCPPA is under the direction of an Executive Director who is appointed by the Board.

As the utility industry continues to undergo changes and growth, the Members recognize and understand that the current customer base “want and need” different service(s) than they may have received in the

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past, including: the paths of communication; the information they are looking for; and their overall awareness and interest in the social, economic and environmental impact and value of utility operations. Because of these new dynamics and a continuing desire to provide high-quality, low-cost service to their customers, Members are interested in acquiring services from qualified firms or individuals to help them improve their outreach, communication and engagement with customers, hereinafter referred to as “Customer Engagement Services” or “Services”. The ultimate goal of these efforts will be to make the customers’ “experiences” with the utility more of a relationship than a transaction. Members understand that this will take time but it will also require the acquisition and use of new tools, programs and Services from firms and/or individuals that have expertise in these areas that utilities do not currently possess.

However, recognizing that “Customer Engagement” is a very broad area or “space” that can and will take on very different forms and applications, SCPPA makes no representation that this RFP will not contain reference to each and every Customer Engagement Service that could be of interest or value to Members. Part of this is because the Customer Engagement field is continually evolving and SCPPA or our Members may not know of the “greatest new service”. However, as outlined below in Sections III and IV, we encourage Respondents to offer any and all Services for consideration that: 1) are engagement-related or tangential to the Areas of Interest below; 2) will be of value to utilities and customers; and 3) that the Respondent is qualified to provide.

Any service contract entered into by SCPPA pursuant to this RFP would be utilized by participating Members to serve their respective utility customers’ needs. The Services would be ordered and approved directly by SCPPA and/or the participating Member and the billing would be administered through SCPPA.

III. Areas of Interest

Certain SCPPA Members, including the Los Angeles Department of Water and Power, (1.6 million customers and over 2 million meters) have expressed potential interest in securing services from the successful Respondent(s) to this RFP in order to possibly develop and implement various Customer Engagement programs to enhance the service they provide to their respective customers.

A partial list of the possible Customer Engagement/Behavioral Programs and/or Services that Members could be interested in is provided below. This list is presented in no particular order of priority, importance or value. Instead, this list is intended to show potential Respondents the wide range of Services that Members consider as being potentially useful in their efforts to expand and develop their respective Customer Engagement Programs – with examples or specialized applications included in certain areas.

Respondents are not required to be able to provide all Services. Instead, SCPPA anticipates that we could receive responses that offer a single Service and others that offer multiple Services – and some of these Service offerings may not be included in this list.

- Customer Outreach
 - Utility Service & Program announcements
 - Customer Satisfaction Surveys/Research
- Utility-specific Marketing / Branding Support
 - Public Relations Information
- Technical Assistance
 - Energy Efficiency Program Utility Participation and Re-participation Offerings
 - Electronic newsletters for sector-specific customers (Residential, Commercial, and/or Industrial)
- Web-based Behavioral Program

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- Motivate residential customers to reduce their energy consumption using proven Behavioral science techniques and strategies
- Web-based Digital marketplace
 - Provide customers an on-line tool to acquire products that meet utility-specific requirements and potentially qualify for Utility rebates and/or Program Participation

In addition, and more specifically, LADWP is seeking to improve customer engagement through effective segmentation and utilization of existing customer data. On behalf of LADWP SCPPA is requesting that Respondents will demonstrate their ability to provide assistance and support with the following: defining and documenting the development of a Customer Insight approach; identifying all existing relevant sources of internal data and creating an integrated database; integrating ongoing survey results with customer records; creating segments/insights based on current internal data and allowing for input from external data sources in the future; providing continuous support through the segmentation process, and; maintenance of customer data segments/clusters.

Respondents who can adequately demonstrate their capabilities with the Behavioral Data Management practices referenced directly above will subsequently be asked to provide detailed proposals on a specific Scope of Work for development and implementation of such a Behavioral Data Management Program.

Timeline / Schedule*

SCPPA Customer Engagement Program RFP Selection Process	
Schedule of Requirements	Target Date(s)
Issue RFP	March 31, 2016
Responses Due	As soon as possible, but no later than April 28, 2016
Review of Responses	As soon as possible
Interviews (if necessary)	As soon as possible
Selection of Respondent(s)	As soon as possible

*Timeline/Schedule is subject to change.

IV. Proposal Submission Required Elements

1. Transmittal Letter Content:

- a. A brief statement of the Respondent's understanding of the work to be done and commitment to perform the work as scheduled, including:
 - i) statement of work specifications; and
 - ii) reference to any proposed contractual terms and conditions required by the Respondent; and
 - iii) a summary of exceptions taken to the RFP requirements; and
 - iv) any and all expectations from SCPPA including, but not limited to: requirements definitions, strategy refinement, and staffing requirements to support the proposed project or program implementation.

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- b. An officer authorized to bind must sign the proposal on behalf of the Respondent and must include the following declarations on the transmittal letter:

“This proposal is genuine, and not sham or collusive, nor made in the interest or in behalf of any person not herein named; the Respondent has not directly or indirectly induced or solicited any other Respondent to put in a sham bid, or any other person, firm or corporation to refrain from submitting a proposal; and the Respondent has not in any manner sought by collusion to secure for themselves an advantage over any other Respondent.”

2. **Respondent Information:** Provide legal name of Company or Individual, physical street address, the name(s) and title(s) of the individual(s) authorized to represent the Respondent, including telephone number(s) and email address(es).
3. **Description/Definition:** All proposals must include a description of the proposed project, program or service, how it meets (or does not meet) each of the objectives of Members, as outlined in this RFP, with sufficient definition or explanation of how each Service will be developed, deployed, implemented and tracked, including but not limited to the following, as may be applicable:
 - Communication pathway(s)/platform(s) to be used
 - Frequency of Communication with intended audience
 - Determination of Target Audience/Sector sample size or performance/participation group(s)
 - Tracking of Service/Program Customer Participation levels and Program Effectiveness
 - Reporting of Results to Utility
 - Communication pathway(s)/platform(s), including Dashboard capability and sample(s)
 - Frequency
4. **Fees:** All price proposals should be made based on good faith estimates of the requirements defined in this RFP. Pricing for support services can be presented on a fixed-fee basis or on a time and materials (T&M) basis. One response from the same Respondent can include one or more fixed-fee offerings and one or more T&M offerings. T&M proposals should include all necessary details of the fees, labor rates and service charges associated with any and all service offerings, with an estimated number of hours required for all different levels of labor. These estimates shall not be binding but instead be used as benchmarks for comparative evaluation. Responses do not need to include, but Respondent shall be prepared to provide, a breakdown of the applicable overheads and fringe benefit costs that are part of any labor rates and other direct costs associated with the services to be performed.

In addition, since many Services offered in response to this RFP may be based on the size or “scale” of the program (e.g. number of customers for each participating Member), Respondents should also include prices for related Services that are broken down to a per customer basis or, if desired, per 1,000 customers. Recognizing that in addition to the scale, certain services may be priced based on the “scope” (e.g. frequency of messaging/contact). Respondent should provide at least exemplary information on the variables behind both the scale and scope factors. This may be represented with ranges for associated factors, with a summation of potential cost exposure.

All submittals containing the information referenced above in this Section IV, shall be no more than 25, double-sided, pages in length. Respondents may also include additional information or offerings for services, products, tasks, task elements and/or functions that may not be part of or included in the RFP, but are deemed by the Respondent to be pertinent and potentially valuable to SCPPA or its Members. Any

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additional information provided to supplement the Respondent's Proposal, as defined directly above, shall be clearly marked as "Supplemental Information". SCPPA will have full discretionary authority to accept or reject without cause such supplemental information.

5. Experience: Respondent shall clearly identify project participants and management team, including:

- a. Describe your firm's experience as may be applicable to this RFP including but not limited to: experience working with or for publicly-owned utilities providing electric and water services and/or with utilities of similar size to SCPPA Members; your organizational structure, management qualifications; and other contract related qualifications, including number of years firm has been in business.
- b. Specify key employees and describe their qualifications, experience and duties related to this RFP, including the office location(s) where work will be performed, in addition to the physical street address referenced above.
- c. Provide a commitment statement for the retention and use of key employees as proposed, their availability to initiate and sustain the proposal, as well as planned supplemental employees if key personnel are not available to assure project delivery.
- d. State whether Respondent will use subcontractors to perform services pursuant to the contract. Should the use of subcontractors be offered, the Respondent shall provide the same assurances of competence for the subcontractor, plus the demonstrated ability to manage and supervise the subcontracted work. Subcontractors shall not be allowed to further subcontract with others for work. The provisions of any contract resulting from this RFP shall apply to all subcontractors in the same manner as to the Respondent.
- e. Respondent shall indicate any and all pending litigation that could affect the viability of Respondent's proposal, continuance of existing contracts, operation or financial stability.

6. References:

- a. Describe whether the Respondent has, within the last five (5) years, rendered any service to SCPPA or to any of SCPPA's Members, either as a contractor or subcontractor, either under the current Respondent's name or any other name or organization. If so, please provide details (status as prime or subcontractor, brief description of the contract, contract start and end date, the contract administrator name, and total actual contract expenditures).
- b. If the Respondent has not rendered any service within the last five (5) years to SCPPA or to any of SCPPA's Members, then please provide references over that period with the details described above including the counterparty for which services were provided.
- c. Identify existing related or relevant Programs or Services which Respondent developed and/or implements that would demonstrate Respondent's capabilities in this area.
- d. Identify previous related or relevant Program development, Service offerings and implementation experience including a list of references for these related Services provided to other utilities.

V. Proposal Submission Delivery Requirements

There will not be an initial Respondent's pre-bid conference associated with this RFP. Clarification questions may be addressed to bcope@scppa.org.

The deadline to submit questions on this RFP will be 4:00PM (PDT) on April 18, 2016. All questions should be submitted electronically via e-mail to: bcope@scppa.org, referencing CUSTOMER ENGAGEMENT RFP QUESTIONS in the subject line. Answers to all questions will be provided to inquisitor via e-mail within 5 business days from the date received. Answers to questions that SCPPA, at its sole determination and discretion, deems to be substantive or that would place the inquisitor at a distinct and unfair advantage to other potential Respondents will be posted on SCPPA's website at <http://www.scppa.org/pages/misc/RFPs.html> within 7 business days from the date received, but no later than April 22, 2016. It is the responsibility of potential Respondents to review this website for any and all postings.

One (1) hard copy of your response, including a transmittal letter of an authentic offer with wet-ink signature, and any supporting documentation should be delivered no later than 4:00 pm PST on Monday, April 28, 2016 to:

Southern California Public Power Authority
Customer Engagement RFP
Attention: Bryan Cope
1160 Nicole Court
Glendora, California 91740

One (1) electronic copy of your proposal should also be delivered to the address above, preferably on a CD or USB flash drive, with the hard copy, or alternatively e-mailed to bcope@scppa.org no later than the time and date referenced above.

No contact should be made with the Board of Directors, committees or working group representatives, or SCPPA Members concerning this RFP.

All information received by SCPPA in response to this RFP is subject to the California Public Records Act and may be subject to the California Brown Act and all submissions may be subject to review in the event of an audit.

VI. Terms and Conditions

1. SCPPA reserves the right to cancel this RFP at any time, reject any and all proposals and to waive irregularities.
2. SCPPA shall determine at its sole discretion the value of any and/or all proposals including price and non-price attributes.
3. Proposals may be sub-divided or combined with other proposals, at SCPPA's sole discretion.

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4. SCPPA shall perform an initial screening evaluation to identify and eliminate any proposals that are, for example, not responsive to the RFP, do not meet the minimum requirements set forth in the RFP, are not economically competitive with other proposals, or are submitted by Respondents that lack appropriate creditworthiness, sufficient financial resources, or qualifications to provide dependable and reliable services for this RFP.
5. SCPPA reserves the right to submit follow up questions or inquiries to request clarification of information submitted and to request additional information from any one or more of the Respondents.
6. SCPPA reserves the right, without qualification and in its sole discretion, to accept or reject any or all proposals for any reason without explanation to the Respondent, or to make any award to that Respondent, who, in the opinion of SCPPA, will provide the most value to SCPPA and its Members.
7. SCPPA may decline to enter into any potential engagement agreement or contract with any Respondent, terminate negotiations with any Respondent, or to abandon the request for proposal process in its entirety.
8. SCPPA reserves the right to make an award, at its sole discretion, irrespective of price or technical ability, if SCPPA determines that to do so would result in the greatest value to SCPPA and its Members.
9. Those Respondents who submit proposals agree to do so without legal recourse against SCPPA, its Members, their directors, officers, employees and agents for rejection of their proposal(s) or for failure to execute or act on their proposal for any reason.
10. SCPPA shall not be liable to any Respondent or party in law or equity for any reason whatsoever for any acts or omissions arising out of or in connection with this RFP.
11. SCPPA shall not be liable for any costs incurred by any Respondents in preparing any information for submission in connection with this RFP process or any and all costs resulting from responding to this RFP. Any and all such costs whatsoever shall remain the sole responsibility of the Respondent.
12. SCPPA may require certain performance assurances from Respondents prior to entering into negotiations for work that may result from this RFP. Such assurances may potentially include a requirement that Respondents provide some form of performance security.
13. Prior to contract award, the successful Respondent shall supply a detailed breakdown of the applicable overheads and fringe benefit costs that are part of the labor rates and other direct costs associated with the services to be performed.
14. SCPPA Members, either collectively or individually may contact Respondents to discuss or enter into negotiations regarding a proposal. SCPPA is not responsible or liable for individual Members interactions with the Respondent which are not entirely conducted through SCPPA or at SCPPA's option or election to engage the Respondent as defined within the RFP.
15. Submission of a Proposal constitutes acknowledgement that the Respondent has read and agrees to be bound by the terms and specifications of this RFP and any addenda subsequently issued by SCPPA.

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16. Information in this RFP is accurate to the best of SCPPA's and its Members' knowledge but is not guaranteed to be correct. Respondents are expected to complete all of their due diligence activities prior to entering into any final contract negotiations with SCPPA.
17. SCPPA reserves the right to reject any Proposal for any reason without cause. SCPPA reserves the right to enter into relationships with more than one Respondent, can choose not to proceed with any Respondent with respect to one or more categories of services, and can choose to suspend this RFP or to issue a new RFP that would supersede and replace this RFP.

VII. Additional Requirements for Proposal

1. **Consideration of Responses:** Submitted proposals should be prepared simply and economically, without the inclusion of unnecessary promotional materials. Proposals should be submitted on recycled paper that has a minimum of thirty percent (30%) post-consumer recycled content and duplex copied (double-sided pages) where possible.
2. **Insurance, Licensing, or other Certification:** If selected, the Respondent will be required to maintain sufficient insurance, licenses, or other required certifications for the type of work being performed. SCPPA or its Members may require specific insurance coverage to be established and maintained during the course of work and as a condition of award or continuation of contract.
3. **Non-Discrimination/Equal Employment Practices/Affirmative Action Plan:** If selected, the Respondent and each of its known subcontractors may be required to complete and file an acceptable Affirmative Action Plan. The Affirmative Action Plan may be set forth in the form required as a business practice by the Department of Water and Power of the City of Los Angeles which is SCPPA's largest Member.
4. **Living Wage Ordinance:** If selected, the Respondent may be required to comply with the applicable provisions of the City of Los Angeles Living Wage Ordinance and the City of Los Angeles Service Contract Workers Retention Ordinance. The Living Wage Ordinance provisions are found in Section 10.36 of the Los Angeles City Administrative Code; and the Service Contract Workers Retention Ordinance are found in Section 10.37 of the Los Angeles Administrative Code (SCWRO/LW0).
5. **Prevailing Wage Rates:** If selected, the Respondent will be required to conform to prevailing wage rates applicable to the location(s) where any work is being performed. Workers shall be paid not less than prevailing wages pursuant to determinations of the Director of Industrial Relations as applicable in accordance with the California Labor Code. To access the most current information on effective determination rates, Respondent shall contact:

Department of Industrial Relations
Division of Labor Statistics and Research
PO Box 420603, San Francisco, CA 94142-0603
Division Office Telephone: (415) 703-4780
Prevailing Wage Unit Telephone: (415) 703-4774
Web: <http://www.dir.ca.gov/dlsr/DPreWageDetermination.htm>

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6. **Child Support Policy:** If selected, Respondent may be required to comply with the City of Los Angeles Ordinance No. 172401, which requires all contractors and subcontractors performing work to comply with all reporting requirements and wage earning assignments and wage earning assignments relative to court ordered child support.
7. **Supplier Diversity:** Respondents shall take reasonable steps to ensure that all available business enterprises, including Small Business Enterprises (SBEs), Disadvantaged Business Enterprises (DBEs), Women-Owned Business Enterprises (WBEs), Minority-Owned Business Enterprises (MBEs), Disabled Veteran Business Enterprises (DVBES), and other Business Enterprises (OBEs), have an equal opportunity to compete for and participate in the work being requested by this RFP. Efforts to obtain participation of these business enterprises may reasonably be expected to produce a twenty-five percent (25%) participation goal for SBEs. For the purpose of this RFP, SCPPA's Supplier Diversity program is modeled after that of the Los Angeles Department of Water and Power. Further information concerning the Supplier Diversity Program may be obtained from the Supply Chain Services Division of the Los Angeles Department of Water and Power.
8. **SCPPA-Furnished Property:** SCPPA or a Member's utility drawings, specifications, and other media furnished for the Respondent's use shall not be furnished to others without written authorization from SCPPA or the applicable Member(s).
9. **Contractor-Furnished Property:** Upon completion of all work under any agreement developed as a result of this RFP, ownership and title to reports, documents, drawings, specifications, estimates, and any other document produced as a result of the agreement shall automatically be vested to SCPPA and no further agreement will be necessary for the transfer of ownership to SCPPA. SCPPA has the sole right to distribute, reproduce, publish, license, or grant permission to use all or a portion of the deliverable documentation, work product or presentations as it determines in its sole discretion.