

SOUTHERN CALIFORNIA PUBLIC POWER AUTHORITY

Request for Proposals for Utility Credit and Collections Review and Analysis Issuance Date: April 22, 2015 Response Deadline: May 12, 2015

A. Introduction

The Southern California Public Power Authority (SCPPA), on behalf of its Member Utilities, is hereby soliciting competitive proposals for an independent review of utility customer billing data to evaluate possible revenue loss due to operational errors and inconsistencies, as described below in Section C.

SCPPA is interested in discovering all Respondent's capabilities related to specified Areas of Interest and associated pricing to enable 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 due on or before May 12, 2015, as described below in both Sections C and D.

B. <u>Background</u>

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 and service improvement Programs as well as resource procurement 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.

Any service contract subsequently entered into by SCPPA pursuant to this RFP would be utilized directly by the interested Members to serve their respective utility customers' needs. The service and work products would be ordered and approved directly by SCPPA and/or the applicable Members and the billing would be administered through SCPPA.

C. Areas of Interest

Certain SCPPA Members, including the Los Angeles Department of Water and Power, with approximately 1.6 million customers, have expressed potential interest in evaluating their methods for managing receivables and arrears to identify collections systems' improvement opportunities related, but not limited to: improving customer service; reducing customer energy usage; collection and severance activities; credit risk management; behavioral modeling; customer communications; deposit assessments; write-off procedures; and customer payment options. Any such studies or reviews would be intended to improve operations, limit or minimize arrears and write-off's, and meet the needs and desire of municipalities to improve electric service and reduce costs.

The primary focus of any review or analysis will be:

- Collections plan for minimizing arrears and supporting customers of all customer classes and segments through the bill payment process
- Processes related to collections, severance, and write-off for all customer classes and segments
- Processes related to customer communications
- Systems related to the collections, severance, write-off, notification, credit management, bankruptcy and legal judgments, behavioral modeling and analysis, and performance monitoring functions
- Policies and procedures for customer credit reporting, skip tracing, behavioral modeling, and other related functions
- Monitoring, reporting and tracking of key performance indicators
- Communications and notifications to customers of all classes and segments
- Employee training and readiness in supporting customers of all classes and segments
- Quality assurance practices and procedures
- Other related processes, systems, policies, and procedures

The analysis may require the Respondent to provide, but not be limited to, the following:

- Demographic information
- Benchmarking data and reports
- Best Practice information and reports
- Others, as identified and defined by Respondent

At a minimum, the anticipated and expected deliverables from any such analysis, as outlined above, would include:

- Report to optimize Member's collection plan
- Report of operational recommendations to minimize arrears and days sales outstanding, in the near and long term
- Report of circumstances and processes resulting in increased arrears and days sales outstanding, with specific recommendations to remedy or repair the cause
- Projections of arrears and receipts by customer class, with specific recommendations per class and minimum revenue impact
- Root cause analysis to identify operational issues and gaps
- Business process maps identifying as-is and to-be processes for improving credit and collections functions
- Requirements, functional designs, and test plans to implement new and updated system and functional capabilities
- Strategy and resource plan to establish a behavioral modeling function to support credit and collections

Further, SCPPA is most interested in working with firms who possess sufficient experience and knowledge to perform the analyses and provide the services requested herein. To that end, at its sole discretion, SCPPA may provide additional weighting in the evaluation of firms who can demonstrate that they have performed work within the past two years at one (or more) utility (utilities):

- that provides at least two of the following commodities: electricity, gas, and water;
- with annual revenue greater than \$2 billion;
- that serves the following customer classes: commercial, residential, multi-residential, governmental, and industrial:
- with a varied residential customer base that is at least 20% Hispanic; and
- that uses the Oracle Customer Care and Billing system for its billing and credit and collection operations.

Timeline / Schedule*

SCPPA Utility Credit and Collections Review and Analysis RFP Selection Process	
Schedule of Requirements	Target Date(s)
Issue RFP	April 22, 2015
Responses Due	May 12, 2015
Review of Responses	May-June 2015
Interviews (if necessary)	May-June 2015
Selection of Respondent(s)	May-June 2015

^{*}Timeline/Schedule is subject to change.

D. <u>Proposal Submission Required Elements</u>

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.
- 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. Proposal: Proposals must include a description of the proposed project or program, how it meets (or does not meet) each of the objectives of this RFP, and a detailed description addressing all of the Areas of Interest. Respondents may also include additional 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. SCPPA will have full discretionary authority to consider, accept and/or reject without cause such supplemental information that is not directly requested, included in or made part of the RFP.
- 4. Fees: Pricing in all Proposals should be made based on good faith estimates of the requirements defined in this RFP. Please include all necessary details of specific examples or estimates of the fees, labor rates and service charges. Describe how the fees, rates or charges will be determined. Respondents shall also 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.

Respondents are required to include a fixed fee or cost structure for the defined deliverables; including the hourly fee basis for functions performed that will be defined in a task order(s) to meet all deliverables and associated requirements. Related expenses shall be estimated and included in any fixed or hourly fees. Costs related to any purchased report or data, which is pre-authorized by the Member, shall be itemized and submitted for reimbursement at cost, with no mark-up costs.

SCPPA may be willing to consider other pricing alternatives that Respondents may identify and define.

- **5. Experience:** Respondent shall clearly identify project participants and management team, including the specifications presented within Section C, as well as the following:
 - a. Describe your firm's experience as may be applicable to this RFP, 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 statement or declaration of Respondent's commitment to retain and use the key employees as identified in any Response, including their availability to initiate and sustain the work, as well as plans for 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 projects or programs which Respondent developed and/or operates that would demonstrate Respondent's capabilities in this area.
- d. Describe relevant program development and implementation experience, approach, and provide a list of references for similar projects completed.

E. Proposal Submission Delivery Requirements

There will not be an initial or pre-bid conference for Respondents or this RFP.

Clarification questions may be addressed to bcope@scppa.org referencing "Credit and Collections RFP" and the potential Respondent's name in the subject line, on or before 4:00PM PDT on May 1, 2015.

Answers to all questions will be provided to the inquisitor via e-mail within 3 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/Downloads/RFP within 5 business days from the date received, but no later than 5:00PM PDT on May 5, 2015.

One (1) hard copy of your response, including a transmittal letter of authentic offer with wet-ink authority signature, and any supporting documentation should be delivered no later than 4:00PM PDT on Thursday, May 12, 2015 to:

Southern California Public Power Authority Credit and Collections Review 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, 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. Failure to adhere to this condition could be grounds for summary rejection of any Response to 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.

F. 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.
- 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.
- 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.
- 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.
- 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.

G. 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.
- 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 Angles 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

- 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.