



SOUTHERN CALIFORNIA PUBLIC POWER AUTHORITY

Request for Proposals for Strategic Planning Services

RFP Posting Date: October 8, 2012
Response Deadline: October 29, 2012

The Southern California Public Power Authority (SCPPA) is hereby soliciting competitive proposals for a vendor to facilitate the strategic planning process that will provide the essential elements for future decision making to assure SCPPA continues to provide 'value added' services to its members.

Introduction

SCPPA, a joint powers authority and a public entity organized under the laws of the State of California, was created pursuant to the Government Code of California and a Joint Powers Agreement for the purpose 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 amongst its Members for the purpose of reducing the generation requirement (energy efficiency), and increase procurement efficiency. This service contract entered into by SCPPA, pursuant to this RFP, would be utilized initially by SCPPA but could also be used by any interested Members to serve their respective utilities. Where Members engage the consultant directly for services, the work would be ordered and approved directly by the Members and the billing would be done through SCPPA.

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 (Members).

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.

Task Description

SCPPA is seeking a vendor to facilitate a strategic planning process that will provide guidance for future decision making and continuous development of future services. The purpose of the strategic planning process will be to develop a high level strategic plan to guide the direction, focus, and scope of services to be offered by SCPPA.

Scope of Services

SCPPA is seeking a vendor who will perform the following tasks:

1. Set criteria, objectives and analysis data sources and tools to be used for the strategic plan analysis.
2. Review the organizational models of other electric utility joint powers agencies and collaborative organizations that own and operate generation and transmission assets for the benefit of more than one retail electric utility. Provide overview of those models to compare and contrast to historic SCPPA business model and scope of services as possible benchmarks to emulate or consciously differ from.
3. Perform high level SWOT (strengths, weaknesses, opportunities and threats) analysis of SCPPA for the functions served by SCPPA and the activities that SCPPA members rely upon SCPPA to perform.
4. Identify and describe SCPPA-provided services to its members and preference-rank those services by each member to provide guidance on future direction for service demand.
5. Based on SWOT analysis and service preference ranking, prepare a narrow set of future-state SCPPA functions/services and associated staff requirements and approximate annual budget implications.
6. Work closely with Strategic Planning Committee comprised of the Executive Committee and a designated number of other members review the results of task 6 and make recommendations for full Board consideration at a special meeting.
7. Reflect Board comments on recommended plan, modify and present final proposed final strategic plan.

Proposed Timeline

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| a. RFP Release | October 8 |
| b. Deadline to Submit Questions | October 18 |
| c. Tentative date to e-mail answers to written questions | October 22 |
| d. Deadline for proposal submission | October 29 |
| e. Vendor Interviews (if necessary) | November 5 (week of) |
| f. SCPPA Board approval | November 15 |
| g. Notification/ awarding contract | November 22 |
| h. Draft Strategic Plan ready for full board review | March 21, 2013 |
| i. Adopt Strategic Plan | May 21 |

Proposal Submission Required Elements

- 1. Transmittal Letter:** A brief statement of the Respondent's understanding of the work to be done and commitment to perform the work as scheduled including a summary of exceptions taken to the request for proposal requirements, statement of work, specifications, and reference to any proposed contractual terms and conditions required by the proposer. An officer authorized to bind must sign the proposal on behalf of the proposer 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 proposer has not directly or indirectly induced or solicited any other proposer to put in a sham bid, or any other person, firm or corporation to refrain from submitting a proposal; and the proposer has not in any manner sought by collusion to secure for themselves an advantage over any other proposer.”

- 2. Applicant Information:** Provide legal name of Company, Physical Street Address, e-mail address, Telephone, Name and Title of individuals authorized to represent the Respondent.
- 3. Proposal:** Provide a description of the Strategic Planning services, how it meets each of the objectives of this request for proposals, a detailed description addressing all of the Areas of Interest, as well as any functions which are not fulfilled by the Respondent's solution.
- 4. Fees:** SCPPA is interested in discovering the Respondent's capabilities and pricing to make an informed decision and proceed to more specific negotiations. Pricing should be made based on good faith estimates of the requirements defined in this request for proposals. Detail specific examples or estimates of the fees. Describe how the fees will be determined. Prior to contract award, the successful bidder 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.
- 5. Experience:** Respondent will clearly identify project participants and management team.
 - a. Describe your firm's experience with Strategic Planning services and delivery of the Areas of Interest as referenced above and as may be applicable to this request for proposals, 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 request for proposals, including the office location(s) where work will be performed.
 - 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 supplement if not available to assure project delivery.
 - d. State whether proposer will use subcontractors to perform services pursuant to the contract. Should the use of subcontractors be offered, the proposer 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

which is integral to the proposed solution. The provisions of this contract shall apply to all subcontractors in the same manner as to the proposer.

- 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.
- f. Describe whether the proposer has, within the last five years, rendered any service to SCPPA or to any of SCPPA's Member Agencies, either as a contractor or subcontractor, either under the current proposer'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 dates, the contract administrator name, and total actual contract expenditures).
- g. If the proposer has not rendered any service within the last five years to SCPPA or to any of SCPPA's Member Agencies, then please provide references over that period with the requested details described above including the counterparty for which services were provided.

Proposal Submission Delivery Requirements

There will not be an initial proposer's conference associated with this request for proposals. Clarification questions may be addressed to Bill D Carnahan, Executive Director at bcarnahan@scppa.org.

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 4:00 p.m. on October 29, 2012, to:

Southern California Public Power Authority
1160 Nicole Court
Glendora, California 91740

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

No contact should be made with the Board of Directors, any committee or working group representatives, or SCPPA Participating Member Agencies concerning this request for proposals.

All information received by SCPPA in response to this request for proposals is subject to the California Public Records Act and all submissions may be subject to review in the event of an Audit.

Proposal 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 not responsive to the request for proposals, do not meet the minimum requirements set forth in the request for proposals, are clearly 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.
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 the award to that respondent, who, in the opinion of SCPPA, will provide the most value to SCPPA and its customers.
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 to the other than the lowest price offer or the proposal evidencing the greatest technical ability or other measure if SCPPA determines that to do so would result in the greatest value to SCPPA and its Member Agencies.
9. Those respondents who submit proposals agree to do so without legal recourse against SCPPA, its Member Agencies, 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 request for proposals.
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 proposers prior to entering into negotiations for a proposed project. Such assurances may potentially include a requirement that proposers provide some form of performance security.
13. Either SCPPA collectively or Member Agencies individually may respond to, or enter into negotiations for a proposal. SCPPA is not responsible or liable for individual Member Agency interactions with the respondent which are not entirely contained within SCPPA's option or election to engage the respondent as defined within the Terms and Conditions herein.

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 applicable.

2. **Insurance, Licensing, or other Certification:** If selected, the proposer will be required to maintain sufficient insurance, licenses, or other required certifications for the type of work being performed. SCPPA or its Member Agencies 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 proposer 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 Agency.
4. **Living Wage Ordinance:** If selected, the proposer 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, and if the project is funded in any part by resources with such an obligation, the respondent may be required to conform to prevailing wage rates applicable to the location(s) where any work is being performed.
6. **Child Support Policy:** If selected, proposer may be required to comply with 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:** Proposers shall take reasonable steps to ensure that all available business enterprises, including Women Business Enterprises (WBEs) and Minority Business Enterprises (MBEs) have an equal opportunity to compete for and participate in the work being requested by this request for proposals. Efforts to obtain participation of MBEs, WBEs, and other business enterprises could reasonably be expected to produce a level of participation by interested subcontractors including 15 percent MBE and 7 percent WBE. 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 Purchasing Division of the Los Angeles Department of Water and Power.