



SOUTHERN CALIFORNIA PUBLIC POWER AUTHORITY

REQUEST FOR PROPOSAL (RFP)

LADWP Power System Project and Asset Management Platform

Responses to Clarification Questions

Set	Type	Question	Proposed Response
1	Strategic Scope	Strategic Scope & Participation 1) Participating Utilities: Which SCPPA member utilities are actively participating in this initiative at this stage, and is this effort being led primarily by LADWP or as a broader consortium effort?	While other SCPPA members may review the RFI responses and may choose to participate in a procurement or conduct their own procurement following the RFI, at this time, LADWP is the key stakeholder.
	Strategic Scope	2) Target Operating Model: Is SCPPA envisioning a centralized, shared platform across all participating member utilities, or a standardized framework that individual members may implement independently?	SCPPA prefers a standardized framework that individual members may implement independently.

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	Strategic Scope	3) Existing Maximo Entitlements: What version number of Maximo is SCPPA currently running? What is SCPPA's site and CMR numbers with IBM? Is the Maximo S&S agreement with IBM current? How many Maximo user licenses / MAS AppPoints does SCPPA currently own? Did SCPPA buy it's current Maximo licensing and renewals directly from IBM, or did it go through a reseller?	LADWP is currently running Maximo 7.613. Refer to LADWP Agreement No. 47553-7 for software subscription and support, and monthly license charge software with IBM.
	Current State	Current State & Systems Landscape 1) Key Pain Points: What are the primary challenges or limitations SCPPA members are currently experiencing with existing project portfolio and asset management processes and tools?	LADWP is experiencing inconsistent and scattered data across disconnected systems, limited centralized visibility, no fully governed asset registry, and insufficient executive dashboards to support lifecycle investment decisions.
	Current State	2) Existing Systems Environment: In addition to Maximo, GIS, and SCADA/EMS, what other systems are currently in use across member utilities (e.g., project portfolio management tools, data platforms, reporting/analytics solutions)?	LADWP is currently using Work Management Information System (WMIS), ProjectWise, Spreadsheets, ArcGIS, MS Access, Oracle Databases, etc; A mix of applications and maturities.
	Integration	Data, Integration & Architecture 1) Integration Expectations: What level of integration maturity is expected between systems (e.g., real-time vs. batch integration, API-first architecture, near real-time synchronization requirements)?	LADWP prefers progressive maturity starting with reliable data feeds then moving to API where there is business value. Respondents should explain batch, near real-time, and two-way options. Preference is for real-time API where possible.

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	Data Governance	2) Data Governance & MDM: Is there an existing enterprise data model or master data management (MDM) strategy in place, or is SCPPA seeking respondents to define and propose this as part of the solution?	Respondents are requested to define and propose an enterprise data governance and MDM strategy. This includes recommended approaches for asset hierarchy, naming conventions, data stewardship, data entry controls, data normalization, quality controls, auditability, and minimizing free-form fields to ensure clean, consistent, and well-governed data.
	Current State	Asset Management & Investment Planning 1) Asset Management Maturity: What level of maturity currently exists across member utilities in terms of asset lifecycle management, including condition assessment, risk modeling, and criticality frameworks?	Asset Management maturity varies by asset class. R Respondents should propose a maturity assessment.
	Current State	2) Capital Planning Processes: How are capital planning and asset investment decisions currently performed (e.g., centralized vs. decentralized planning, use of scenario modeling or optimization tools)?	Respondents should describe how their solution supports both decentralized planning inputs and centralized portfolio visibility and value/risk-based prioritization.
	Strategic Scope	Delivery Model & Governance 1) Standardization vs. Flexibility: To what extent does SCPPA expect standardization in project delivery methodologies, templates, and governance (e.g., strict enforcement versus adaptable frameworks for individual utilities)?	SCPPA expects common standards, templates, data definitions, and governance principles, while still allowing adaptable frameworks that individual utilities can tailor to their specific needs.

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	Procurement Approach	<p>Procurement Approach & Next Steps</p> <p>1) Post-RFI Process: Can SCPPA share the anticipated next steps following the RFI (e.g., formal RFP, pilot programs, phased implementation, or multi-vendor ecosystem approach)?</p>	While other SCPPA members may review the RFI and choose to participate in a procurement through SCPPA or their own utility, at this time, LADWP is the key stakeholder and plans on proceeding with a formal SCPPA RFP, pilot programs, phased implementation, or multi-vendor approach.
2	Strategic Scope	1) Can SCPPA clarify whether the envisioned platform is expected to replace existing Maximo/Primavera systems or act as an overlay integrating with them?	For LADWP's purposes, the platform is expected to function as an overlay that augments and integrates with existing systems such as Maximo and Primavera. It should not be assumed to replace these systems unless a future procurement specifically defines a replacement scope.
	Integration	2) Please list the incumbent versions of Maximo, GIS, SCADA/EMS, and any other critical OT systems currently in use, along with preferred integration protocols.	LADWP (currently the key stakeholder for this RFI) utilizes Enterprise Asset Management (EAM) and Energy Management System (EMS) processes with mixed maturity across the power system. LADWP is seeking solutions that incorporate industry best practices for EAM and other critical OT systems.
	Strategic Scope	3) How many distinct user roles (executive, project manager, field engineer, asset analyst, etc.) and total named users are projected across all member utilities?	At this RFI stage, the number of SCPPA member utilities that may participate in the program and the number of total users across all member utilities is unknown. LADWP is currently the key stakeholder for this RFP and for its own needs, LADWP anticipates that access will be granted to multiple users with varying roles including Full Access Users, Read-only Access Users, and Administrators Access. Control should support concurrent use and unlimited number of users. Respondents should clearly state any assumptions when providing response to the RFI.

Set	Type	Question	Proposed Response
	Procurement Approach	4) What timeline and procurement vehicle (RFP, cooperative contract, etc.) does SCPPA anticipate following the RFI for platform acquisition and implementation?	SCPPA currently anticipates issuing an RFP following RFI within approximately six months. Other SCPPA members may choose to review RFI responses and engage in a procurement through SCPPA or their own utility. The timeline for such procurement has not yet been determined.
	Cybersecurity	5) Which specific cybersecurity standards (e.g., NIST SP 800-53, CIP, SOC 2 Type II) will be mandatory for any SaaS solutions deployed in SCPPA's environment?	SCPPA and its member agencies, including LADWP, abide by mandatory requirements, industry standards, and best practices and seek innovative solutions. Respondents should clearly state any assumptions when providing response to the RFI.
3	Pricing	1) Fee Structure Clarification Section V.3 requests "all necessary details of specific examples or estimates of the fees, labor rates and service charges." Could you please clarify the preferred format for presenting fees? Specifically: • Are you looking for itemized labor rates by role/category (e.g., project manager, technical consultant, subject matter expert)?	LADWP prefers costs for software, implementation, configuration, integration, training, support, and any other fees. Itemized labor rates by role/ category should also be included. Respondents should clearly state any assumptions when providing response to the RFI.
	Pricing	2) Scope and Pricing for Project Portfolio Management Platform For Section III.2 (Project Portfolio Management and Prioritization Platform), please clarify what type of pricing information you are seeking: • Are you requesting pricing for software platform licensing/subscription (SaaS or on-premise) or just professional services rates to implement and configure a portfolio management system?	LADWP prefers costs for software, implementation, configuration, integration, training, support, and any other fees. Respondents should clearly state any assumptions when providing response to the RFI.
4	Strategic Scope	1) How many SCPPA member utilities are expected to use the new solution, and which utilities have confirmed participation to date?	See response to Question #1 in Set #1. Additionally, as this is an RFI, no award of contract is guaranteed.

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	Strategic Scope	2) Will a single instance of the solution support all participating member utilities, or will each utility require its own instance?	See response to Question #1 in Set #1.
	Strategic Scope	3) Is SCPPA open to launching a focused pilot with one or two member utilities before committing to a consortium-wide implementation? If so, which utilities would be the strongest pilot candidates?	Yes. LADWP is currently the key stakeholder and open to pilot. SCPPA may identify another potential candidate for a pilot, based upon SCPPA member interest.
	Strategic Scope	4) Is a phased rollout across member utilities expected, or is a simultaneous go-live planned for all participants? If the rollout is phased, what sequencing criteria would guide the deployment?	While other members may choose to participate in a future procurement following this RFI, LADWP is the key stakeholder and should be included in any initial phase. Respondents should include any recommendations and assumptions regarding sequencing and phasing in their response to this RFI.
	Integration	5) Does SCPPA envision a single integrated vendor platform spanning the Plan, Build, and Maintain functions, or an integration of best-of-breed tools connected through standardized APIs or data file exchanges?	LADWP prefers standard integration tools and methods to minimize customized solutions.
	Reporting Analytics	6) Should the consortium-level dashboards provide cross-utility visibility to all members, or should individual utility data remain segregated while still enabling aggregate reporting for all the member utilities?	Data should be segregated.
	Reporting Analytics	7) Should AI-driven trade-off recommendations remain advisory for human review and approval, or should they be allowed to trigger automatic changes within predefined thresholds?	It should be subject to human review, governance, and approval.
	Current State	8) Is IBM Maximo currently deployed across all Local Public Agencies (LPAs)? If not, which utilities use alternative asset management systems, and is there an active effort to standardize asset management across the consortium?	While other members may choose to participate in a future procurement following this RFI, LADWP is the key stakeholder at this time, and is currently using Maximo.

Set	Type	Question	Proposed Response
	Current State	9) What versions of IBM Maximo, GIS, and SCADA/EMS are currently in use at each participating utility? Are these environments standardized across all of the members, or are they different by utility?	LADWP utilizes Enterprise Asset Management (EAM) and Energy Management System (EMS) processes with mixed maturity across the power system. LADWP is seeking solutions that incorporate industry best practices for EAM and other critical OT systems.
	Integration	10) What API standards, protocols, data formats, and authentication methods are currently used for Maximo, GIS, and SCADA/EMS integrations at each member utility?	LADWP currently using a mix of methodologies from data feeds to API's. Respondents should clearly state any assumptions when providing response to the RFI.
	Strategic Scope	11) Where does the scope of the new solution end, and where does the role of existing CMMS tools, such as Maximo, begin? In particular, how should responsibilities be divided for work order generation, condition assessment, and day-to-day asset maintenance?	The new solution should support planning, analytics, risk, prioritization, and decision support.
	Procurement Approach	12) What is the expected procurement timeline, including major milestones such as RFP issuance, vendor evaluation, award, and contract execution?	See response to Question #1 in Set #1.
	Procurement Approach	13) Which cooperative procurement vehicle does SCPPA expect to use for this engagement?	See response to Question #1 in Set #1.
5	Procurement Approach	1) After the RFI response period closes, what steps does SCPPA anticipate for this procurement? For example, a formal RFP, shortlist presentations, or direct vendor discussions?	Following close of the RFI, SCPPA and its members will review the submittals and may proceed with a formal RFP, pilot programs, phased implementation, or multi-vendor approach. SCPPA may reach out for additional information, presentations, or discussions as needed.

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	Procurement Approach	2) Will respondents be evaluated or ranked following this RFI, and if so, will SCPPA share the criteria used to assess responses?	As this is an RFI, there is no evaluation or ranking process. SCPPA and its member utilities are looking at market offerings and options in order to develop a potential RFP.
	Strategic Scope	3) Of the eight Areas of Interest listed in Section III, are some higher priority than others for SCPPA Members? Knowing which areas are most important would help respondents focus their submissions on and provide informed recommendations related to phasing.	For LADWP Asset Management, highest priority is asset registry/governance, lifecycle risk and criticality, integration with GIS/Maximo/SCADA, Dashboard, SLAs, and investment prioritization. For Project Management, priorities are sections 2, 3, and 4 equally.
	Procurement Approach	4) Is there a regulatory, budget cycle, or board-driven deadline that governs when the platform must be operational? If so, what is that timeline?	LADWP has no regulatory or budget cycle deadline and plans to inform its Board of Water and Power Commissioners on the progress of this RFI in a future upcoming meeting. Our target is for a RFP to follow this RFI within approximately six months.
	Integration	5) Does SCPPA prefer to work directly with the platform vendor for implementation, or through a system integrator?	SCPPA and its members are open to both.
	Strategic Scope	6) Should respondents address organizational change management and implementation support as part of their response, or is SCPPA focused primarily on evaluating platform capabilities at this stage?	LADWP is focused primarily on platform capabilities at this stage.
	Procurement Approach	7) What is the expected contracting structure for this procurement: a single SCPPA agreement that individual Members can opt into, or separate agreements between each Member and the selected vendor?	This remains to be determined and will be defined in a future RFP that may be issued following review of RFI responses. The contracting structure may be separate member agreements directly with participating utilities, or a master agreement through SCPPA with Task Orders that individual Members can opt into. SCPPA members that choose to participate in a future procurement based on this RFI may have a different preference.

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	Procurement Approach	8) The draft SCPPA MSA creates a level of supplier risk exposure that is significantly broader than market-standard SaaS and professional services terms. In particular, the following clauses; (8,9 and 14) broad indemnification obligations, (12) transfer of ownership in all work product, enhancements, and derivative works, (11) termination for convenience and (Section 5 and Exhibits) payment terms. Are the parties able to align on targeted adjustments to these provisions to better reflect a commercially balanced framework? The parties would benefit from discussion on establishing an appropriate liability.	Contract terms and conditions will be specified in a future RFP that may be issued following review of RFI responses. For purposes of this RFI, Respondent may propose contract terms and/or identify terms and conditions in the SCPPA MSA for which further discussion may be necessary. However, negotiation of contract terms will occur during a later phase of the procurement.
	Procurement Approach	9) Can SCPPA identify if there are other Member utilities participating in this evaluation outside of LADWP now or in the future?	Please see response to Question #1 of Set #1.
	Strategic Scope	10) Does the scope of this RFI encompass all power system asset classes, including generation, transmission, distribution, substations, fleet, facilities, and IT/OT infrastructure, or are there specific asset classes prioritized for the initial platform implementation?	Asset Management scope should be broad enough to support generation, transmission, distribution, substations, protection/control assets, and related IT/OT data over time. For LADWP, initial implementation may prioritize high-value asset classes such as poles, transformers, substations, circuits, wildfire risk assets, and critical reliability equipment.
	Strategic Scope	11) To assist respondents in sizing an appropriate solution, can SCPPA provide an indicative order of magnitude for the number of active capital investments or projects the platform would need to support across participating Members?	Because of the possibility that multiple SCPPA members may be interested in this program, solutions should be scalable. Respondents should clearly state any assumptions when providing response to the RFI.

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	Pricing	12) Should pricing reflect a per-Member estimate, an enterprise estimate covering multiple Members, or both?	Because of the potential for multiple SCPPA members to have interest in this service, pricing should reflect a per-Member estimate as well as an estimate covering multiple Members.
	Procurement Approach	13) If respondents will be evaluated, will SCPPA consider factors beyond platform capabilities such as the depth and relevance of client references, implementation track record, and demonstrated long-term outcomes at comparable utilities?	Because this is an RFI, submittals will be reviewed but will not be evaluated or ranked. Respondents are encouraged to submit any of the information suggested.
	Strategic Scope	14) Section 5(g) references portfolio optimization under budget, outage, and workforce constraints. Should respondents describe the underlying optimization method their platform uses? For example, some solutions create a simple ranked list of projects and rely on planners to cut or move work until it fits the budget, others adjust projects to meet constraints without updating how the value of each project or alternative changes over time, while a true optimization engine automatically searches across all projects, alternatives, constraints, and timing options to find the combination of investments that delivers the highest overall value.	Respondents should describe all optimization methods their platform uses for consideration.
	Strategic Scope	15) Sections 2 and 5 both reference value-based prioritization across safety, reliability, compliance, and customer impact. When prioritizing capital and O&M investments, how important is it that the platform calculates value and risk dynamically over time, so that the cost of deferring an investment today versus next year versus three years from now is quantified and the optimal timing of each investment is determined automatically, rather than relying on a static	Respondents should explain whether their solution can evaluate risk and value dynamically over time, including deferral risk, lifecycle cost, changing condition, outage constraints, and optimal investment timing.

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		priority score that does not change unless someone manually updates it?	
	Integration	16) What type of integration does SCPPA expect with Maximo, GIS, and SCADA/EMS: simple, read-only data feeds for reporting, or two-way integrations that can also send actions back into those systems, such as creating work orders from selected assets in GIS?	SCPPA and its members are interested in both read-only analytics and governed two-way integrations where appropriate. Any write-back actions, such as work order creation, must include business rules, approval controls, audit trails, and system-of-record governance.
	Data Governance	17) Is there a Master Data Management (MDM) strategy or data governance function currently in place, or does one need to be defined and implemented as part of this engagement?	Respondents are requested to define a formal MDM/data governance model. This includes recommended approaches for source-of-truth rules, asset hierarchy, data ownership, naming standards, and quality control.
	Procurement Approach	18) What is the anticipated contract vehicle? Is this expected to result in a single prime contract with one vendor, or will SCPPA separately procure the software license, implementation services, and OCM if needed?	The anticipated contract structure remains to be determined. Respondent structure can be proposed for review as part of the RFI submittal.

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	Strategic Scope	19) How many end users are expected across all participating Members, and how many of those users are in each role group (executives, PMO, field staff, finance)?	Please see response to Question #1 of Set #1.
	Current State	20) What existing systems are currently in use for project and asset management, and what is the maturity level of data within each?	LADWP is the key stakeholder at this time, and is currently using Maximo, GIS, WMIS, ProjectWise, and others. Existing systems and data maturity vary by asset class and process.
6	Procurement Approach	1) How does SCPPA expect to use the RFI results and what is the target timeframe for next steps?	Please see response to Question #1 of Set #1.
	Integration	2) For this initiative, is SCPPA primarily seeking (a) a systems integrator/implementation partner, (b) an advisory partner to define standards/governance and requirements, or (c) a combined partner model?	SCPPA and its members are open to all.
	Strategic Scope	3) Should respondents assume a single standardized model across participating Member utilities, or should we plan for member-specific configurations (workflows, data model, security, rollout sequencing)?	While other members may join, LADWP is the key stakeholder and prefers member specific configuration.
	Current State	4) What are the current primary systems of record for (a) projects/portfolio management, (b) asset/work management (Maximo is assumed in play), (c) GIS, and (d) operational/SCADA/EMS data	While other members may join, LADWP is the key stakeholder and currently using Maximo, GIS, WMIS, ProjectWise, and others. EMS and DMS are AspenTech.

Set	Type	Question	Proposed Response
	Current State	5) With regard to current systems, what are the top 2–3 pain points SCPPA wants to solve first (data quality, integration gaps, inconsistent processes, limited visibility, etc.)?	Please see response to Question #1 of Set #1.
	Cybersecurity	6) Are there any mandatory constraints we should assume—cloud/on-prem requirements, data residency, required security standards, OT/ICS segmentation limitations, NERC CIP applicability, or restrictions on remote/offshore delivery and support?	See response to Question #1 of Set #1.
	Strategic Scope	7) Should we assume the objective is to replace existing systems, federate them through a common data/operational layer, or augment them with an analytics and asset intelligence layer?	While other members may join, LADWP is the key stakeholder and solution should augment and integrated with existing systems. It should not assume to replace unless a future procurement defines replacement scope.
	Strategic Scope	8) Should respondents assume SCPPA prefers leveraging commercial platforms (configured/integrated), or is there openness to custom-built components where needed?	While other members may join, LADWP is the key stakeholder and open to all. Preference is to standardize with industry tools, applications, and integration API's.
7	Strategic Scope	1) What consideration has been given to moving from age-based deterioration curves to asset-specific probability-of-failure models? In particular, is there a vision to incorporate inspection, operating and failure data to refine these PoF models?	While other members may join, LADWP is the key stakeholder and has a vision to move towards asset-specific PoF models over time.

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	Strategic Scope	2) When calculating consequence of failure, should the platform simulate actual outage propagation across the grid (including cascading effects, switching logic, and isolation zones) to derive customer interruptions (CI) and customer hours interrupted (CHI)? Or should consequence of failure be estimated using static customer count proxies or ICE-based lookup tables?	While other members may join, LADWP is the key stakeholder and its approach may evolve by asset class. Respondents should describe both, including data requirements and practical implementation phases.
	Strategic Scope	3) Can you please describe how the desired asset management platform should calculate and communicate monetized asset risk at the individual asset and system level? (ie. what data sources and inputs are available)	While other members may join, LADWP is the key stakeholder and asset risks should include Probability of Failure (PoF), consequence of failure, safety, reliability, compliance, customer impact, environmental exposure, replacement cost, outage impact, and operational criticality. Respondents should identify required data sources and assumptions.
	Strategic Scope	4) Please describe how the platform should optimize capital and O&M investment allocation. ie. Should the platform optimize simultaneously across multiple asset programs and classes (e.g., poles, underground cable, vegetation, protection equipment), or should optimization be limited to prioritization within a single program at a time?	While other members may join, LADWP is the key stakeholder and their long term vision is cross-asset optimization across capital and O&M programs, subject to budget, outage, workforce, risk, reliability, and compliance constraints. Respondents should explain how the solution can start with key assets classes or programs.
	Strategic Scope	5) As SCPPA members modernize their grid infrastructure, what new data streams should the platform be designed to incorporate to improve asset health and risk modeling (e.g., anomaly detection from dissolved gas analysis, SCADA telemetry, LiDAR)?	While other members may join, LADWP is the key stakeholder and potential data streams include GIS, Maximo work/maintenance history, inspection data, SCADA, Pi historian, DGA, relay/protection data, AMI, LiDAR, failure history, and project and cost data.

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	Strategic Scope	6) Please describe your vision for how field inspection data should be incorporated into asset health scoring within the platform.	While other members may join, LADWP is the key stakeholder and data should feed asset health scoring through standardized inspection forms, photo/evidence capture, timestamps, location validation, and automated updates to condition/risk models.
	Strategic Scope	7) How important is it to be able to estimate the incremental impact of individual projects and investment plans on reliability metrics (e.g., SAIDI/SAIFI) when optimizing a capital portfolio? Is there a vision for incorporating this into the desired planning platform?	While other members may join, LADWP is the key stakeholder and finds it critical. Respondents should explain how projects and investment plans can be tied to reliability outcomes such as SAIDI/SAIFI/CAIDI, customer impact.
	Strategic Scope	8) In supporting regulatory reviews, what degree of decision traceability around capital investments do you consider necessary? Is there a vision for capturing items such as grid state, input data, model parameters, and assumptions at the time of the decision?	While other members may join, LADWP is the key stakeholder and finds it very important. The platform should preserve input data, assumptions, risk curves, constraints, scenarios, approvals, and decision rational when investment decisions are made.
8	Strategic Scope	1) References a. Two references have been mentioned as required. Are these specific to Data Integration & Interoperability, or do they apply to the overall RFI?	While other members may join, LADWP is the key stakeholder and references do apply to overall RFI.
	Strategic Scope	2) Vendor vs. Agnostic Approach a. Should the response be platform vendor-agnostic, or do you expect a specific solution recommendation, based on specific SCPPA technologies?	While other members may join, LADWP is the key stakeholder and response can be vendor-agnostic or solution-specific, but should clearly identify assumptions, recommended approach, and integration requirements.
		b. Should the response provide a product-agnostic perspective, or should it include product recommendations based on industry experience?	While other members may join, LADWP is the key stakeholder and response can be based on industry experience.

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	Cybersecurity	3) Cybersecurity a. Is there an expectation to provide a standard cybersecurity architecture used in power utilities?	See response to Question #1 of Set #1.
		b. Should respondents list cybersecurity certifications based on their power utilities implementation experience?	While other members may join, LADWP is the key stakeholder and agrees.
		c. Which cybersecurity standards must the solution comply with?	See response to Question #1 of Set #1.
	Data Governance	4) Asset Management & Data a. What asset registry systems and data structures are currently used by SCPPA members?	LADWP is the key stakeholder at this time, and it is currently using Maximo, GIS, WMIS, ProjectWise, and others.
		b. Are there existing asset conditions or risk-scoring methodologies in use?	While other members may join, LADWP is the key stakeholder and methods vary by asset class. Respondents should clearly state any assumptions when providing response to the RFI.
	Strategic Scope	5) RFI Structure Clarification a. In Sections 5 and 6, can you confirm that items (a)–(l) and (a)–(k) represent the full set of “requested information,” even though the “Requested Information” label is not explicitly shown?	Confirmed.

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	Integration	6) Solution Scope a. Will the solution require full operational integration, or is the focus limited to planning and lifecycle management for assets?	The current focus is planning and lifecycle management for assets.
	Strategic Scope	7) Program Delivery & Governance a. For “Project Portfolio / Program Delivery / Governance” items, is the expectation primarily consulting-led standardization (process, templates, training), or should it also include software platform selection?	SCPPA expects both.
	Strategic Scope	8) Platform Definition a. When referring to a “platform,” is a single product expected, or is a combination of tools and integrations expected?	The solution can be a single or combination of tools and integrations.
	Strategic Scope	9) Deployment Model & Adoption a. Should respondents assume the solution is intended for all SCPPA members, or will it be adopted by select utilities initially?	See response to Question #1 of Set #1.
		b. Will each participating utility have its own instance/platform, or will there be a shared solution? If shared, is data segregation required?	See response to Question #1 of Set #1.
	Integration	10) System Integration a. What systems need to be integrated (e.g., ERP, GIS, Maximo, SCADA, document management systems)?	While other members may join, LADWP is the key stakeholder and GIS, Maximo, WMIS, ProjectWise, SCADA, Primavera P6, and potentially Workday and Snowflake. Others may also be identified at a later time.
		b. Is there any existing middleware currently in use?	LADWP has Enterprise Asset Management (EAM) and Energy Management System (EMS) processes with mixed maturity across the power system that have varying integration, interface, and middleware. LADWP is seeking solutions that incorporate industry best practices for EAM and other critical OT systems and respondents

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			are encouraged to propose solutions with their assumptions when providing response to the RFI.
	Procurement Approach	11) Implementation Approach a. What is the expected implementation timeline?	See response to Question #1 of Set #1.
		b. Should the rollout follow a phased approach or a single go-live strategy?	While other members may join, LADWP is the key stakeholder and prefers a phased approach.
		c. Is a SaaS-based solution required?	SCPPA is open to approaches that align with industry best practices-
		d. Will data migration from existing tools is to be required?	Yes; some data migration should be assumed.
	Current State	12) Reporting & Analytics a. What KPIs and metrics are currently tracked for executive reporting?	While other members may join, LADWP is the key stakeholder at this time, and is currently tracking Scope, Schedule, Budget, Risks, Reliability, Safety, among others.
		b. Is there an existing reporting platform that must be integrated (e.g., Power BI, Tableau, Oracle Analytics Cloud)?	While other members may join, LADWP is the key stakeholder at this time, and it is currently using PowerBI and SmartSheet. Others may also be identified at a later time.
	Strategic Scope	13) Architecture & Design Inputs a. Can SCPPA please share reference architectures or data flow diagrams across systems?	LADWP cannot share system architecture and data flow diagrams for this RFI and respondents are encouraged to propose solutions with their assumptions when providing response to the RFI.
	Current State	14) Project Prioritization & Planning a. What primary systems are currently used for project intake, tracking, and reporting?	While other members may join, LADWP is the key stakeholder at this time, and is currently using Maximo and Work Management Information System (WMIS).
		b. What level of granularity is expected for budget and resource forecasting?	While other members may join, LADWP is the key stakeholder at this time, and expects Budget - Jobs/Projects broken down by Direct/Indirect/Allocations and Resources forecasting - FTE, classification.

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		15) Methodologies & Governance a. Does SCPPA currently follow a standard project management methodology (e.g., Agile, Waterfall, others)?	While other members may join, LADWP is the key stakeholder at this time, and currently following a stage-gate approach.