**RFI**

**Request for Information**

**Seattle City Light**

**Demand Side Management (DSM) Program & Tracking System**

**RFI Issued: July 14, 2017**

**Due Date for RFI Response: August 1, 2017**

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**SECTION 1: Request for Information OVERVIEW**

Seattle City Light is issuing this Request for Information (RFI) to obtain feedback from Software Vendors with experience in providing the following scope of services:

Customer Energy Solutions (CES) division at City Light seeks to identify and implement an energy Demand Side Management Program & Tracking system to assist in managing customer and program information, store documents, expedite business workflow and implement tracking and reporting tools. This system will automate many business functions and provide a more holistic view of City Light’s conservation efforts.

The purpose of this RFI is to engage feedback from interested Software Vendors regarding City Light’s Scope of Work for the project. City Light is interested in providing a comprehensive, accurate, and up-to-date Scope of Work. City Light also intends the Scope of Work to include pertinent background data and information that enables Software Vendors to prepare an accurate proposal. The information obtained from this RFI may be used to develop the final Request for Proposal (RFP) for this project.

***Interested Software Vendors are requested to review the draft Scope of Work in APPENDIX A, before answering the RFI questions listed in Section 4.***

A response to this RFI is NOT mandatory to participate in the future RFP.

**SECTION 2: NOTICE OF INFORMATION SESSION**

City Light will host an Information Session on:

**Thursday, July 20, 2017 at 11:00 AM – 1:00 PM Pacific Daylight Time**

**Fifth Floor Conference Room**

**901 Fifth Avenue, formerly known as the Bank of California Building**

**Seattle, WA 98104**

Videoconference attendance is available. Please note that ***in-person attendance is strongly preferred.***

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Join online meeting: [https://meet.seattle.gov/kimberly.flin/W7HW3LZM](https://meet.seattle.gov/kimberly.flin/W7HW3LZM%20)

Join by Phone: 206-386-1200 (US) English (United States)

844-386-1200 (US) English (United States)

Find a local number: https://dialin.seattle.gov

Conference ID: 538066

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The agenda of the Information Session will include:

1. Review of the RFI documentation
2. Discussion of the draft Scope of Work, including an opportunity for Q&A from attending Software Vendors.
3. Provide an overview of the upcoming RFI and RFP processes, including details related to the project vision, scope of work, and anticipated procurement schedule. Discussion of the anticipated RFP release date, procurement timeline, and evaluation process.
4. Introduce a unique procurement approach that City Light will utilize for the RFP process. The information session will provide an overview of the upcoming RFP process, which is unique in that it emphasizes: (a) each competing Software Vendor’s operations personnel, (b) their implementation plan and assessment of potential risk factors (specific to City Light), and (c) product demonstrations.

***\*Note: Software Vendors are strongly encouraged to send members of their operations team to this Information Session (rather than only sending Business Development, Marketing, and/or Sales representatives).***

**SECTION 3: Request for Information INSTRUCTIONS**

Interested Software Vendors should submit their RFI responses via email (in Word document format) to the Point of Contact listed below. RFI response are **required** to follow the format and questions contained in Section 4. Please limit responses to the required page limits and formats specified for each question of Section 4. Submissions that do not adhere to these requirements will not be considered. Do not provide any additional or supplemental information (such as brochures, handouts, etc.).

**POINT OF CONTACT**

All questions, inquires, or communications regarding this RFI must be directed to the point of contact listed below. No communications shall be directed to other City Light personnel.

**Lorrie van den Arend**

**Senior Procurement Specialist**

[lorrie.vandenarend@seattle.gov](mailto:lorrie.vandenarend@seattle.gov)

**GENERAL INFORMATION**

City Light does NOT plan to share the RFI responses from Software Vendors nor make any responses public; however, Software Vendors are **discouraged** from submitting trade secrets or confidential information. City Light takes no responsibility for the accuracy or completeness of information supplied in this RFI and will not be responsible for costs incurred in responding to this RFI.

**DUE DATE**

Time Table for Responses (all times are given as Pacific Daylight Time):

|  |  |
| --- | --- |
| Issue Date of RFI | July 14, 2017 |
| Information Session | July 20, 2017 |
| Deadline for Questions | July 24, 2017 by 12:00 PM (noon) |
| Deadline for Issuing Addenda | July 26, 2017 by 5:00 PM |
| Submission Date | August 1, 2017 by 2:00 PM |

Please submit your RFI Response via email to the point of contact by:

**August 1, 2017 by 2:00 PM**

**SECTION 4: Request for Information RESPONSE FORM**

*Please respond to the questions below. You are encouraged to be open & candid in your responses.*

1. **Is the Scope (as drafted in Appendix A) achievable? Please provide feedback if the Scope is realistic or not, or what changes you would recommend and why?**

**(1-page maximum – please indicate Yes/No to the questions).**

|  |  |  |
| --- | --- | --- |
| A | The anticipated procurement schedule shown in APPENDIX A is reasonable | Yes / No |
| B | The draft Scope of Work provided in APPENDIX A is clear for Software Vendors to prepare an accurate proposal with minimal cost contingency. | Yes / No |
| C | The description of City Light’s existing/current systems, documents, templates, and procedures is clear. | Yes / No |
| D | The roles and responsibilities of the selected Software Vendor are clear regarding the initial discovery and implementation phases of the project. | Yes / No |
| E | City Light is planning to interview the following individuals during the RFP Evaluation stage. The intent is to interview the key personnel from each Software Vendor’s project team that would be assigned to work with City Light.  Are these the most critical project team roles?   * Project Manager * Technical Lead * Product Manager * Integration Lead | Yes / No |

**If you answered “No”, to any questions (A-E) listed above, please provide justification and/or recommended changes.**

**(1-page maximum)**

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1. **What information should be included in the final Scope of Work to enable your firm to submit an accurate proposal (with minimal uncertainty and contingency included in the cost)?**

Please be as specific as possible. You are encouraged to provide a bullet point list of information requested. City Light intends to fulfill as many of these requests as is possible.

**(2-pages maximum)**

|  |
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1. **Knowing that City Light has not recently procured these services and is not the expert, are there other options, alternatives, practices, technologies, functions, modules, or innovative ideas that should be considered in the Scope of Work and subsequent RFP evaluation process?**

**(1-page maximum)**

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1. **Are there specific items (internally) that City Light can begin working on now to facilitate a more efficient transition/implementation once the project is awarded?**

You are encouraged to provide a bullet point list of information requested.

**(1-page maximum)**

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1. **City Light is not interested in collecting vendor cost information as part of the RFI. However, City Light is interested in determining the best approach for evaluating RFP costs when published. What is the best approach to evaluate cost/fee structures as a part of the proposal package?**

* Please describe the major cost categories that would be necessary during the first five (5) years of implementation and usage (i.e., initial implementation and training, on-going licensing and support, customization, etc.)
* Clearly indicate the payment structure for each cost category (i.e., lump sum, period/duration-based, unit costs, travel, etc.)
* Is there an optimal licensing structure that should be scoped/required based upon City Light’s structure and operations?

**(2-pages maximum)**

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1. **What project implementation considerations should be accounted for within the Scope of Work?**

* City Light understands that not all functions will be ready “off-the-shelf” and immediately ready for full integration.
* Based on this, please identify any elements of our DRAFT Scope of Work (Appendix A) that is NOT within your software’s base package (immediately available) but is:
  1. Easily configured (function requires implementation, i.e. a module, but does NOT require new programming), OR
  2. Customizable (function requires new programming or unique developing for City Light).

**(2-pages maximum)**

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1. **City Light maintains its own custom calculation workbooks, and we need to maintain these until our new system is implemented. We would like to understand how your system performs these kinds of calculations.** **Please describe how your software performs complex energy calculations.**

* Clarify how prescriptive rebates, standardized calculations, and custom energy calculations are computed
* Are these a stand-alone function/module or is it embedded in the base system?
* Are the calculations able to be modified by end users?
* How much customization is supported?
* Who is the responsible party for updating those calculators for integration into system (Utility, vendor, or third-party)?

**(1-page maximum)**

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1. **What are best procedures for Emergency Response scenarios (i.e. system outage)?**

How should City Light include Emergency Response requirements within the Scope of Work?

**(1-page maximum)**

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**ATTACHMENT A:**

**DRAFT Scope of Work and Requirements**

**PART #1 - BACKGROUND INFORMATION**

1. **OVERALL VISION**

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| --- |
| Customer Energy Solutions (CES) division at City Light seeks to identify and implement an energy Demand Side Management Program & Tracking system to assist in managing customer and program information, store documents, expedite business workflow and implement tracking and reporting tools. This system will automate many business functions and provide a more holistic view of City Lights Conservation efforts. |

1. **ANTICIPATED LIFECYCLE SPEND (anticipate 5 years)**

|  |  |  |
| --- | --- | --- |
| Do You Have an Anticipated Spend/Budget? |  | **Yes** |
| If “Yes”, What is Your Anticipated Spend/Budget? | $ | 850,000, License & Implementation |

1. **CRITICAL DATES**

|  |  |
| --- | --- |
| Date the procurement needs to be awarded by | 11-1-2017 |
| Date that the project/service/system needs to be completed by | 12-31-2018 |

1. **OWNER’S PROJECT TEAM**

|  |  |  |
| --- | --- | --- |
| **Name** | **Teams/Roles** | **Project Roles** |
| Craig Smith  Mike Jones  Daniel Key  Mike Little  *Others TBD* | Steering Committee | Governance. Provide guidance and direction with any strategic problems. |
| Craig Smith, CES Director | Executive Sponsor | Overall project accountability. |
| Mike Little | Project Sponsor/Owner | Ensure project delivers agreed business need and assist in risk mediation. |
| Patrick Campbell | Business Project Manager and CES Point Person | Business project lead. Assists in development of project and delivery objectives. Assist in allocating business resources. |
| Art Conrad | Building Analytics (BA) business PM and BA Point Person | As needed support due to complimentary parallel project. |
| Meghan Pinch | Business Transformation Analyst | Continuous Improvement  Assist in developing training & communication programs. Allocating business resources. |
| Kimberly Flin | Project Manager and Business Analyst | Seattle Information Technology resource and accountability. |
| Brittany Broyles, Lori Moen, John Owen, David Rodenhizer, Edward Smalley & Victor Yagi | Customer Energy Solutions IT Steering Committee Leadership Stakeholders not listed in other teams. | Commit necessary resources for deliverables. Support training, communication and change management plans. Assist in risk mitigation. |
| All CES Employees. Some Marcom and Customer Service | Subject Matter Experts in cross functional areas | Users actively working on project. Configuration, Testing, Training and Change Management. |
| TBD | Quality and Testing | Quality Assurance and User Acceptance Testing. |

1. **CRITICAL INFORMATION**

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| --- |
| *The Demand Side Management Program and Tracking system business functionality is closely linked with the Building Analytics project; therefore, these projects are released at the same time. Each project however contains unique scope, requirements and budget.* |

**PART #2 – SATISFACTION**

1. **BASELINE SATISFACTION (if applicable):** Identify your overall satisfaction (with the existing product, system, current provider, current level of service, etc. – even if managed internally). Rating is on a 1-10 scale (10 = extremely satisfied and 1 = extremely dissatisfied).

|  |  |
| --- | --- |
| Current Satisfaction (1-10) | 2 |

1. **REASONS FOR DISSATISFACTION:** identify the main reasons you are not satisfied with the current system (what are the most important things you’d like to change?)

|  |
| --- |
| *Customer Energy Solutions (CES) currently uses a suite of applications to track programs and manage interactions with customers. These disparate business systems require significant manual intervention and upkeep to manage the overall effort. The systems and methods used for managing and reporting the efforts in Customer Energy Solutions are outdated, need continual maintenance and require extensive manual manipulation. The fractured state of CES’ current program management systems fosters a siloed work environment. This regularly leads to inefficient work and redundant effort amongst staff, as well as decreased customer satisfaction.* |

1. **KEY MEASUREMENTS OF SUCCESS:** What are the key metrics or indicators that will be used to determine if the new project/service/product is a success? Describe the ideal outcome, operation, or performance that the Owner intends to achieve. In other words, what would the vendor have to deliver to receive a 10-out-of-10 satisfaction rating at the end of the contract term?

|  |  |
| --- | --- |
| *1* | *CES end-users will experience high-end adoption rate to quickly implement and start using the system.* |
| *2* | *Streamlined project workflow, as indicated by decreased project processing time.* |
| *3* | *Project implementation is on schedule and all milestones deliverable as specified and agreed upon. Continuing maintenance and support is prompt and responsive. Changes/adjustments will be documented via change orders or quality assurance reports.* |
| *4* | *DSM system reduces program reporting time and portfolio analysis.* |
| *5* | *Project will meet/exceed the business goals and objectives identified in Part 4.* |

**PART #3 – CURRENT CONDITIONS**

1. **LOCATION CONSIDERATIONS:**
2. Where is the project/service/product currently located?

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| --- |
| *901 5th Ave Seattle, WA 98104.* |

1. Will the replacement be located in the same location?

|  |
| --- |
| *Not necessarily.* |

1. Any issues/risks/concerns that you have or foresee with the future location?

|  |
| --- |
| *If SaaS solution, need to ensure proper security and privacy concerns are satisfied.* |

1. Anything that makes this location unique (that vendors may not be used too)?

|  |
| --- |
| *No.* |

1. **RENEWAL SERVICES:**
2. Is this a ‘renewal’ of an existing service, or is there currently a service/product/system in place?

This is a renewal

This is not a renewal, this is brand new

This is not a renewal, but this is something we have done internally

1. How long has the service been in place?

|  |
| --- |
| *We have a series of disparate systems tracking our information, including Excel files and Access database, but no singular tracking system for all or most of our programs.* |

1. How many years has the current provider been in place (or has this been done internally)?

|  |
| --- |
| *Our main commercial/industrial Access database was Internally developed in 2000.* |

1. Why is this being procured?

Current contract is ending

Unhappy with current service/product/system

Looking for improvements

Provide additional comments

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|  |

1. What major issues have you had with the existing/current service/product/system (are there any issues that you expect the new service/product/system to avoid or address)?

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| --- |
| *The issues are manifold. Each system is isolated and all data are separate, meaning running meaningful reports at the portfolio-level is nearly impossible. There are version control issues with our Excel-based systems, and stability issues with our Access database. Additionally, they are poor systems for project tracking and workflow, being used largely for mandatory reporting purposes.* |

1. What major issues have you had with the existing/current vendor?

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| --- |
| *N/A - Developed in house.* |

1. **CRITICAL DATA:**
2. Critical data that is currently available:

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| --- |
| *The project tracking database, the Commercial Industrial Tracking System (CITS) is an Access database, and the main repository for our commercial and industrial programs. It contains about 14,000 project specific records in an Access database. Roughly 40 individuals—about half of CES—utilize this database on a regular basis, either entering data into the system or extracting information for reporting and analytic purposes.*  *Another source of data for our smaller customers and multifamily new construction projects is the Conservation Acquisition Tracking System (CATS). This system has about 15,000 project records and is linked to our former billing system. This system was retired in October 2016 but is currently the only location that past project information can be accessed.*  *We house our residential, renewable and some small commercial energy savings information in a series of Excel spreadsheets, which contain similar critical data. These spreadsheets house information for thousands of past projects. For our multifamily buildings and Powerful Neighborhoods program, we have approximately 2,100 records.*  *Critical data stored across these systems includes:*   * *Customer contact information (e.g., name, number, email, name of authorized signer)* * *Contractor contact information, if applicable* * *Project information (e.g., facility name, address, measure types installed, estimated and final energy savings, number of units installed)* * *Measure code look-up tables* * *Project administrative details (e.g., staff on project, project number, date assigned, measure installation date, project status, key project milestone dates)* * *Key project documentation—documents, such as incentive contracts, that are required to process projects and/or provide incentives.*   *CES as a division uses these data for many different purposes. Of the approximately 80 staff, roughly half utilize CITS for project tracking and reporting, making it our primary tracking system. One of our critical reporting tasks is to sum annual and biennium energy savings for our entire portfolio by program and measure code. We would also like to conduct other benchmarking reports regularly, such as the cost per kWh by program, average project processing times by stage, and measure-level energy savings breakdowns. These reports would help us understand the state of our programs and give us reliable performance metrics.* |
|  |

1. Critical data that is missing (data we don’t have or won’t be able to get) that might be critical to the vendors:

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| --- |
| *We lack or have poor access to several critical data fields necessary for performing our key tasks in CES.*   * *Historical energy consumption–we will need to pull this information from the utility’s billing/meter system, CCB and MDM (Oracle-based billing systems), ideally integrating these data into the DSM tracking system.* * *Rate codes—also in CCB/MDM* * *Building type—likely to reside in our future BA system; currently exists in a flat file and other various sources* * *Interval consumption data—currently doesn’t exist in the utility, but will eventually be integrated into CCB/MDM* * *External measure code libraries—we will need to either pull or receive Bonneville Power Administration’s list, so we can sync it with our own internal lists* * *Deemed savings look-up tables – need to either pull or receive from the NW Regional Technical Forum*   *Additionally, much of the information we do gather is hard to aggregate and subsequently slice and dice for analytic purposes. We to be able to easily roll up information by program, project, building, customer, trade-ally, internal staff, measure code, and status to make meaningful business decisions and fulfill our reporting requirements.* |

1. **BACKGROUND INFORMATION:**
2. Provide a summary of the current environment and operations:

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| --- |
| *Customer Energy Solutions (CES) collaborates with residential customers, universities, businesses and industry to achieve cost-effective energy savings. These savings are secured through a variety of programs and services designed to purchase energy savings from our customers. CES currently uses a suite of applications including an Access-based database, CITS (Commercial Industrial Tracking System); two Oracle-based databases, CATS (Conservation Acquisition Tracking System), and EABD (Energy Advisors Dashboard), and a host of Excel spreadsheets to track these programs and manage interactions with customers. These disparate business systems require significant manual intervention and upkeep to manage the overall effort. The systems and methods used for managing and reporting the efforts in Customer Energy Solutions are outdated, need continual maintenance and require extensive manual manipulation. Data entry to these systems is a time-consuming manual process, and incentive documentation workflow is also largely a manual process with physical documentation rather than an electronic format. None of our data systems are integrated, and function largely as disconnected reporting systems rather than real-time tracking systems.*  *The Division’s energy savings reporting for Initiative 937—a clean energy initiative passed in Washington State in 2006 that requires utilities undertake all cost-effective energy conservation and meet biennial targets—utilizes a database from the Bonneville Power Administration (BPA) as its single repository for all energy savings, because City Light currently is not able to compile this data in a single location. City Light is unable to validate data from this source. This could be a potential area of risk for liability in the accuracy of the data and transparency in data collection. This approach lacks visibility, flexibility, scalability and does not provide a holistic customer and/or project view, in addition to running counter to best practices. These gaps threaten CES’ ability to effectively meet compliance requirements and energy savings goals, and prevent us from identifying opportunities for new and current programs to better serve our customers.*  *Additionally, the current systems we have in place have limited tools for facilitating project processing. We have no easy means of transparently conveying vital project information or next steps to all project stakeholders. Even basic information such as where a given project is its lifecycle and what steps or documents are required to proceed require manual investigation and communication by internal staff. This slows down our ability to push these projects through our programs, creates confusion for customers and trade allies, and creates non-value-added work for already overburdened staff. For example, our commercial/industrial energy efficiency programs bake project management functions into our Excel-based project calculators. In addition to major version control issues with these workbooks, it is impossible to aggregate data across projects without first entering this data into a separate system—a very time-consuming and often infeasible task. This leaves us unable to quickly see a snapshot of our program portfolio and prevents us easily conducting vital analytics to improve our customer offerings.* |

1. If applicable, provide a summary of the existing service (what it does, how it operates, the critical functions, how it impacts the organization, the stakeholders, people involved, critical key reporting, what people like about the current system, what the weaknesses and constraints are, etc.):

|  |
| --- |
| *CITS, our commercial/industrial tracking system, currently functions more as a repository for limited project information that can then be aggregated and used for reporting purposes. It is rarely used for any substantive project management, and our project-managing staff, our Energy Management Analysts (EMAs) largely input information into the system to assist our Agreements and Rebates Processing (APR) team with gathering the necessary information to initiate and close out customer incentive contracts. It is old, cumbersome to use, and unloved. It is an Access database that has existed since 2000, and it is increasingly unstable and unreliable.* |

1. **CONSTRAINTS:**
2. Identify any current constraints or issues that this project/service is facing.

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| *One of the most pressing constraints is the availability of internal IT resources for integration with other systems. It remains to be seen how much staff time we will be given from Seattle IT, and what level of access we’ll be granted to pull data from any systems of record (e.g., CCB/MDM for billing information).* |

1. Is there anything that is different or unique about this project/service (that would make this more challenging for vendors)?

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| --- |
| *Unlikely.* |

1. Are there any future or related projects that may have an impact on this project/service?

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| --- |
| *Yes. There are several upcoming efforts by the utility and City to establish different IT systems that would ideally be connected to the DSM in some fashion. The utility will be standing up its AMI data infrastructure soon, and we will need access to that data within the DSM. The utility will also be procuring a utility-wide customer portal that the DSM system should ideally push and pull data from to create a seamless customer experience.*  *Within CES, we are releasing this RFP to coincide with the release of an RFP for our Building Analytics system, and we would like these two systems to integrate with one another.*  *Finally, the City will be conducting a needs assessment for CRM-related functionality across all City Departments. While we don’t know the final recommended product or architecture for this future system, City Light has identified CRM functionality as a key component of its digital customer experience strategy, and will likely need to integrate in some manner with the DSM tracking system.* |

1. **“DAY IN THE LIFE OF…”**
2. Provide a brief “Day in the Life of…” for each unique user group that interacts with this service.

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| --- |
| ***Energy Advisor (EA):*** *As an EA, I am often the first contact point for new customers who are interested in our incentive programs. My job is to guide customers to a program or solution that will best meet their needs and connect them with the appropriate CES staff. I would use the DSM system when answering inquires to our conservation helpline and customers towards potential program offerings. I would log potential project leads in the DSM system which would populate a project lead queue that is utilized by our project development staff. I would record all basic customer and project information and likely provide a brief written description of the envisioned scope for the potential energy efficiency project. The lead would then be routed by the system to the appropriate program for supervisor/manager review. I’d also like to pull lead data for analysis purposes (e.g., to assess the conversion rate of leads to actual projects and what attributes might be predictive indicators of lead-to-project conversion).*    ***Energy Management Analyst (EMA):*** *As an EMA, I manage a portfolio of projects within one or more of CES’ programs. My primary objective is to work customers and trade allies and efficiently process their incentive-eligible energy efficiency projects. I work predominately in the commercial/industrial space and rely heavily upon energy consumption history data from our billing system.*  *I calculate incentive estimates and validate the energy savings of a project based on the proposed energy efficiency measures installed and baseline conditions. Depending upon the scope and scale of the project, greater or lesser amounts of engineering expertise and judgment are necessary. I would use the DSM tracking system as a tracking system for all projects. When I logged in, I would see the statuses of all my projects at a glance via a home dashboard. I could click on any individual project and it would show me the status of the project in greater detail, displaying what the next step is, who is responsible for completion, and what information/documentation is needed to proceed. For simple rebate and prescriptive incentive projects, the system should be able to automatically calculate energy savings by referencing a unit energy savings look-up table that is stored in the database and regularly updated, with historical measure savings tracked as well. These data are derived from the Regional Technical Forum’s unit energy savings lists and would be baked into the DSM system.*  *I would also use the DSM tracking system to follow new project leads and pursue them. I might also use the system to refer to past projects and participants and see if I can generate a lead on my own using the historical program and project information available in the system. I might, for example, look for a building or customer who hasn’t participated in our programs recently and might need an energy efficiency upgrade, so being able to search by customers or buildings that meet certain criteria (e.g., has done a project but not in the past five years), would be incredibly helpful.*  *Additionally, the system would alert various stakeholders, such as customers or my supervisor, when tasks are assigned to them and required for the project to continue, and I can manually send reminders as necessary. These users can upload information directly to the system.*  *I often go into the field to perform inspections on the project site, gather project information (e.g., fixture count), and take photos. The DSM tracking system should be mobile-optimized, ideally with its own app, so that I can gather information in the field and automatically update the system’s project details on site.*  ***Program Supervisor/Manager:*** *As someone in charge of a team of staff, I need to easily view the projects currently on my staff’s plate, and roll up our total energy savings and incentive expenditures across customizable time periods. I would like to have a dashboard that I can customize to provide performance metrics of my staff at the individual and aggregate levels, so I can quickly understand the health of my staff’s project portfolios and provide reports to upper management on our annual progress to date for meeting our energy savings goals. I need to be able to see what items, if any, are currently in my queue for approval or review, and to provide feedback to my staff on their calculations and assumptions. I also need to be able to view the details of individual projects as the need arises, including any relevant attached documents, and to delegate authority for things such as QC approval and signature authority when necessary (e.g., when I’m out of the office). There are times when I might have a project of my own that I am responsible for, and will need the same functionality as my staff.*  ***Program Planner:*** *As a program planner, my goal is to improve our suite of energy efficiency and renewables program offerings, forecast future market conditions, and provide recommendations to the division for adapting to current and future trends. To accomplish those goals, I need to understand the conservation potential in City Light’s service territory, identify conservation trends and opportunities for new and existing programs, and understand customer demographics and building characteristics and how those factors interplay with energy efficiency programs and measures. I would use the DSM tracking system to pull aggregated information on programs, project histories, and conservation measures for analysis and pattern recognition. I would use the system to understand what the penetration of a program or measure by each type of building is. I can then determine if it is worthwhile to design program offerings to reach those customers or building types. To that end, I would regularly need access to rolled-up information rather than information at an individual project, building, or measure level. Additionally, I would need to be able to slice and dice these data by key dimensions such as building, measure code, GIS coordinate, customer, trade ally/contractor, year, etc. My goal is to provide the high-level long term view of the market and provide strategic recommendations for what our programmatic offerings and approach should be.*  ***Program Evaluator:*** *As a program evaluator, my job is to conduct evaluations of our programs’ efficacy and ultimately determine the actual savings accrued by our various programs and our initial saving estimations. We are regularly audited by third-parties such as the Washington State Auditor’s office, and the Bonneville Power Administration, and our evaluations help us meet the standards set by those organizations. As an evaluator, I regularly need access to large swathes of program level data, and often have to sample from a population of projects in order to conduct statistical analysis upon them. To that end, I need access to nearly all program and project data collected, and have to be able to roll it up as needed and drill down based on a wide array of data dimensions (e.g., year, program, measure-type, building type, rate code). I would use the DSM tracking system largely to extract data for analysis and combine it with other datasets such as consumption history from our billing system. It’s more important for me to be able to extract data dumps than it is to use the system’s reporting functionality, as my analyses typically make use of robust statistical packages such as SAS, R, and Tableau.*  ***Residential & Renewables PM:*** *As a residential program manager, I am responsible for a suite of energy efficiency programs that span a wide array of technologies and delivery channels. Depending upon the programs I’m responsible for, I might focus on weatherization and in home energy audits, formulating agreements with big box retailers to offer instant retail discounts for lighting products, or behavioral transformation. I often work closely with third-party vendors who supply services and collect/manage program and project data, so often I receive data in flat files that need to be converted or uploaded to our current Excel-based tracking system.*  *I would use the DSM tracking system to track projects and program participants, as well as key project and product documents. I would track energy savings and expect the system to calculate the deemed energy savings based upon inputted values. I also need to track participation in our programs by customer and building, track energy savings, know how many projects have been completed and paid out across varying time spans, know the number of measures installed by measure type, know the status of projects (e.g., waiting for bid, bid received, etc.), analyze how long projects spend in each stage of the project lifecycle, know what’s in my task queue for review with a dashboard, store and access relevant project documents in the system, automate project task routing via workflow functionality, create new workflows for emergent programs. I would like our trade allies to have limited access to these systems to add project information on a regular basis or have a means of easily uploading their data dumps to the DSM system.*  ***Lighting Design Lab Staff:*** *As a member of the Lighting Design Lab, part of my work entails working with customers to understand their lighting needs and generating leads for our Project Development staff (EMAs). While I wouldn’t use the DSM tracking system often, I would likely employ it to submit potential leads to our project lead queue, and track our successful lead-to-project conversion rate. This would help us with resource planning and knowing how to better allocated our efforts in maximizing value to the subset of customers we serve.*  ***Agreements & Rebate Processing (ARP):*** *As ARP research and evaluation analyst, I am responsible for quickly and efficiently processing many of the incentive contracts we have with our commercial and industrial customers. My team is also the primary business owner of CES’ current tracking system, CITS. We utilize this database in our daily work, logging project and customer information, querying data for other CES business units, and compiling and routing contract and project documentation for sign-off.*  *I would use the new system to automate many of the processes we currently have in place, eliminate the multiple data entry points that currently exist for project information, and automate workflow routing of project documents to required signers. I would also like to be able to store our program-specific contract documents within the system, which my team can edit as updates are required. These updates should cascade down so that when new projects are added to the system, they utilize the new documents, while old ones retain their legacy documentation. To that end, I would like to have the system track the version history of program-specific documents and have access to the metadata associated with it (e.g., document version change dates). Being able to store our program and project documentation, such as contract language and boilerplate forms, on the system and being able to update it with version control would greatly free up my time to conduct analyses and run reports on our data.*  ***Support Services Reporting:*** *For compliance reporting, a mandatory task for CES, I need to aggregate our total energy savings by program and by BPA measure code. Our reporting to BPA is, currently, the one place where all our program savings are reported in total. Currently, BPA reporting is a very time consuming and manual process to match our measure codes to their reference numbers. To facilitate this, the new system would require a look-up table to map City Light’s internal measure code list to BPA’s, and, ideally, a series of canned reports that can be run on a regular basis (e.g., monthly) to provide leadership with fresh insight into the status of our project portfolio.*  *I also need to run monthly metrics reports for our division. This includes year-to-date program-specific energy savings from completed projects and year to date budget actuals by program. The report includes fixed annual kWh program goals and an allocated incentive budget per program. The report also includes a forecast for energy savings and expenditures. Because the underlying data for this report are based on multiple sources and are manually entered in different forms (e.g. some data is entered as incremental and some data is entered as year-to-date), it is a very time-consuming effort. Ideally, the DSM tracking system could facilitate this by incorporating critical look-up tables and formulas into the system, and connect with our billing system to generate the final report. If the number of system integrations proves too prohibitive, we need to at least be able to run reports in DSM on program and project information, and then extract it so it can be easily synthesized with the other data sources.*  *Another key reporting function is a quarterly progress report for our biennium 2-year target for Initiative-937 (I-937). The focus is on completed projects for this report and the savings are rolled up to the sector level for reporting purposes. This report is generated using the same data that generates the monthly metrics report.*  *I am also responsible for producing our budget and expenditures report. Reporting current year spending for each program against the current year budget was previously mentioned in the Monthly Metrics report as well as the annual Cost Effectiveness report. Budget versus expenditure tracking is complicated because (1) City Light does not budget by program (each program’s budget is based on an allocation methodology mentioned above) and (2) the City’s use of encumbrance carryforwards.*  *In order to provide the information, monthly expenditure data is extracted from Cognos (an Oracle-based BI platform used by the utility), downloaded into Excel, filtered or pivoted based on the program’s assigned Summit activity number and the Summit account number and then reconciled against a custom Purchase Order data report (also extracted from Cognos and lists all of the division’s encumbered purchase orders -- date encumbered, and payments made) to identify which payments were applied to current or previous year purchase orders. This is a manual process which is not only time intensive, but also increases the chance of inaccuracies. There is currently no report available in Summit or can be extracted from Cognos that provides this information. Tracking current year expenditures against current year budget has been an ongoing issue within City Light, due to the large number of encumbrances carried forward each year. If the new DSM tracking system can quickly and accurately roll up our encumbrances, outlays, and match that against our budgeted totals, this normally cumbersome task would be made trivial.* |
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**PART #4 – REQUIRED OUTCOMES**

1. **PROJECT/SERVICE GOALS:** 
   1. Identify the major goals, expectations, or benefits of the new system.

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| *1. Replace the current suite of energy efficiency (EE) program management and tracking solutions with a Software-as-a-Service (SaaS) and/or Commercial Off-The-Shelf (COTS) system that provides a more seamless and integrated program management architecture and lessens IT support requirements for CES’ demand-side program offerings.*  *2. Provide a holistic view of CES programs, incentives and education by managing, tracking and reporting the business processes for all CES projects and programs.*  *3. Streamline and automate the various business process workflows throughout the Division, lowering the overhead costs of project management, increasing employee productivity, decreasing average project duration, and increasing programs’ cost-effectiveness.*  *4. Perform data analysis of program, project and customer data to determine return on investment of programs/campaigns as well as segment others for targeted endeavors.*  *5. Deliver recurring reports, create new reports and broadcasts as needed and perform ad-hoc analysis.*  *6. Organize and store program and project documentation necessary for compliance with state auditor requirements; act as system of record for project/program-related documentation.*  *7. Streamline program and project reporting, ensuring quick and accurate access to meaningful information that will drive better decision-making.*  *8. Establish strict version control of energy savings calculators and energy conservation measures; track version history and provide access to prior versions when necessary.*  *9. Establish a flexible and configurable frame work that can be used by staff to develop new and unique program workflows.*  *10. Eliminate redundant data entry and implement data validation rules to ensure accurate data collection.*  *11. Provide secure service interface with other systems and reconcile DSM data with City Light’s enterprise systems, Oracle Customer Care and Billing Version 2.0 and Summit accounting system.*  *12. Capabilities to offer self-service web portals for utility customers and trade allies to start a project, submit project data and monitor the status of project.* |

* 1. What must the project/service accomplish to receive a 10-out-of-10 rating?

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| ***Project*** *scope and objectives delivered on time in budget.*  ***Service*** *will build engagement, training and customer service into the execution model driving successful adoption.*  ***System*** *that enables project development staff to easily track and update their projects’ status. The system has robust, flexible workflow functionality for staff. It clearly articulates the necessary steps and information needed in any given workflow stage, can store required documentation and information, and alerts stakeholders of their assigned tasks. The system provides project development staff with an easy-to-use project dashboard that provides high level metrics on their projects and at-a-glance statuses for each project, along with flags for any for whose input is currently needed for each project. It also gives customers and trade allies a portal to see their list of current and past projects, and provides a platform to submit new potential projects to City Light. Additionally, the system has robust reporting and data-slicing features. Staff can roll-up and extract key project and program information from the system for further analysis in other software packages (e.g., Excel).* |

* 1. If this a renewal service, is the goal to maintain the current level of service/performance?

Does not apply (this is not a renewal service)

Yes, we are expecting to simply maintain current service/performance

No, we expect to increase service/performance (identify the critical areas that will need to be improved below):

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1. **VENDOR GOALS:** 
   1. Identify any specific goals, expectations, or benefits of the vendor (that may differ from project goals).

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| *Suggestions for ways to reduce costs and improve quality. Understanding City Light’s strategies, goals and customers.* |

* 1. What must the vendor accomplish to receive a 10-out-of-10 rating?

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| *Vendor will have an effect process improvement customer relationship model.* |

1. **SCHEDULE / TIMING:** 
   1. If applicable, what is the term of this contract (in years)?

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| *2-5 years* |

* 1. If applicable, will there be options to renew? List the number of renewals:

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| --- |
| *Yes.* |

* 1. If applicable, list the term of each renewal (in years):

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| *Option for up to five years.* |

* 1. Are there any critical dates that the vendor should be aware of? (Start date, end date, service dates, planned shut downs, holidays, days that vendor is not allowed to work, project opening, etc.)?

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| *None.* |

* 1. Are there any *critical hours of operation* that the vendor should be aware of? (Normal business hours, after hours, hours that the vendor can access the building, hours of support, emergencies, etc.)?

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| *Business hours are primarily 7AM to 7PM PST.* |

* 1. Are there any other projects that may impact the time/schedule/dates of this project/service?

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| --- |
| *The City of Seattle plans to go-live with a new accounting system 1-2-18. This project may impact 2017, procurement and vendor contracting processes to complete on a specified date (e.g., 11-1-17) and freeze until after 1-2-18.* |

1. **COSTING / FEE:** 
   1. Are you expecting the cost/fee to be proposed as a:

Lump Sum / Fixed Price

Unit Pricing

Other

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| --- |
|  |

* 1. What are the top 5 main deliverables/products/services/categories you expect to purchase in this procurement (what are the major areas you expect to purchase within your budget/estimated spend)?

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| --- | --- |
| 1 | *Fully functioning production environment useable by stakeholders and staff.* |
| 2 | *Test environment with ability to reconfigure or adopt best business practices.* |
| 3 | *User Acceptance Testing/Training.* |
| 4 | *Historical projects and programs uploaded as well as projects in process.* |
| 5 | *Vendor support throughout agreed stabilization period.* |

* 1. Describe any alternatives or options that should not be considered part of the scope, but you would like pricing for.

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| *Employee/customer engagement and change management.* |

**PART #5 – SCOPE OF WORK**

1. **DETAILED LIST OF REQUIREMENTS:** 
   1. Provide all of the details and requirements that must be met to achieve your desired outcomes. What is the base case that you want all proposing vendors to meet.

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* 1. Describe each of the deliverables/products/services to be provided by the selected vendor for this scope of work (note: each of the main deliverables identified in Part #4-4 should be described here).

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| * *Fully functioning production environment useable by stakeholders and staff – the production environment should be fully operable with historical data successfully loaded into the new system from legacy systems.* * *Test environment with ability to reconfigure or adopt best business practices.* * *User Acceptance Testing and Training.* * *Historical projects and programs uploaded as well as projects in process.* * *Vendor support throughout agreed stabilization period.* |

* 1. What are the minimum requirements that must be performed (by the vendor or by the service/project) to meet the goals/expectations?

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| *See mandatory requirements in “DSM Requirements” worksheet* |

* 1. Are you providing detailed specifications, design documents, plans, drawings, minimum standards?

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| --- |
| Specifications are attached |
| No additional specifications will be provided |

* 1. Provide all requirements that must be met to achieve a 100% performance satisfaction

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| *See mandatory and desirable requirements in “DSM Requirements” worksheet* |

1. **SPECIAL/UNIQUE REQUIREMENTS:**
   1. Identify any unique requirements about this project/service (that may not be typical to other ‘similar’ projects that the vendor has done. Is there anything about this project that would make it unlike any other project that a vendor has done?

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| *Program marketing—the ability to manage multiple campaigns, leads, follow up all with targeted messages.* |

* 1. Are there any constraints that you have, or the vendor may have, or the system may run into?

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| *Possible constraints might be interfacing with other Utility systems such as billing (Oracle CC&B) or finance (Summit).* |

* 1. Is there anything that is excluded from this project/service that the vendor must be aware of?

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| *This system is not the Utilities CRM.* |

* 1. Are there any future conditions (outside of this scope of work), that the vendor should keep in mind?

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| *Data from this system may integrate with future Utility CRM.* |

* 1. Identify if you have made any assumptions (about the service/project or about the vendor)?

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| *This system will most likely be software as a service/cloud based and probably will be built on one of the major Customer Relationship Manager (CRM) platforms.* |

**PART #6 – PROJECT RISKS**

1. **POTENTIAL RISKS TO THE PROJECT:**
2. Identify any items that may cause the project to *not* meet expectations.
3. Identify the main concerns that you have.
4. Identify any outcomes/approaches/issues you want to be 100% sure we can avoid.

(Include any potential items that are beyond the current control of the Owner, Vendor, or Design Professional; and any risks that are otherwise unforeseen/undefinable/unknowable at this time)

|  |  |
| --- | --- |
| 1 | *Seattle IT resources and stage gate processes/support.* |
| 2 | *CES Resources and adoption.* |
| 3 | *Vendor Contracting and availability.* |
| 4 | *Potential integration with third-party systems.* |
| 5 | *Migration of multiple data sources.* |
| 6 | *New billing system and IT staff availability for integration.* |
| 7 | *Additional functionality/requirements surfacing during implementation.* |
| 8 | *Software is not easily able to integrate with existing City and City Light architecture.* |
| 9 | *Failure to provide ongoing maintenance and support, and upgrades that meet future needs.* |
|  |