

VALLEY CLEAN ENERGY ALLIANCE

Staff Report – Item 9

TO: Valley Clean Energy Alliance Board of Directors

FROM: Mitch Sears, Sustainability Manager, City of Davis
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Shawn Marshall, LEAN Energy US

SUBJECT: VCEA Implementation Update

DATE: December 13, 2016

RECOMMENDATIONS:

1. Receive update from staff and provide direction on various aspects of VCEA implementation.
2. Direct staff to continue to work toward the goal of launching the program in Fall 2017 while closely monitoring progress and reporting to the Board on critical path actions.

BACKGROUND & DISCUSSION: On October 25, 2016 the Yolo County Board of Supervisors and Davis City Council passed resolutions establishing the Valley Clean Energy Alliance (VCEA), a new joint powers agency created for the purpose of providing electric generation service under Community Choice Aggregation (CCA). The County Board and City Council also passed the required ordinance authorizing the implementation of a CCA program for the residents, businesses and public facilities in their respective jurisdictions.

Planning and analysis for VCEA has been underway since early 2015 and the following provides an update on several recent activities that are continuing into the program implementation phase.

A. Project Implementation Elements and Timing

At a recent CCA subcommittee workshop in August 2016, staff and committee members discussed the five core planning elements common to new CCA start ups. These include:

- 1) JPA Formation and Organizational Development (governance, policies, staffing, legal, accounting, et al)
- 2) Credit and Financing
- 3) Community Outreach and Customer Enrollment

- 4) Technical and Energy Services, including development of the implementation plan and power procurement; and
- 5) Data management and Call Center Services

All of these functions will be carried out by a combination of City/County staff and contractors with specific expertise in each area of CCA formation. When the Agency CEO is hired early in 2017, s/he will also be involved in all aspects of program implementation.

The subcommittee discussed two possible timeframes for project implementation and the commencement of electric service. There are pros and cons to each option, and in either case the ability to hit key implementation milestones and launch in optimal economic conditions will be considered. The first timing scenario is based on a very aggressive schedule that targets the commencement of service in October 2017. Benefits to this timing include continuing the momentum underway, serving customers and achieving greenhouse gas reductions sooner, and taking advantage of a currently favorable energy market.

The second timing option is less aggressive and targets program commencement in March or April 2018. While the various implementation steps and start-up requirements don't change, this option provides much more time for strategy and planning, community outreach, Agency development and staffing. In general, it offers a more pragmatic and comfortable start-up schedule. Another benefit of this scenario is the possibility that the City of Woodland would be able to join VCEA by then as well.

The subcommittee's initial direction indicated a desire to move aggressively toward a Fall 2017 launch while maintaining Spring 2018 as a fallback option. In recent weeks, staff has met with several members of the former technical advisory committee who have expressed concern that a Fall 2017 launch will give inadequate time for a new CEO to be hired before any major decisions are made and will put unnecessary pressure on the governing Board, staff and consultants, many of which have yet to be hired. As an example, it is possible that the Board may need to meet twice per month rather than the anticipated once per month to keep the project moving on pace toward an October 2017 launch. In addition, if the CEO must be hired before vendor decisions are made, the whole team won't be in place until at least March, which leaves only six-seven months for program implementation. Based on the recent experience of San Mateo County, we know that an accelerated start-up schedule is doable, but it is not without "rush risk" and considerable stress on the team.

In addition, staff met with current interim Advisory Committee members and discussed the implementation schedule. Staff and the Committee agreed that the schedule is extremely tight and that further, more detailed discussions would be helpful. As a result of these considerations, staff recommends maintaining the goal to launch in Fall 2017 while closely monitoring progress and reporting to the Board on critical path actions (e.g. hiring of a CEO, retaining consultant team, securing finance/credit, etc.). In addition, staff recommends managing community expectations and adjusting community outreach messaging to include the possibility of a Spring 2018 launch.

B. City and County Support Roles

Because VCEA does not yet have official staff or infrastructure, it will require the support of consultants and municipal staff from its member agencies to get the program up and running. It is anticipated that interim support services from the City and County will be needed through program launch or until VCEA is operationally viable and independent. Level of support and staff resources will be highest at the outset of implementation and will taper off as the program hires a CEO and staff, secures office space, and assumes the daily tasks and requirements of the new agency. In the meantime, the City and County are proposing to continue the coordinated, collaborative approach already in place with identified “project leads” for certain task areas that are critical to VCEA program formation.

County Staff as Lead:

- Fiscal Management/Agency Credit and Banking Services
- Community Outreach/Customer Enrollment
- CEO Recruitment/Human Resource Support

City Staff as Lead:

- Project Management, JPA Agency Development, Board Administration
- Advisory Committee
- Technical and Energy Services

Shared

- General Counsel/Legal Services

At the direction of the Board, the City and County will enter into cooperative agreements with VCEA that will outline the support functions each Agency is assuming on its behalf. Internal staff time and program costs incurred by the City or County on behalf of VCEA will be documented and reimbursed by VCEA once it is serving customers and revenues are stable. Draft cooperative agreements for these support services are included in action items 10, 11, and 12 for the VCEA Board to consider at this December 13, 2016 meeting.

C. Multi-Service Vendor Request for Proposals (RFP)

At its September meeting, based on the goal of launching the program in Fall 2017, the CCA subcommittee directed staff to prepare and issue an RFP for a suite of services required for program implementation and early operations. Based on this direction, the City released the RFP on Monday December 5, 2017. The RFP seeks proposals in three service categories: (1) Energy Services, (2) Data and Customer Call Center Services, and (3) Community Outreach. The RFP was modeled on recent RFP’s released by Alameda County and San Mateo County. The RFP was distributed to a list of potential vendors based on the recent Alameda County release as well as several additional vendors known by staff to be interested in the VCEA program.

The overall schedule for the RFP process is:

EVENT	DATE/LOCATION	
Request Issued	December 5, 2016	
Written Questions Due	by 5:00 p.m. on December 12, 2016	
Bidders Conference (Online conference option enabled for remote participation)	December 16, 2016 @ 10:00 am	at: Davis City Hall Call – in: Participant Code –
Addendum Issued (if necessary)	No later than January 4, 2017	
Response Due	by 5:00 p.m. on January 13, 2017	
Evaluation Period	January 17 – January 25, 2017	
Vendor Interviews	January 31 – February 2, 2017	
Board Consideration Award Date	February/March, 2017 (2017 Board Schedule TBD)	
Contract Start Date	March/April 2017	

Note: Award and start dates are approximate.

The RFP responses will be evaluated by a committee proposed to be made up of City and County staff, VCEA consultant (LEAN Energy), and VCEA advisory committee members. Final recommendations would be forwarded to the VCEA Board for consideration in February/March 2017. When hired, the VCEA CEO will assume management of the contract process and vendor activity.

D. Chief Executive Recruitment

At its September meeting, based on the goal of launching the program in Fall 2017, the CCA subcommittee directed staff to prepare a job description and recruitment plan in anticipation of hiring a CEO for the proposed new Agency. Similar to the RFP process described above, recruitment of a VCEA CEO is underway. The County is leading the recruitment effort. The following is a brief status update:

- Job description finalized.
- Board of Supervisors scheduled to provide direction to County Human Resources on December 13th to post recruitment by December 16th.
- Recruitment scheduled to close on approximately January 20th with interviews to follow.

E. JPA Administration

- a) **Administrative Filings** – Now that signed JPA Agreements and resolutions have been received, legal staff is filing the necessary paperwork with the Secretary of State’s office and working to acquire a Federal Tax ID number for VCEA.

- b) **Agency and Director Insurance-** Initial discussions with YCPARMIA for liability coverage for VCEA have been initiated. As current members of the Board of Supervisors and City Council, VCEA Board members are all currently covered under either the City or County YCPARMIA policies. Initial costs for VCEA are expected to be less than \$5,000 for the first year. Staff will continue its discussions with YCPARMIA and return to the VCEA Board at its next meeting with additional detail regarding insurance coverage.

Attachments:

1. Copy of Multi service RFP
2. CEO job description

COMMUNITY DEVELOPMENT AND SUSTAINABILITY DEPARTMENT
23 Russell Boulevard – Davis, California 95616
530/757-5610 – FAX: 530/757-5660 – TDD: 530/757-5666



**REQUEST FOR PROPOSALS
FOR SERVICES RELATED TO IMPLEMENTATION OF A
COMMUNITY CHOICE ENERGY (AGGREGATION) PROGRAM**

City of Davis, jointly and on behalf of Yolo County and Valley Clean Energy Alliance JPA

**All bids must be received at the City of Davis City Manager's Office by
5:00 p.m. on January 13, 2017**

DISCLAIMER: This Request for Proposals (RFP) is not a commitment or contract of any kind. The City of Davis is issuing this RFP jointly and on behalf of Yolo County and the Valley Clean Energy Alliance (VCEA) for the purposes of establishing VCEA's Community Choice Energy program. Responses will be evaluated by VCEA with the assistance of the City of Davis and Yolo County. VCEA reserves the right to pursue any, or none of the proposals generated by this request. Costs for developing the responses are entirely the responsibility of the respondents and shall not be reimbursed. VCEA reserves the right to select the response that is in VCEA's best interest, to reject any and all responses, to terminate the RFP process, and/or to waive any requirements of this RFP when it determines that doing so is in the best interest of VCEA. Further, while every effort has been made to ensure the information presented in this RFP is accurate and thorough, the City, County, and VCEA assume no liability for any errors or omissions in this document.

General Provisions Regarding Public Nature of Responses. Government Code Section 6250 et seq., the Public Records Act, defines a public record as any writing containing information relating to the conduct of the public's business that is prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from the disclosure requirements.

Be advised that all information submitted in response to this Request for Proposals is a public record without exception. Also, any contract that eventually arises following this Request for Proposals is public record.

**SUBMISSION OF A PROPOSAL CONSTITUTES A COMPLETE WAIVER OF ANY CLAIMS
WHATSOEVER AGAINST THE CITY, COUNTY, VCEA AND/OR THEIR OFFICERS, AGENTS, OR
EMPLOYEES THAT THE CITY, COUNTY, OR VCEA HAS VIOLATED A RESPONDENT'S RIGHT TO**

PRIVACY, DISCLOSED TRADE SECRETS, OR CAUSED ANY DAMAGE BY ALLOWING THE PROPOSAL TO BE INSPECTED. BY SUBMITTING MATERIALS YOU: (1) CONSENT TO THE RELEASE OF THE MATERIALS BY THE CITY, COUNTY, OR VCEA IF REQUESTED UNDER THE PUBLIC RECORDS ACT WITHOUT FURTHER NOTICE TO YOU; AND (2) AGREE TO INDEMNIFY AND HOLD HARMLESS THE CITY, COUNTY, OR VCEA FOR RELEASE OF THE MATERIALS.

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I. STATEMENT OF WORK

A. INTENT

The City, on behalf of the County and the Valley Clean Energy Alliance (VCEA), invites responses to this Request for Proposals (RFP) from qualified consultant firms or individuals. VCEA seeks to build a high quality consultant team from a single or multiple companies dedicated to the successful launch of the program and achievement of its mission. It is the intent of the specifications, terms and conditions contained in this RFP to describe support for three sets of services: 1) Technical and Energy services, 2) Community Outreach, Marketing and Customer Notification, and 3) Data Management/Call Center services, in order to prepare for program launch. VCEA intends to award one or more contracts ranging from 1 to 3 years with options to renew depending on the task(s). Bidders may bid on one or more elements of this RFP, either as a single company or team of companies best suited to deliver the services outlined in this RFP.

B. BACKGROUND AND SCOPE SUMMARY

The City of Davis and Yolo County have each approved formation of a joint Community Choice Energy (CCE) program, otherwise known as Community Choice Aggregation, to serve electricity customers in their respective jurisdictions. The City and County are in the process of forming the Valley Clean Energy Alliance, joint powers authority to implement the program. The JPA is scheduled to hold its first meeting in mid-December 2016. This RFP is being released in advance of the first VCEA Board meeting to maintain the program launch schedule (Fall 2017).

VCEA, formed in October 2016, is a JPA made up of the County of Yolo and the City of Davis. Future expansion to include other cities in Yolo County is anticipated. VCEA was formed in accordance with California state law to implement a CCE program. The City and County each allocated \$500,000 to program implementation which will be supplemented by additional working capital approximately 4-6 months prior to program launch. VCEA's mission is to deliver cost-competitive clean electricity, product choice, price stability, energy efficiency, and greenhouse gas emission reductions.

A four member VCEA board comprised of two members from the Davis City Council and Yolo County Board of Supervisors will direct the program and hire a CEO to manage the program. As a local government organization, VCEA will be accountable to the communities and customers it serves. The VCEA program is designed to introduce competition into the local energy marketplace, providing local ratepayers with choices about the electricity they purchase. The program

will be designed to offer blended or pure renewable electricity at rates competitive with or lower than the current energy supplier, thus allowing VCEA's member jurisdictions to accelerate greenhouse gas reductions by causing additional renewable energy generation and other energy measures to be deployed.

The VCEA program aspires to be exemplary in ways that will require accomplished, creative, and pragmatic consultant partners with demonstrated leadership and vision. The unique demographics and diverse strengths in VCEA's service territory create an opportunity not only to provide cost effective renewable electricity supply but also to partner with individual member jurisdictions and their businesses, institutions, and energy users to maximize local economic impact and GHG reductions. Such opportunities may include development of local energy resources, innovative energy efficiency programs, aggregation of end-use facilities in micro-grid configurations and/or to provide grid services, and synergies with other municipal services including water supply, wastewater treatment and broadband fiber-optic cable.

As noted, this RFP is divided into three categories of services. Respondents may bid on one or more of these categories but are asked to be specific about the budget and compensation model they propose including budgets broken down by task and specific fee levels. Respondents should describe specific experience, qualifications, and organizational capacity to perform the function(s) they are bidding on. For additional information on qualifications and bid evaluation please see Sections C and D of this RFP.

PROGRAM SIZE

Current VCEA membership includes the City of Davis and County of Yolo and will be made available to residential, commercial and agricultural customers in the unincorporated County and the City of Davis. VCEA is designed to allow additional participating jurisdictions, and although at least one other Yolo County city has expressed considerable interest in participating in the future, at this time only the City of Davis and Yolo County have taken formal action to pursue formation of a CCE program. Therefore, the following estimates should be used for the purposes of budgeting and responses to this RFP.

Number of Accounts: ~ 41,000

2014 Electricity Use: 602,429,556 kwh

Note: Respondents should address how their proposals can be scaled to accommodate additional participating VCEA members in advance of program launch or shortly thereafter. For estimation purposes, respondents should increase the number of accounts by 23,500 and the load estimate by 300,000 Kwh.

More detailed information is provided in the initial technical study conducted by The Energy Authority, which was completed in March 2016. The study pro-forma was updated in September 2016 with then current PG&E rates and PCIA charges. The March 2016 Technical study and September 2016 pro-forma update are located at:

<http://cityofdavis.org/city-hall/community-development-and-sustainability/sustainability-program/community-choice-energy/city-of-davis-and-yolo-county-technical-study>

SCOPE SUMMARY

As noted, VCEA is seeking support for three sets of services in order to prepare for program launch. Additionally, VCEA recognizes that a key feature of CCE programs is the ability to design and carry out programs that are uniquely relevant to local customers and communities. The selected firm(s) will address how each of these three service categories address this opportunity and help build local capacity to achieve VCEA's mission.

- a) Service Category 1: Technical and Energy Services. While the City and County have completed the initial CCE technical study, additional technical and energy-related services are needed to support efforts to bring VCEA to launch and into early operations.
- b) Service Category 2: Community Outreach, Marketing and Customer Notification. The selected firm will develop, design and implement a multi-faceted plan for building program awareness, engaging potential VCEA customers prior to launch, supporting the Alliance's website and design needs, and participating in customer notification/enrollments in collaboration with VCEA staff and vendors.
- c) Service Category 3: Data Management and Call Center Services. The selected firm(s) will carry out all tasks related to the data management function of the program, as well as setting up the call center, which will have to occur prior to launch.

Specific descriptions of the requested services are included in Section D.

C. BIDDER QUALIFICATIONS

Qualifications: Technical and Energy Services

- Bidder shall demonstrate direct experience within and understand the California energy and electrical markets, including relevant legislation and regulations applicable to CCE (CCA) and its major participants, investor owned utilities, CA Independent System Operator (CAISO), energy service providers and independent power producers, California Public Utilities Commission (CPUC), and other key market players.
- Bidder shall demonstrate and have participated in all tasks involved in the process to form and successfully launch a CCE program(s) in California, including statutory and regulatory requirements. Preference will be given to bidders that can demonstrate experience in preparing, drafting and securing CPUC certification of a CCE Implementation Plan, as well as all other statutory documents required for CCE launch.
- Bidder shall demonstrate experience in resource planning and energy procurement, including preparation of all RFP documentation necessary to solicit and evaluate proposals from energy service providers and independent power producers. Preference will be given to bidders that have successfully led the initial power procurement process for an existing or emerging California CCE's. Bidders should be able to draft the solicitation for the initial Energy Service Provider (ESP), incorporating all the fundamental goals of the program, as well as direction from the VCEA Board of Directors. Bidders will assist VCEA staff and board in negotiating the final supply contract(s), as well as other energy supply and vendor contracts as appropriate.
- Bidder shall demonstrate experience in development of integrated resource plans that incorporate energy efficiency and demand reduction. Strong preference will be given to bidders that demonstrate experience in the design of local renewable energy projects and local energy plans – particularly the role of distributed energy resources, storage, and grid services in local energy planning and development.
- Bidder shall demonstrate experience in rate setting and design and sensitivity analysis, with preference going to bidders that have actually designed tariff structures for all rate classes in a California CCE, including agricultural rate classes, as well as the design of net energy metering and feed-in tariff rates.

- Bidder shall demonstrate the ability to prepare and conduct financial analysis of the CCE, including the first year budget requirements and a financial pro forma to the level of detail needed to obtain bank financing. Preference will be given to bidders that have experience with the financial documentation required to successfully secure the necessary capital to carry through CCE launch – and help negotiate directly with financial institutions.
- Bidder shall demonstrate knowledge of all aspects of pre-launch CCE requirements, including but not limited to: CAISO registration and deposit, Pacific Gas & Electric Co. (PG&E) service agreement and security deposit, Bond posting, and required regulatory compliance reporting and information for customer noticing. Preference will be given to bidders that have participated in the successful launch of CCE programs in California.
- Bidder shall demonstrate that it has the staffing capacity and experience necessary to fulfill the Technical and Energy Services needed for VCEA to successfully launch and operate.

Qualifications: Community Outreach, Marketing and Customer Notification

- Bidder shall demonstrate expertise and experience with graphic design, web design and public communications campaigns of this size, scope, complexity, and unique VCEA customer base (e.g. rural, agricultural, urban). Preference will be given to bidders with previous experience working in the energy field and/or for a community choice energy program that has already launched in California.
- Bidder shall demonstrate experience with effective use of digital, video-based and social media as well as more traditional methods of print, radio and television media.
- Bidder shall demonstrate experience with multi-cultural communications campaigns and translation.
- Bidder shall have experience with content development, design and management of direct mail on specific timelines.
- Experience working with local and regional press outlets, print shops, and mailhouses is desirable.

Qualifications: Data Management and Call Center Services

- Bidder shall demonstrate expertise and experience with all aspects of the scope of services including electronic exchange data services, customer relationship management, customer information systems, billing management, customer account switching, and call center management.
- Bidder shall have at least **four years'** experience managing successful call centers including operator training, providing service in multiple languages, troubleshooting, reporting, and a track record of positive customer service and feedback. Preference will be given to bidders who have managed successful call centers serving utility and/or other CCE customers.
- Bidder shall demonstrate experience working with PG&E and other relevant partners on long-term projects of similar scope and complexity.
- Bidder shall demonstrate experience with report design and management for Western Renewable Energy Generation Information System (WREGIS) and other required entities.
- Preference will be given to bidders with previous experience working in the energy field, with Direct Access or existing CCA programs.

General Qualifications: All Bidders

- Bidder shall possess all licenses and professional credentials relevant to performing services as specified under this RFP.
- For all tasks specified in the Scope of Work and those not expressly addressed above, Bidders should demonstrate their qualifications in providing similar services to similar entities (i.e., other CCA programs and/or Direct Access customers).

D. SPECIFIC REQUIREMENTS

Service Category 1: Technical & Energy Services:

Tasks in this area include but are not limited to:

1. Serve as an expert resource to VCEA staff, and at VCEA staff direction, also to City and County staff, elected officials and the VCEA Board, and its advisory bodies on matters related to energy markets, power procurement/contracting, State energy requirements and regulations,

rate design, budgeting, regulatory registrations, and CAISO matters.

2. Recommend customer-phasing schedule based on VCEA program economics, organizational capacity, customer benefit, and availability of credit for power purchases.
3. Refine VCEA operating budget based on final list of VCEA members, number of estimated accounts, and load requirements.
4. Prepare VCEA's Implementation Plan for certification by the CA Public Utilities Commission and address any questions the CPUC or others may have. The Plan will, at a minimum, be expected to include the following:
 - a. Process and consequences of aggregation
 - b. Organizational structure of the program, its operations and funding
 - c. Rate setting and other costs to participants
 - d. Disclosure and due process in setting rates and allocating costs among participants
 - e. Methods for entering and terminating agreements with other entities
 - f. Participant rights and responsibilities
 - g. Termination of the program
 - h. Description of third parties that will be supplying electricity under the program, including information about financial, technical and operational capabilities
5. Work with VCEA staff to finalize desired power supply mix and draft RFP for wholesale energy procurement through a single or multiple energy service providers (ESP) and CAISO scheduling services. Bids will be solicited from full-service ESP suppliers as well as independent and local power suppliers. ESP services will include wholesale energy supply sufficient to meet all needs of CCE customers (energy, resource adequacy, RPS compliance), as well as schedule coordination services with the CAISO.
6. Assist in bid evaluation, negotiations and power contracting with one or more counterparties.
7. Develop master Power Purchase Agreement (PPA) and term sheets; assist VCEA senior staff in overseeing power negotiations and contracting.
8. Assist VCEA staff, as necessary, with program financing and solicitation of banking services based on projected operating revenues, financial

analysis and customer enrollment schedule. The Technical and Energy Services Consultant(s) will review and amend, as appropriate, the Pro-Forma analysis developed for the technical study and at the direction of VCEA staff participate in discussions with financial institutions as the VCEA seeks working capital to fund final tasks prior to launch, including procurement of initial power requirements and required deposits. The Consultant will assist the City, County and VCEA Board and staff in providing the financial analysis needed to secure bank or other third-party financing.

9. Prepare tariff schedule and rate recommendations for three power supply options (e.g. default product at 50% renewable and voluntary products at 100% renewable and 100% local renewable) and design tariffs for complimentary programs such as net energy metering, community solar and/or local feed in tariff. The rate design should include recovery of all expenses and targeted reserves or coverage requirements set forth in bond covenants or other debt-service requirements. Rate design will likely follow PG&E's tariff structure at the outset to ensure ease in rate comparison by customer class. Included in the rate structure should be consideration of policies that further encourage and support local renewable energy development, including but not limited to:
 - a. A feed-in-tariff program to incentivize renewable energy projects within the CCE service territory;
 - b. A net energy metering tariff that encourages solar installation on the customer side of the meter;
 - c. A 100% renewable, opt-in choice. Customers will be offered a 100% renewable energy option at a premium price, based on the costs of 100% renewable supply.
 - d. A 100% local renewable, opt-in choice. Customers will be offered a 100% local renewable energy option at a premium price, based on the costs of a locally sourced 100% renewable supply.
10. Address PG&E, CA Public Utility Commission and CA Independent System Operator agreements and registrations including: CAISO registration and deposit, PG&E service agreement and security deposit, Bond posting, and required regulatory compliance reporting and information for customer noticing.
11. Develop an initial integrated resource plan and complete related regulatory reporting for the purposes of launching and early operation of the VCEA program.

12. Following program launch, it is anticipated that VCEA will initiate an integrated resource planning process more closely examining mid and long-term program goals and objectives. At the direction of VCEA staff, participate in and support the mid/long-term IRP planning process.
13. Be available for participation in governance and advisory meetings, weekly planning calls, meetings with PG&E, and other necessary meetings to complete all energy/procurement and rate-related tasks in bringing the program to successful launch and into early operations.

Service Category 2: Community Outreach, Marketing and Customer Notification.

Under the direction of VCEA staff and in collaboration with VCEA vendors, the selected firm(s) will develop, design and implement a multi-faceted plan for building program awareness, engaging potential VCEA residential, commercial and agricultural customers prior to launch, supporting the program website and design needs, and participating in customer notification/enrollments. Efforts in this service category are intended to support the successful launch of the program, build brand and program awareness, minimize customer opt-outs to below 10%, and set a framework for the development of a long-term community engagement program for VCEA.

Tasks in this service category include but are not limited to the following:

1. Program Branding, Design, Identity:
 - a. Working with existing program name and mission statement, develop logo, brand refinements/style guides, and create sub-brand names/logos for different product offerings and programs.
 - b. Create multi-functional, multi-lingual website (English and Spanish) that includes a rate calculator and ability to opt-out of the program.
 - c. Develop and maintain social media presence for VCEA utilizing existing platforms in VCEA member communities (e.g. Facebook, Nextdoor, etc.)
 - d. Develop/update program collateral including FAQs, program brochures, fact sheets and power point templates.
 - e. If budget allows, develop short informational video for website, social media and use at community meetings.
2. Community Outreach/Stakeholder Engagement: (throughout)
 - a. At the direction of VCEA staff, work with the County, City and other VCEA member jurisdictions to support local stakeholder and public outreach

which may include but is not limited to: 1:1 meetings with key stakeholder groups, public workshops/webinars, local presentations, event tabling, newsletter articles, and other key outreach/engagement activities.

- b. Develop and maintain VCEA list-serve to facilitate outreach/engagement activities. Refine/expand use of e-newsletters and info blasts to VCEA list-serve and other local communication outlets.
 - c. Support efforts to train/partner with local advocates and community based organizations to build local capacity and augment VCEA's efforts to plan and carry out outreach/engagement activities.
 - d. Develop long-term community engagement framework and local capacity development strategy.
3. Pre-Launch Marketing Campaign (begins 60 days prior to first notification):
- a. Develop multi-lingual (English/Spanish) and multi-cultural advertising campaign to raise public awareness of VCEA and its offerings; this will include both paid and earned media, print and digital, in a variety of mediums which could include newspapers, on-line ads, radio spots, billboards, busbacks/bus shelters, social media, etc.
 - b. Manage and conduct press outreach - schedule editorial board meetings, draft press releases, op-eds and news articles.
 - c. Establish a social media presence for VCEA on Facebook, Twitter, Next Door, etc.
4. Customer Notification (begins 90 days prior to program launch)
- a. Coordinate with VCEA staff and the selected data manager to design four/five opt-out notices (two within 60 days prior to launch and two within 60 days after launch). Customer notifications will be in the form of postcards and letters and will be tailored to certain customer classes. It will be the Community Outreach, Marketing and Customer Notification Consultant's responsibility to handle design, content coordination, printing and working with designated mailhouse on all customer opt-out notices.¹
 - b. Work with designated call center vendor and VCEA on call center scripting and integration of opt-out capability on the website.

¹ Consultant should assume ~41,000 accounts for initial program enrollment (City of Davis and unincorporated Yolo County).

The marketing and communications consultant(s) should be available for regular planning calls and presentations to the VCEA Board as may be necessary. It should prepare a proposed communications and outreach plan appropriate to the demographics of Davis and unincorporated Yolo County and include a detailed set of deliverables, timeline and estimated budget. The outreach plan should address post-launch communications and outreach under low/moderate/high opt-out scenarios. The final scope, deliverables and budget presented to the VCEA Board for consideration will be based upon discussions with VCEA staff and others on the selection team.

Service Category 3: Data Management and Call Center Services:

VCEA seeks a Data Management and Call Center provider(s) to perform standard services related to the launch and operation of a CCE program. In addition, VCEA seeks a partner interested in managing customer data purposefully and using it to design programs and tariff offers that respond to local opportunities and needs identified in strategic planning. To fulfill its mission, VCEA must understand local differences in community and customer energy profiles which requires a clear understanding of its data and an engaged and active data management partner.

In addition, since call center services will play a key role in customer experience, to the degree practical, VCEA seeks a provider(s) able to source high quality call center employees with direct local knowledge.

The detailed requested services are described below.

1. Electronic Data Exchange Services:
 - a. Process CCE Service Requests (CCESRs) from/to PG&E which specify the changes to a customer's choice of services such as enrollment in CCE programs, customer initiated returns to bundled utility service or customer initiated returns to direct access service (814 Electronic Data Interchange Files).
 - b. Obtain all customer usage data from PG&E's Metered Data Management Agent (MDMA) server to allow for timely billing (according to PG&E requirements) of each customer (867 Electronic Data Interchange Files).
 - c. Maintain and communicate the amount to be billed by PG&E for services provided by VCEA (810 Electronic Data Interchange Files).
 - d. Receive and maintain all data related to payment transactions toward CCE charges from PG&E after payment is received by PG&E from customers (820 Electronic Data Interchange Files).
 - e. Process CCESRs with PG&E when customer status changes.

- f. Provider shall participate in the Customer Data Acquisition Program (CDA) beta testing for SmartMeter data sharing as VCEA's Data Manager.

2. Qualified Reporting Entity (QRE) Services:

- a. Consistent with terms and conditions included in the Qualified Reporting Entity Services Agreement(s) between VCEA and Data Management Provider, serve as QRE for certain locally situated, small-scale renewable generators supplying electric energy to VCEA through its feed-in tariff (FIT).
- b. Submit a monthly generation extract file to Western Renewable Energy Generation Information System (WREGIS) on VCEA's behalf, which will conform to the characteristics and data requirements set forth in the WREGIS Interface Control Document for Qualified Reporting Entities.
- c. Provider shall receive applicable electric meter data from PG&E for VCEA FIT projects, consistent with PG&E's applicable meter servicing agreement, and shall provide such data to VCEA for purposes of performance tracking and invoice creation.

3. Customer Information System:

- a. Create and maintain an online database for VCEA that is an accurate database of all eligible accounts who are located in the VCEA service area and that identifies each account's enrollment status (opt out, program enrollment), rate tariff election(s), payment history, collection status, on-site generating and storage capacity, if applicable, and any correspondence with customers as well as other information that may become necessary to effectively administer VCEA as is mutually agreed to by parties from time to time.
- b. Design VCEA's online database so that in addition to the service provider, VCEA has functional access to the online database to add customer interactions, account notes, and other information fields necessary to effectively administer the program.
- c. Design VCEA's online database so that it can view customer email or written letter correspondence within the online database.

- d. Maintain and provide historical usage data on all customers for a time period equal to the lesser of either (a) the start of customer service to present or (b) five years.
- e. Until a cloud-based storage solution for SmartMeter historical usage data is implemented, Provider will store SmartMeter historical usage data, as received by the MDMA, for a 48 hour window.
- f. Maintain viewing access, available to appropriate VCEA staff, to view PG&E bills for VCEA customers, including supporting the intuitive parsing and labeling of PG&E provided files. Maintain accessible archive of billing records for all VCEA customers from the start of VCEA Service for a period of no less than five years.
- g. Maintain and communicate as needed record of customers who have been offered service with VCEA but have elected to opt out, either before or after starting service with VCEA.
- h. Maintain and communicate as needed records of Net Energy Metering credits and generation data for customers to be posted on bill and settled annually.
- i. When requested by VCEA, place program charges on the relevant customer account, identified by Service Agreement ID (SAID).
- j. Identify customers participating in various VCEA programs in database.
- k. Include various program payment information in all relevant reports.
- l. Perform quarterly VCEA program reviews to assess appropriate customer charge level.
- m. Maintain all customer data according to VCEA's customer privacy policy and the requirements of relevant California Public Utilities Commission Decisions including D.12-08-045, including a daily backup process.
- n. Maintain a Data Management Provider Security Breach Policy.

4. Customer Call Center:

- a. Provide professional Interactive Voice Response (IVR) recordings for CCA customer call center.
- b. Provide option for IVR self-service and track how many customers start and complete self-service options without live-agent assistance.

- c. Staff a call center, during any CCA Statutory Enrollment Period, 24 hours a day 7 days a week to process opt out requests.
- d. Staff a call center during Non-Enrollment Period between the hours of 8 AM and 5 PM PPT Monday through Friday, excluding VCEA and PG&E holidays.
- e. Provide sufficient call center staffing to meet the requirements set forth herein, including designating VCEA specific agents to the extent needed to provide for full functionality.
- f. Provide sufficient number of Data Manager Experts available to manage escalated calls between the hours of 8 AM and 5 PM PPT Monday through Friday, excluding VCEA and PG&E holidays (“Regular Business Hours”).
- g. Ensure that a minimum of 75% of all calls will be answered within 20 seconds during Non-Enrollment Periods.
- h. 100% of voicemail messages answered within one (1) business day.
- i. 100% of emails receive an immediate automated acknowledgement.
- j. 95% of emails receive a customized response within one (1) business day.
- k. 100% of emails receive a customized response within three (3) business days.
- l. Achieve a no greater than 10% abandon rate for all Non-Enrollment Period calls.
- m. Provide callers with the estimated hold time, if applicable. Provide an automated ‘call back’ option for callers who will be put on hold for an estimated five minutes or longer.
- n. Record all inbound calls and make recordings available to VCEA staff upon request. Maintain an archive of such recorded calls for a minimum period of 24 months.
- o. Track call center contact quality with criteria including:
 - (1) Use of appropriate greetings and other call center scripts
 - (2) Courtesy and professionalism
 - (3) Capturing key customer data
 - (4) Providing customers with correct and relevant information
 - (5) First-contact resolution
 - (6) Accuracy in data entry and call coding
 - (7) Grammar and spelling in text communication (email and chat)
- p. Evaluate customer satisfaction through voluntary customer surveys that ask general questions about call quality, call

resolution, and how satisfied the customer was with the service received.

- q. Respond to customer emails.
- r. Receive calls from VCEA customers referred to Provider by PG&E and receive calls from VCEA customers choosing to contact Provider directly without referral from PG&E.
- s. Provide the call center number on PG&E invoice allowing VCEA customers to contact the call center. Collect and/or confirm current email, mailing address and phone number of customers and add to or update database during inbound call.
- t. Collect permission (via voice recording, email request, or electronic form submittal) from customers to send electronic correspondence instead of printed mail.
- u. Respond to telephone inquiries from VCEA customers using a script developed and updated quarterly by VCEA. For questions not addressed within the script, refer inquiries either back to PG&E or to VCEA.
- v. Respond to customer inquiries within 24 hours, excluding weekends and holidays, including inquiries received either through telephone calls, email, fax or web-portal.
- w. Offer bi-annual cross training to PG&E call center in coordination with VCEA.
- x. Ensure monthly status reports are provided during the first week of each month .
Provide weekly status reports during Statutory Enrollment Periods.
- y. Use commercially reasonable efforts to make Spanish speaking call center staff available to customers during Regular Business Hours.
- z. Provide translation services for inbound calls for English and Spanish. Any other languages to be determined in consultation with VCEA.
- aa. Create and maintain forms for the VCEA website so that customers may change their account status to enroll or opt out of various VCEA programs.
- bb. Host VCEA meetings with call center management and representatives on a monthly basis.

5. Billing Administration:

- a. Maintain a table of rate schedules offered by VCEA to its customers.

- b. Send certain VCEA program charges for non- VCEA customers, when supported by PG&E, based on information provided to Provider by VCEA.
- c. Send certain VCEA program charges as a separate line item to PG&E for placement on monthly bill during term of repayment.
- d. Apply PG&E account usage for all VCEA customers against applicable rate to allow for customer billing.
- e. Review application of VCEA rates to PG&E accounts to ensure that the proper rates are applied to the accounts.
- f. Timely submit billing information for each customer to PG&E to meet PG&E’s billing window.
- g. Use commercially reasonable efforts to remedy billing errors for any customer in a timely manner, no more than two billing cycles.
- h. Assist with annual settlement process for Net Energy Metering (NEM) customers by identifying eligible customers, their NEM anniversary dates, providing accrued charges and credits, and providing mailing list to VCEA designated printer.
- i. Provide customer mailing list to VCEA designated printer for new move-in customer notices and opt out confirmation letters routinely within 7 days of enrollment or opt out.
- j. Send a VCEA provided letter to customers that are overdue. If no payment is received from the customer after a certain amount of time, issue a CCASR to return customer to PG&E.

6. Reporting:

Report	Frequency	Delivery Method
Aging	Weekly, Monthly	SFTP
Call Center Statistics	Weekly, Monthly	Email
Cash Receipts	Weekly, Monthly	SFTP
Invoice Summary Reports	Monthly	SFTP
Days To Invoice	Weekly, Monthly	SFTP
Program Opt Up with Address	Weekly, Monthly	SFTP
Utility User Tax (UUT) where applicable	Monthly	Email
Invoice Summary Report	Weekly, Monthly	SFTP

Invoice Summary Report – Mid Month	Monthly	SFTP
Monthly Transaction Summary	Monthly	Email
Opt Out with Rate Class	Weekly, Monthly	SFTP
Retroactive Returns	Monthly	Email
Sent to Collections	Monthly	Email
Snapshot	Weekly	SFTP
Snapshot with Addresses	Weekly	SFTP
Unbilled Usage	Monthly	SFTP
Full Volume Usage by Rate Class	Monthly	SFTP

Provider shall also assist VCEA, as needed, in compiling various customer sales and usage statistics that may be necessary to facilitate VCEA’s completion of requisite external reporting activities. Such statistics will likely include annual retail sales statistics for VCEA customers, including year-end customer counts and retail electricity sales (expressed in kilowatt hours) for each retail service option offered by VCEA.

7. Settlement Quality Meter Data:

- a. Provider shall provide VCEA or VCEA’s designated Scheduling Coordinator (SC) with Settlement Quality Meter Data (SQMD) as required from SC’s by the California Independent System Operator (CAISO).
- b. Upon VCEA’s request, Provider shall submit the SQMD directly to the CAISO on behalf of VCEA or VCEA’s designated SC.

II. CALENDAR OF EVENTS

EVENT	DATE/LOCATION	
Request Issued	December 5, 2016	
Written Questions Due	by 5:00 p.m. on December 12, 2016	
Bidders Conference (Online conference option enabled for remote participation)	December 16, 2016; 10:00 am	at: Davis City Hall, City Council Chambers Call – in: 641-715-0700 Participant Code – 483425
Addendum Issued	No later than January 4, 2017	
Response Due	by 5:00 p.m. on January 13, 2017	
Evaluation Period	January 17 – January 25, 2017	
Vendor Interviews	January 31 – February 1-2, 2017	
Board Consideration	February/March, 2017 (2017 Board Schedule TBD)	

Award Date	
Contract Start Date	March/April 2017

Note: Award and start dates are approximate.

A. BIDDERS CONFERENCE

1. Bidders conference will be held to:
 - a. Provide an opportunity for bidders to ask specific questions about the project and request RFP clarification.
 - b. Provide the VCEA, the City and County with an opportunity to receive feedback regarding the project and RFP.
 - c. Provide an opportunity for firms to network and develop subcontracting relationships in order to participate in the contract(s) that may result from this RFP.
2. All questions will be addressed and the list of attendees will be included in an RFP Addendum following the bidders conference.
3. Potential bidders are encouraged to attend the bidders conference in order to further facilitate subcontracting relationships. Vendors who attend the bidders conference will be added to the Vendor Bid List. Failure to participate in the bidders conference will in no way relieve the Contractor from furnishing goods and/or services required in accordance with these specifications, terms and conditions. Attendance at the bidders conference is not mandatory.

III. RFP PROCEDURES, TERMS, AND CONDITIONS

A. EVALUATION CRITERIA / SELECTION COMMITTEE

To ensure high quality submissions, individual proposals to a single service category will be evaluated against the same service category of group proposals. For example, an individual proposal for Technical and Energy Services will be evaluated against the Technical and Energy Services component of a group proposal that also addresses other service categories. Therefore, while VCEA recognizes the value of a well-organized, integrated group proposal, bidders should be aware that VCEA may choose proposals/vendors on an “al la carte” basis to form the strongest consultant team for VCEA’s needs.

In addition to the aforementioned minimum proposal requirements, all of which are mandatory, bids will be evaluated based on the following non-exhaustive list of criteria:

- Qualifications, experience, and capacity of the entity, including capability and experience of key personnel and experience with other public or private agencies to provide these services;
- Proposed approach, including clarity of understanding of the scope of services to be provided and appropriateness of the proposed solution/services;
- Customer service;
- Ability to meet any required timelines or other requirements;
- Compliance with VCEA's RFP and contractual requirements;
- History of successfully performing services for public and/or private agencies and other CCE's in California;
- Financial viability of the respondent;
- Adopted corporate sustainability policy and demonstrated alignment with VCEA mission and values
- Cost to VCEA for the services identified in this RFP;
- Proposed approach, including a clearly demonstrated understanding of VCEA's mission and the intended scope of services to be provided;
- Existence of and circumstances surrounding any claims and violations against the respondent, its representatives and/or partners; and
- Pertinent references.

VCEA reserves the right to consider factors other than those specified above and to request additional information from any/all respondents as part of the selection process. Through issuance of this RFP, VCEA makes no commitment to any bidder and provides no guarantee that a contract will be awarded. VCEA reserves the right to discontinue this RFP process at any time for any reason.

All proposals that pass the initial Evaluation Criteria which are determined on a pass/fail basis (Completeness of Response, Financial Stability, and Debarment and Suspension) will be evaluated by a Selection Committee (SC). The Selection

Committee may be composed of City and County staff and other parties that have expertise or experience in CCE Technical & Energy Services, Community Outreach, Marketing and Customer Notification, and Data Management and Call Center services. The SC will score and recommend a single or multiple Contractor(s) in accordance with the evaluation criteria set forth in this RFP. The evaluation of the proposals shall be within the sole judgment and discretion of VCEA and its designated Selection Committee.

All contact during the evaluation phase shall be through the City of Davis Community Development and Sustainability Department only. Bidders shall neither contact nor lobby evaluators during the evaluation process. Attempts by Bidder to contact and/or influence members of the SC may result in disqualification of Bidder.

The SC will evaluate each proposal meeting the qualification requirements set forth in this RFP. Bidders should bear in mind that any proposal that is unrealistic in terms of the technical or schedule commitments, or unrealistically high or low in cost, will be deemed reflective of an inherent lack of technical competence or indicative of a failure to comprehend the complexity and risk of VCEA's requirements as set forth in this RFP.

As a result of this RFP, VCEA intends to award a single or multiple contract(s) to the responsible bidder(s) whose response conforms to the RFP and whose bid presents the greatest value to VCEA, all evaluation criteria considered. The combined weight of the evaluation criteria is greater in importance than cost in determining the greatest value to VCEA. The goal is to award a contract(s) to the bidder(s) that provide VCEA the best quality as determined by the combined weight of the evaluation criteria. VCEA may award a contract of higher qualitative competence over the lowest priced response.

The basic information that each section should contain is specified below, these specifications should be considered as minimum requirements. Much of the material needed to present a comprehensive proposal can be placed into one of the sections listed. However, other criteria or work samples may be added as an appendix to further support the evaluation process whenever such additional information is relevant to the nature of the goods and/or services being solicited.

Each of the Evaluation Criteria below will be used in ranking and determining the quality of bidders' proposals for each service area. Proposals will be evaluated according to each Evaluation Criteria, and scored on the point scale indicated below with the maximum score for each service area being 100 points. A proposal with a higher point score will be deemed of higher quality than a proposal with a lesser-weighted score for each service area.

At its sole discretion, VCEA may select a bidder based on evaluation of the written proposal, scoring, and reference checks or utilize a two-stage approach including an initial evaluation of the written proposal and scoring to develop a short list of bidders that will continue to the final stage of interviews and reference checks.

If the two-stage approach is used, VCEA may invite up to three (3) bidders receiving the highest total scores to an interview. Only the bidders making the short list will proceed to the next stage; all other bidders will be deemed eliminated from the process. All bidders will be notified of the short list participants; however, the preliminary scores at that time will not be communicated to bidders.

The Evaluation Criteria and their respective point values are as follows:

	Evaluation Criteria	Points
A.	<p>Completeness of Response: Responses to this RFP must be complete. Responses that do not include the proposal content requirements identified within this RFP and subsequent Addenda and do not address each of the items listed below will be considered incomplete, be rated a Fail in the Evaluation Criteria and will receive no further consideration.</p>	Pass/Fail
	<p>Debarment and Suspension: Bidders, its principal and named subcontractors are not identified on the list of Federally debarred, suspended or other excluded parties located at www.sam.gov.</p>	Pass/Fail
B.	<p>Technical Criteria In each service area described below, an evaluation will be made of the probability of success of and risks associated with, the proposal response:</p> <p><i>Service Area 1: Technical/Energy Services:</i></p> <ol style="list-style-type: none"> Bidder shall demonstrate direct experience within and understand the California energy and electrical markets, including relevant legislation and regulations applicable to CCE and its major participants –investor owned utilities, CA Independent System Operator, energy service providers and independent power producers, California Public Utilities Commission, and other key market players. 	25 Points

	<ol style="list-style-type: none"> 2. Bidder shall demonstrate an understanding of CCA in California including - statutory and regulatory requirements, and best practices. Bidder shall have experience in customer data requests and analysis. 3. Bidder shall demonstrate experience in resource planning and energy procurement 4. Bidder shall demonstrate experience in rate setting/ design and sensitivity analysis, including anticipated rate impacts related to varying levels of renewable energy procurement and local renewable project/Program development as well as energy efficiency and demand reduction and management program implementation. 5. Bidder shall demonstrate experience in California energy compliance reporting as it relates to CCE. 6. Bidder shall possess all licenses and professional credentials relevant to performing services as specified under this RFP. 7. Bidder or Bidder team shall demonstrate experience analyzing construction labor markets as they relate to VCEA's mission. <p><u><i>Service Area 2: Community Outreach/Marketing</i></u></p> <ol style="list-style-type: none"> 1. Bidder shall demonstrate expertise in graphic design, web design, public messaging and management of large, complex public communications campaigns. 2. Bidder shall demonstrate previous experience working in the energy field and/or for a community choice energy program that has already launched. 3. Bidder shall demonstrate experience with effective use of digital, video-based and social media as well as more traditional methods of print, radio and television media. 4. Bidder shall demonstrate experience with multi-cultural communications campaigns and translation. 5. Bidder shall have experience with content 	
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	<p>development, design and management of direct mail on specific timelines.</p> <p>6. Bidder shall possess all licenses and professional credentials relevant to performing services as specified under this RFP.</p> <p><u>Service Area 3: Data Management, Call Center</u></p> <p>1. Bidder shall demonstrate expertise in all aspects of the scope of services including electronic exchange data services, customer relationship management, customer information systems, billing management, customer account switching, and call center management.</p> <p>2. Bidder shall have at least four years’ experience managing successful call centers for similar or related subject matters.</p> <p>3. Bidder shall demonstrate experience working with PG&E and other relevant partners on projects of similar scope and complexity.</p> <p>4. Bidder shall demonstrate experience with report design and management for Western Renewable Energy Generation Information System (WREGIS) and other required entities.</p> <p>5. Preference will be given to bidders with previous experience working in the energy field, with Direct Access or other CCE clients.</p> <p>6. Bidder shall possess all licenses and professional credentials relevant to performing services as specified under this RFP.</p>	
<p>C.</p>	<p>Cost: Points for Cost will be awarded through evaluation of each bidder’s total proposed cost (objective) and the subjective criteria below:</p> <p>1. Reasonableness (i.e., does the proposed pricing</p>	<p>20 Points</p>

	<p>accurately reflect the bidder’s effort to meet requirements and objectives?);</p> <p>2. Realism (i.e., is the proposed cost appropriate to the nature of the products and services to be provided?); and</p> <p>3. Affordability (i.e., the ability of VCEA to finance the services).</p> <p>Consideration of price in terms of overall affordability may be controlling in circumstances where two or more proposals are otherwise adjudged to be equal, or when a superior proposal is at a price that VCEA cannot afford.</p>	
D.	<p>Contract Implementation Program and Schedule: An evaluation will be made of the likelihood that Bidder’s contract implementation schedule will meet VCEA’s schedule. Additional credit will be given for the identification and planning for mitigation of schedule risks which Bidder believes may adversely affect any portion of VCEA’s schedule.</p>	15 Points
E.	<p>Relevant Experience and Capacity: Proposals will be evaluated against the RFP specifications and the questions below:</p> <ol style="list-style-type: none"> 1. What level of relevant education and experience on similar projects do the individuals assigned to the project have? 2. What is the Bidder’s commitment to assign a qualified program manager from its senior management team to the VCEA CCE program for the length of the contract? 3. Does the Bidder have the demonstrated staff capacity or ability to reasonably add capacity to meet its contractual obligations to VCEA and its other contractual commitments? 	15 Points
F.	<p>Project Understanding: Proposals will be evaluated against the RFP specifications and the questions below:</p> <ol style="list-style-type: none"> 1. Has proposer demonstrated a thorough understanding of the purpose and scope of the project, and the tasks expected of proposer? 2. How well has the proposer identified pertinent issues and potential problems related to the project? 3. Has the proposer demonstrated that it understands the deliverables VCEA expects it to provide? 	15 Points

	4. Has the proposer demonstrated that it understands the time schedule and can meet it?	
G.	<p>Methodology: Proposals will be evaluated against the RFP specifications and the questions below:</p> <ol style="list-style-type: none"> 1. Does the methodology depict a logical approach to fulfilling the requirements of the RFP? 2. Does the methodology match and contribute to achieving the objectives set out in the RFP? 3. Does the methodology interface with VCEA’s time schedule? 	10 Points

Oral Presentation and Interview:

If invited, the oral presentation and interview for each bidder or bidder team shall not exceed ninety (90) minutes in length. The oral interview will consist of standard questions asked of each of the bidders and specific questions regarding the specific proposal. The proposals may then be re-evaluated and re-scored based on the oral presentation and interview.

B. NOTICE OF RECOMMENDATION TO AWARD

1. At the conclusion of the RFP response evaluation process, all bidders will be notified in writing by e-mail, of the contract award recommendation, if any.

C. TERM / RENEWAL

1. The term of the contract(s), which may be awarded pursuant to this RFP, will be one (1) year, except that a contract for Data Management and Call Center Services may be awarded for up to three (3) years.
2. By mutual agreement, any contract which may be awarded pursuant to this RFP may be extended for up to an additional one or two-year term at agreed prices with all other terms and conditions remaining the same.

D. PRICING

1. All pricing as quoted will remain firm for the term of any contract that may be awarded as a result of this RFP.
2. Any price increases or decreases for subsequent contract terms may be negotiated between Contractor and VCEA only after completion of the initial term.

3. Bidders are advised that in the evaluation of cost, if applicable, it will be assumed that the unit price quoted is correct in the case of a discrepancy between the unit price and an extension.
4. Prevailing Wages: Pursuant to Labor Code Sections 1770 et seq., Contractor shall pay to persons performing labor in and about Work provided for in Contract not less than the general prevailing rate of per diem wages for work of a similar character in the locality in which the Work is performed, and not less than the general prevailing rate of per diem wages for legal holiday and overtime work in said locality, which per diem wages shall not be less than the stipulated rates contained in a schedule thereof which has been ascertained and determined by the Director of the State Department of Industrial Relations to be the general prevailing rate of per diem wages for each craft or type of workman or mechanic needed to execute this contract.

E. AWARD

1. Proposals will be evaluated by a committee and will be ranked in accordance with the RFP section entitled "Evaluation Criteria/Selection Committee."
2. The committee will recommend award to the bidder who, in its opinion, has submitted the proposal that best serves the overall interests of VCEA and attains the highest overall point score. Award may not necessarily be made to the bidder with the lowest price.
3. VCEA reserves the right to reject any or all responses that materially differ from any terms contained in this RFP or from any Exhibits attached hereto, to waive informalities and minor irregularities in responses received, and to provide an opportunity for bidders to correct minor and immaterial errors contained in their submissions. The decision as to what constitutes a minor irregularity shall be made solely at the discretion of VCEA.
4. VCEA reserves the right to award to a single or multiple contractors.
5. VCEA has the right to decline to award this contract or any part thereof for any reason.
6. VCEA Board approval to award a contract is required.
7. A contract must be negotiated, finalized, and signed by the recommended awardee prior to VCEA Board approval.
8. The RFP specifications, terms, conditions and Exhibits, RFP Addenda and Bidder's proposal, may be incorporated into and made a part of any contract that may be awarded as a result of this RFP.

F. PERFORMANCE REQUIREMENTS

1. Contractor shall comply with all terms of the contract, as may be modified periodically at the sole discretion of VCEA, including but not limited to providing all deliverables, attendance at all meetings and public hearings, staying within the budget, and meeting the letter and intent of the project scope.
2. Contractor shall comply with all scheduling and deadline requirements of the contract, as may be modified periodically at the sole discretion of VCEA.
3. Contractor shall provide to VCEA all documents in both .pdf, bound paper copy, and editable electronic file formats, to the satisfaction of the Community Development Agency.

G. PROJECT MANAGER / SUPPORT STAFF

1. Contractor shall provide a dedicated competent project manager who shall be responsible for the VCEA account/contract. The project manager shall receive all orders from VCEA and shall be the primary contact for all issues regarding Bidder's response to this RFP and any contract which may arise pursuant to this RFP.
2. Contractor shall also provide adequate, competent support staff that shall be able to provide service to VCEA during normal working hours, Monday through Friday. Such representative(s) shall be knowledgeable about the contract, products offered and able to identify and resolve any issues quickly including but not limited to order and invoicing problems.
3. Contractor project manager shall be familiar with VCEA requirements and standards and work with VCEA staff to ensure that established standards are adhered to.

IV. INSTRUCTIONS TO BIDDERS

A. CONTACTS

The City of Davis is managing the competitive process for this project on behalf of Yolo County and VCEA. All contact during the competitive process is to be through the City's Community Development and Sustainability Department only.

The evaluation phase of the competitive process shall begin upon receipt of sealed bids until a contract has been awarded. Bidders shall not contact or lobby evaluators during the evaluation process. Attempts by Bidder to contact evaluators may result in disqualification of bidder.

All questions regarding these specifications, terms and conditions are to be submitted via e-mail by 5:00 p.m. on December 12, 2016 to:

Mitch Sears, Sustainability Manager
City of Davis, Community Development and Sustainability Department
E-Mail: CCE@cityofdavis.org
PHONE: (530) 757-5610

B. SUBMITTAL OF BIDS

1. All bids must be SEALED and must be received at the City of Davis City Manager's Office BY 5:00 p.m. on the due date specified in the Calendar of Events.

NOTE: LATE AND/OR UNSEALED BIDS CANNOT BE ACCEPTED.

Bids will be received only at the address shown below, and by the time indicated in the Calendar of Events. Any bid received after said time and/or date or at a place other than the stated address cannot be considered and will be returned to the bidder unopened.

All bids, whether delivered by an employee of Bidder, U.S. Postal Service, courier or package delivery service, must be received and date stamped at the stated address prior to the time designated. The City Manager's Office phone system shall be considered the official timepiece for the purpose of establishing the actual receipt of bids.

2. Bids are to be addressed and delivered as follows:
CCE / VCEA Multi-Service Technical & Administrative Tasks
RFP No. 1-CCE-1
City of Davis, City Manager's Office
City Hall
23 Russell Blvd
Davis, CA 95616

Bidder's name, return address, and the RFP number and title must also appear on the mailing package.

3. Bidders are to submit one (1) original unbound hardcopy bid either loose leaf or in a 3-ring binder, plus **5 bound copies** of their proposal. Original proposal is to be clearly marked "ORIGINAL" with copies to be marked "COPY". Proposals shall be printed double-sided and on minimum 30% post-consumer recycled content paper.

4. Bidders **must** also submit an electronic copy of their proposal. The electronic copy must be in a single file (PDF with OCR preferred), and shall be an **exact** scanned image of the original hard copy Exhibit A – Bid Response Packet, including additional required documentation. The file must be on a USB flash drive and enclosed with the sealed original hardcopy of the bid.
5. No email (electronic) or facsimile bids will be considered.
6. All costs required for the preparation and submission of a bid shall be borne by Bidder.
7. Only one bid response will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response. For purposes of this requirement, “partnership” shall mean, and is limited to, a legal partnership formed under one or more of the provisions of the California or other state’s Corporations Code or an equivalent statute.
8. All information regarding the bid responses will be held as confidential until such time as the VCEA Selection Committee has completed its evaluation, and recommended award has been made by the VCEA Selection Committee, and the contract has been fully negotiated with the recommended awardee named in the recommendation to award/non-award. The submitted proposals shall be made available upon request no later than five (5) calendar days before the recommendation to award and enter into contract is scheduled to be heard by the VCEA Board of Directors.
9. Bidders certify that they, at the time of bidding, and shall be throughout the period of the contract, licensed by the State of California to do the type of work required under the terms of the Contract Documents. Bidders further certify that they are regularly engaged in the general class and type of work called for in the Bid Documents.
10. It is understood that VCEA reserves the right to reject any or all bids and that any bid shall remain open to acceptance and is irrevocable for a period of one-hundred and eighty (180) days, unless otherwise specified in the Bid Documents.

C. RESPONSE FORMAT

1. Bid responses are to be straightforward, clear, concise and specific to the information requested.
2. Bid responses shall include the costs and implementation plan and schedule of **Service Category 1: Technical & Energy Services; Service Category 2: Community Outreach, Marketing and Customer Notification; and Service Category 3: Data Management and Call Center**

Services each itemized as separate schedule and cost items for each analysis.

3. If relevant, work samples may be included as an appendix to the proposal
4. In order for bids to be considered complete, Bidder must provide responses to all information requested.
5. Bid responses, in whole or in part, are NOT to be marked confidential or proprietary. VCEA may refuse to consider any bid response or part thereof so marked. Bid responses submitted in response to this RFP may be subject to public disclosure. VCEA, City and County shall not be liable in any way for disclosure of any such records.

REQUIRED DOCUMENTATION AND SUBMITTALS

All of the specific documentation listed below is required to be submitted for a bid to be deemed complete. Bidders shall submit all documentation, in the order listed below and clearly label each section with the appropriate title (i.e. Table of Contents, Letter of Transmittal, Key Personnel, etc.).

- 1. **Table of Contents:** Bid responses shall include a table of contents listing the individual sections of the proposal/quotation and their corresponding page numbers. Tabs should separate each of the individual sections.
- 2. **Letter of Transmittal:** Bid responses shall include a description of Bidder's capabilities and approach in providing its services to VCEA, and provide a brief synopsis of the highlights of the Proposal and overall benefits of the Proposal to VCEA. This synopsis should not exceed three pages in length and should be easily understood.
- 3. **References:**
 - (1) Bidders are to provide a list of current and former clients. References must be satisfactory as deemed solely by VCEA. References should have similar scope, volume and requirements to those outlined in these specifications, terms and conditions.
 - Bidders must verify the contact information for all references provided is current and valid.
 - Bidders are strongly encouraged to notify all references that VCEA may be contacting them to obtain a reference.
 - (2) VCEA may contact some or all of the references provided in order to determine Bidder's performance record on work similar to that described in this request. VCEA reserves the right to contact references other than those provided in the Response and to use the information gained from them in the evaluation process.
- 4. **Key Personnel:** Bid responses shall include a complete list of all key personnel associated with the RFP. This list must include all key personnel who will provide services/training to VCEA and all key personnel who will provide support services. For each person on the list, the following information shall be included:
 - (a) The person's relationship with Bidder, including job title and years of employment with Bidder;
 - (b) The role that the person will play in connection with the RFP;
 - (c) Address, telephone, fax numbers, and e-mail address;
 - (d) Person's educational background; and
 - (e) Person's relevant experience, certifications, and/or merits.
- 5. **Description of the Proposed Services:** Bid response shall include a description of the terms and conditions of services to be provided during the contract term including response times. The description shall contain a basis of estimate for services including its scheduled start and completion dates, the number of Bidder's and VCEA personnel involved, and the number of hours scheduled for such personnel.

- 6. **Implementation Plan and Schedule:** The bid response shall include an implementation plan and schedule. In addition, the plan and schedule shall include assignment of responsible parties for each major task.
- 7. **Credentials:** Copies of any licenses, certifications, or other third party verification of credentials must be submitted with the bid response; Documents must be clearly identified as to which requirement they are responsive.
- 8. **Budget Detail:** The bid response shall include detailed budgets for each of the service categories being bid on, broken down by key elements/deliverables outlined in the scope of work.

Job Title: Chief Executive Officer of the Valley Clean Energy Alliance

Closing Date/Time: _____

Salary: See Position Description

Job Type: Regular

Location: Davis, Yolo County, California

The Valley Clean Energy Alliance (VCEA) is seeking experienced, dedicated and well-qualified applicants for the position of Chief Executive Officer.

VALLEY CLEAN ENERGY ALLIANCE

VCEA, formed in 2016, is a joint powers authority (JPA) made up of the County of Yolo and cities in the County, including Davis and others to be determined. VCEA was formed in accordance with California state law to implement a Community Choice Aggregation (CCA) or Community Choice Energy (CCE) program. VCEA's purpose is to provide the residents and businesses in Yolo County with choices regarding how their electricity supply is sourced. The VCEA board and the VCEA Chief Executive Officer (CEO) will direct the Valley Clean Energy (VCE) program. The VCE program will allow participating local governments to pool the electricity demands of their communities, increase their purchasing power for higher renewable content, and invest in local energy infrastructure and energy efficiency programs.

The VCE program will introduce competition into the local energy marketplace, providing local ratepayers with choices about the renewable energy content of the electricity they purchase. As a local government organization, VCEA will be accountable to the communities it serves. VCEA will offer blended or pure renewable electricity at rates competitive to or lower than the current energy supplier, thus allowing Yolo County to accelerate greenhouse gas reductions by causing additional renewable energy generation to be deployed.

The VCE program aspires to be exemplary in ways that will require consummate leadership and vision on the CEO's part. Yolo County's unique demographics and diverse strengths create an opportunity not only to provide cost effective renewable electricity supply across the county but also to partner with individual member jurisdictions and their businesses, institutions and energy users to maximize local economic impact and carbon footprint reductions. A central managerial challenge will be to ensure financial stability while creating flexible organizational capacity to aggressively exploit opportunities inherent in California's electricity sector decentralization, decarbonization and democratization. Such opportunities may include development of local energy resources, innovative energy efficiency programs, aggregation of end-use facilities in micro-grid configurations and/or to provide grid services, and synergies with other municipal services including water supply, wastewater treatment and broadband fiber-optic cable. The CEO will need to provide leadership and assistance to as yet undefined initiatives aiming at local climate change mitigation and adaptation and more locally integrated and resilient infrastructure. Finally, while there is currently limited collaboration between CCAs/CCEs and

incumbent electricity distribution utilities, the CEO will be expected to explore and develop collaborative opportunities with PG&E that can benefit VCEA member communities and that would be more costly or challenging for VCEA or PG&E to undertake by itself. This will require a high level of community and advisory engagement, which the CEO will need to organize, support, and empower.

THE CHIEF EXECUTIVE OFFICER (CEO)

The CEO will be responsible for all aspects of launching and operating a highly-visible start-up organization and building it into an innovative enterprise that benefits Yolo County residents, businesses and communities. The CEO will direct all activities of the VCEA, including operations, resource procurement and planning, customer service, energy infrastructure development, finance, legal and regulatory affairs, external communications and strategic planning. The CEO will report to a Board of Directors determined in accordance with the VCEA JPA agreement to represent the JPA members, and will work with numerous stakeholders including County residents, businesses, labor representatives, government officials, and experts in the fields of energy and utility services. The CEO will initially rely on a combination of internal staff and contractors, as well as support from staff of JPA member jurisdictions, to achieve VCEA's objectives.

The VCEA CEO will be expected to:

- Build and manage a high performing, multidisciplinary team of staff and contractors with expertise in the engineering and operational aspects of energy systems, the economics of retail and wholesale electricity markets, renewable power development, emerging technological advances in the industry, and state and federal regulatory frameworks and procedures;
- Implement programs that enhance the county's economic and environmental health, including local renewable energy facilities, energy efficiency building retrofits, and the adoption of cost-effective new technologies; and
- Track industry and market developments, anticipating and addressing challenges, and seizing emerging opportunities.

Administrative and Management Requirements

This position requires substantial knowledge of all of the administrative and operational aspects of a public energy utility, including resource planning, renewable energy supply development and procurement, finance, marketing, rates, energy efficiency and conservation, customer service, public and governmental relations. The ideal candidate will have relevant energy sector experience, strong skills in budget development and management, knowledge of accounting and finance, understanding of electric energy rate formulation, and a commitment to exemplary customer service. The CEO will be expected to effectively recruit, train, develop, and retain staff, and to successfully select and manage contractors and vendors. These traits should be reflected in:

- Strong leadership, delegation and decision-making skills; proven ability to effectively seek and use available technical, economic, policy and strategic advice from staff and consultants;

- Demonstrated ability to organize and lead high performing teams, successfully integrating short and long term goals, internal team and outsourced efforts, and strategic and operational plan execution;
- Knowledge of the energy sector and the roles, functions and essential relationships of a CCA/CCE program;
- Experience and prior professional responsibility aligned with VCEA's goals and vision; and
- A track record of participation in, and preferably leadership of, a start-up organization/program or competitive business venture, whether in the public or private sector.

Collaboration and Community Relations

The CEO's and VCEA's success will depend on fostering and maintaining strong relationships with a Board of Directors; city, county, and state governments; customers; employees; the California Public Utilities Commission (CPUC); and other key stake-holders and collaborating organizations including the incumbent electricity distribution utility, PG&E. The CEO position will require outstanding communication and interpersonal skills; negotiating and consensus building skills will also be valued attributes. Ideal past experience should include:

- Ability to manage input from outside stakeholder groups and influences from multiple political jurisdictions;
- Experience with facilitating and using community-based expert advisory committees to provide reliable expert advice regarding strategic and policy choices; and
- Professional and/or volunteer experience in Yolo County.

ESSENTIAL DUTIES

The CEO will direct the start-up and ongoing operations of the VCEA. Duties will include but are not limited to the following:

Relationship with the Board of Directors

- Exercises authorities delegated by the VCEA Board of Directors, including authorization of electricity purchases, management of contracts, and direction and supervision of staff.
- In coordination with the Board of Directors and the jurisdictions participating in the VCEA, engages in strategic and resource planning, and implements the adopted strategic and resource plans.
- Plans and recommends program and policy direction for the VCEA; develops or directs the development of program policies; explains, advises and recommends action on policy matters to the Board of Directors; and advises the Board of Directors of problems and potential problems and recommends appropriate courses of action.
- Performs related duties as assigned by the Board of Directors.

Program Implementation and Operations

- Develops agreements, methods and procedures to implement, administer and evaluate the VCEA's programs; oversees and directs program compliance reviews and analyzes performance outcome

measures to determine program effectiveness; develops process improvement plans and strategies to enhance service delivery; and reviews projects and related records in order to assess the progress of projects and to assure program continuity and compliance.

- Prepares and administers an annual budget; establishes, revises and maintains accounting systems and procedures in order to effectively monitor revenues and expenses, and to provide internal accounting controls; and certifies the purchase of supplies, equipment and services.
- Develops and implements management information systems in order to track and analyze performance measures. Directs the preparation, review, and approval of fiscal, special and technical reports, and proposals; researches, identifies, develops and negotiates public and private funding opportunities in order to support programs; submits grant applications for funding of research and planning projects; and issues directives related to fund distribution, and policy and procedural constraints of grant requirements.
- Coordinates operational activities with jurisdictions participating in the VCEA and, as appropriate, other relevant jurisdictions, state and federal funding agencies, and community and business groups.
- Directs the development and execution of a public relations program to inform the public about VCEA operations, services, programs, goals, and objectives; provides consultation to individuals, citizen groups, business organizations, consultants, and governmental agencies on all matters related to VCEA operations.

Regulatory and Political Engagement

- Analyzes the impact of newly-enacted state and federal legislation and CPUC decisions and action on operations; addresses legislative and regulatory bodies to influence or persuade them to form supportive opinions or take actions related to advancing program goals; reviews economic trends and regulatory changes to determine the impact on operations; reviews and critiques codes and ordinances; and initiates studies of technical problems and recommends revisions.
- Stays informed on community social, economic and political concerns and their relevance to and potential impact upon VCEA programs.
- Represents the VCEA at governmental hearings, in front of administrative and regulatory bodies, and at public meetings.
- Plans, organizes, directs and evaluates the activities of subordinate staff; interviews, selects and trains professional and management staff; assigns and reviews work; establishes performance standards; evaluates staff performance; trains and counsels employees; takes or approves disciplinary actions; and negotiates and administers agreements with consultants and contractors.

SALARY AND BENEFITS

The annual salary for this position is negotiable based on experience, energy industry salary standards and local living costs. A competitive benefits package will also be offered.

QUALIFICATIONS

Education: Any combination of educational course work and training which would provide the knowledge and abilities listed above, such as an undergraduate degree with a focus on engineering, natural sciences, public administration, public policy, business administration, economics, finance, or a closely energy related field. A Master's Degree in an energy related field is desirable.

Experience: Any combination of experience and training which complement and expand competencies beyond academic disciplines and which would provide the opportunity to acquire the knowledge and abilities listed above, such as ten years of full-time administration/management experience supervising professional staff engaged in energy-related fields, including specific experience in financial, budget, program and organizational administration, analysis and planning.

Knowledge of:

- Electricity rate-setting principles
- IOU, CEC, and CPUC authorized efficiency and renewable programs
- Locally applicable renewable energy technologies and applications
- Local climate action planning and strategy
- Energy supply, delivery and usage principles
- The California energy market and specifically rules and standards related to electricity supply portfolio development and management
- Related regulatory and statutory issues and requirements
- Community choice aggregation and its business model and evolutionary possibilities
- Electricity generation project and system operations
- Current issues in demand-side management, renewable energy, climate change, and energy policy
- Municipal governance and operational procedures related to public sector services
- Current and relevant computer, data management and technology-related applications and functions.

Skills and ability to:

- Lead long-range strategic and fiscal planning for program development
- Negotiate contracts and manage sub-contractors to ensure deliverables are received within contracted time, quality, quantity and cost requirements
- Manage customer communications and relations to achieve high levels of customer satisfaction, program awareness and community engagement
- Lead a program development and design process, including needs assessments, project design, proposal development, marketing material preparation, and evaluation components
- Plan, schedule, budget and allocate program resources
- Prepare program budgets to meet contractual and statutory requirements, administer program budgets, and control and monitor program related expenditures
- Provide program management, and to provide guidance for staff and the public
- Monitor, evaluate, and assure compliance with program goals, policies and procedures

- Lead a continuous improvement process
- Develop contingency plans to address changing program needs
- Coordinate the preparation of periodic and ad-hoc reports as required by the VCEA board, funding agencies and other interested parties, and ensure all reports are accurate, comprehensive, timely, well documented, and maintain program credibility
- Handle multiple projects simultaneously within pre-determined time constraints
- Exercise discretion and independent judgment
- Maintain a good working relationship with staff, stakeholders and clients
- Apply excellent communication, management, and personal skills
- Comply with the Brown Act and municipal governance procedures
- Manage energy efficiency and renewable energy programs
- Write grant proposals

APPLICATION/EXAMINATION:

This recruitment for VCEA CEO is being conducted by Yolo County, but the position will be a VCEA position, not a Yolo County position. To apply for this opportunity the materials listed below must be electronically submitted in PDF format using the jurisdiction’s online application system at link. If you are currently on the Yolo County website, please follow instructions for electronic submissions. You will need to submit:

- Up-to-date Resume
- Cover letter with responses to the following three topics:
 - A summary of your qualifications, specifically your executive leadership, budget/finance, personnel management and administrative experience
 - A description of your experience establishing, growing and maintaining an energy sector business, organization, or program with regional impact
 - An example of a time when you successfully managed competing political interests between parties, including the skills and techniques you utilized, and the outcome

RECRUITMENT SCHEDULE

Final Date for Submitting an Application:.

Application Screening:

Panel Interviews (tentative):

Finalist Interviews (tentative):

For questions regarding this position and the recruitment, please contact (name) at (number).