

CPA Data and Systems Strategic Roadmap RFP – Q&A Responses

#	Question	Answer
1	<p>General Inquiry: Can you please send list the webinar link that will take place on January 6, 2020 at 2:00 PM?</p>	<p>The webinar link is provided here and on CPA's website: https://attendee.gotowebinar.com/register/4352827300379689739.</p>
2	<p>Section I., Objective: What is the driver for the 3-month timeline? Is there a stakeholder deadline or some other driver to be aware of?</p>	<p>CPA's objective for this RFP is to obtain "a strategic plan or 'road map' ["Strategic Plan"] outlining one or more paths for CPA to get from current state to future state as they relate to processes, technology (e.g., software, hardware), systems, or data management, as well as associated staffing needs."</p> <p>For additional context, CPA is now in operations after enrolling approximately 1 million customer accounts. CPA is looking to have a Strategic Plan to assist CPA in planning from an operations and budgeting perspective.</p>
3	<p>Section IV. A., Goal: We understand that many of the functions noted in your RFP are currently outsourced. Is it CPA's intention to insource all of these functions? Is there a preference for building in-house capabilities vs. outsourcing or Software as a Service (SaaS)?</p>	<p>CPA's objective for this RFP is to obtain a Strategic Plan "outlining one or more paths for CPA to get from current state to future state as they relate to processes, technology (e.g., software, hardware), systems, or data management, as well as associated staffing needs." See RFP, Section I, OBJECTIVE; see <i>also</i>, Attachment A.</p> <p>The Strategic Plan should help inform CPA's decisions on these topics.</p>
4	<p>General Inquiry: Would it be possible to get a current state organization chart(s) that show(s) the number of roles and individuals that are currently a part of the in-scope Functional Business Areas?</p> <p>Note: We are not asking for names; more specifically, looking to understand (a) the number of existing and planned resources, and (b) the respective role that each plays.</p>	<p>CPA's Board of Directors May 2, 2019 Regular Meeting Agenda materials contains information related to the current and future state of the organization. A link to CPA's May 2, 2019 board meeting materials can be found here: https://cleanpoweralliance.org/wp-content/uploads/2019/05/050219_CPA-Board-AgendaPacket_updated.pdf and current and future state org charts can be found at pp. 61-63.</p> <p>The organizational structure may be adjusted from time to time.</p> <p>RFP, Section VII, PROPOSAL REQUIREMENTS ("The work plan and project schedule should assume close coordination with CPA staff, with time for review, and revision as appropriate, of each task's work product prior to the initiation of the next task. CPA staff will provide timely feedback and</p>

		input in developing the work product.”). The selected proposer will work “in close consultation with CPA staff” to allow the proposer to meet the project tasks and deliverables. See RFP, Attachment A.
5	<p>General Inquiry: Has CPA conducted a prioritization exercise to determine the approximate timing of the desired future state capabilities it would like to bring in-house? If so, are there certain capabilities and/or functionality CPA has prioritized to be a near-term area of focus?</p>	<p>See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA’s response to Question #3, above, for additional information.</p> <p>The Strategic Plan should help inform CPA’s prioritization of future state capabilities.</p>
6	<p>Attachment A (Project Tasks & Deliverables): What level of detail is CPA expecting with respect to the business process flow documentation for current and desired future state activities? Will a Level 2 or high-level end-to-end business process documentation that showcases key activities taking place by functional area – in addition to decisions and exception handling suffice for this exercise?</p> <ul style="list-style-type: none"> • <i>Identify and inventory CPA’s business processes and requirements for each of the Functional Business Areas</i> • <i>Map existing processes, data sources and systems capabilities and identify challenges/ deficiencies. Documentation should include a process flow diagram of all Functional Business Areas and Related Functional Areas and document how the different areas interface with each other</i> • <i>Document and map desired processes for each Functional Business Area</i> • <i>Document high level data flows and linkages between each of the Functional Business Areas and Related Business Areas</i> 	<p>CPA expects the proposer to identify the level of detail needed to accomplish CPA’s objectives and goals. See RFP, Section I, OBJECTIVE, Section IV.A., Goal; see <i>also</i>, Attachment A.</p>
7	<ul style="list-style-type: none"> • Section V, (Pricing): There will likely be travel expenses related to the execution of this project; is the proposed budget that CPA has provided inclusive of those expenses or will they be handled separately? 	<p>CPA’s budget is inclusive of all contract costs and expenses. “Proposer should describe any hourly billing rates, fees, or other compensation that Proposer may seek from CPA for services, inclusive of staff time, equipment, materials, travel, administrative/clerical, overhead and other</p>

	<ul style="list-style-type: none"> ○ CPA anticipates spending between \$50,000 - \$125,000 for this project (“Budget”) and expects that the work can be completed effectively and efficiently within or under the Budget. 	<p>out-of-pocket expenses, if applicable to this contract.” (emphasis added.) See RFP, VII, PROPOSAL REQUIREMENTS and Sections V, PRICING.</p> <p>However, “[i]f a proposer believes the Budget amount is insufficient for the work requested, a proposer may, at its option, submit one (1) alternative pricing proposal but that proposal must specify any additional amounts proposed and justify in detail the reasons for each increase. CPA reserves the right, at its sole discretion, to reject or accept any alternative pricing proposal.” See RFP, Section V, Pricing at p. 9.</p>
8	<p>Documentation: What is the state of documentation of current state? What is the level of documentation of current processes documented?</p>	<p>See RFP, Sections IV.D., CPA’s Functional Business Areas, and IV.E., Related Functional Areas for information regarding CPA’s current state of documentation.</p> <p>CPA will discuss documentation at the Bidders’ Webinar.</p>
9	<p>Scope: Are identifying (strategic and tactical) gaps in the current state processes a desired outcome?</p>	<p>The final work product is the Strategic Plan. See RFP, Section I, OBJECTIVE, Section IV, PROJECT INFORMATION (“CPA seeks a contractor to create a data and systems strategic plan”), and Attachment A, Deliverable #3. Identifying gaps (whether strategic, tactical, or other) is an anticipated outcome of the specified Scope of Services. See generally, Attachment A, tasks #1 and #2.</p>
10	<p>Scope: In the future state for systems outlines a request for alternatives/ choices with system vendors, pricing, timetables and deliverables. In this process we will shared budgeted estimates based on our past experience and publicly available software and hardware cost. We have not assumed any interaction with outside software companies or system integrators within scope and time line of this RFP.</p>	<p>This is not a question. Consequently, CPA is unable to respond.</p> <p>CPA does not accept any proposer’s assumptions, conditions, or limitations in this Q&A process. Any assumption, etc. must be specified and explained in the proposer’s response to the RFP. CPA reserves all rights. See RFP, Section VIII, RESERVATION OF RIGHTS.</p>
11	<p>Applications: A vendor currently owns the deal capture system. Is CPA planning to retain the same system in future state after bringing procurement in-house? If not, data migration will be of prime importance to get the deals already done prior to the in-house transition. Can you please elaborate more on this front.</p>	<p>See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA’s response to Question #3, above, for additional information.</p> <p>The Strategic Plan should inform whether CPA should consider bringing a deal capture system in house or using a third party (e.g. a Scheduling Coordinator to provide a deal capture system).</p>

12	<p>General: CPA outsources several work streams of the nine business areas to vendors and consultants. Getting information from your vendors and consultants is the core to success of this Strategy project. How is CPA planning to motivate the vendors and consultants to support on this project?</p>	<p>RFP, Section VII, PROPOSAL REQUIREMENTS (“The work plan and project schedule should assume close coordination with CPA staff, with time for review, and revision as appropriate, of each task’s work product prior to the initiation of the next task. CPA staff will provide timely feedback and input in developing the work product.”). The selected proposer will work “in close consultation with CPA staff” to allow the proposer to meet the project tasks and deliverables. See RFP, Attachment A at p. 15.</p>
13	<p>Documentation: Acceptance criteria of deliverables will be provided/ developed by CPA. Is there sample process documentation or sample deliverable that CPA can share as part of the question answer session</p>	<p>CPA is unable to share any samples.</p>
14	<p>General: CPA is focusing on people, processes and systems, as it explores bringing some or all of its business areas in house from its vendors and consultants. There will be a tradeoff between the number people versus the level of automation. Training people and automation of processes are going to be vital for future success. Can you please provide more color on these aspects? What is the appetite for investment in people, automation and systems? High, medium and low range of scenarios?</p>	<p>See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA’s response to Question #3, above, for additional information.</p> <p>Proposers should assume a medium to high level of potential investment commensurate with CPA’s size and resources.</p> <p>The Strategic Plan should help inform CPA’s decisions on this topic and in particular the return on investment associated with different scenarios and investments.</p>
15	<p>Process Flows: We have assumed process flows for current and future state will be drafted at L2 level based on RFP requirements. L2 level process flows gives end to end view of all operations. Please confirm this is accepted level if not suggest level you are expecting from L1 to L4</p>	<p>See CPA’s response to Question #6, above.</p>
16	<p>Requirements: We are assuming to capture functional level requirements for each business function listed in RFP. Please validate assumption and list out any other type of requirements or details are expected to be captured</p>	<p>See CPA’s response to Question #6, above.</p>
17	<p>Documentation: One future state end to end data flow diagram is considered in scope. Please validate if you are expecting any more details</p>	<p>See CPA’s response to Question #6, above.</p> <p>CPA does not accept any proposer’s assumptions, conditions, or limitations in this Q&A process. Any assumption, etc. must be specified and explained</p>

		in the proposer's response to the RFP. CPA reserves all rights. See RFP, Section VIII, RESERVATION OF RIGHTS.
18	Scope: To provide buy vs build options with pros and cons requires all detailed system and non-functional requirements captured which is not part of scope mentioned. Can you validate buy vs build and respective other analysis will be shared based on functional requirements listed in scope?	See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA's response to Question #3, above, for additional information. The Strategic Plan should help inform CPA's options as outlined in Deliverable #2.g. of the Scope of Services. See Attachment A, Deliverable #2.g.
19	Implementation Plan: Plan for next five years will be shared at High Level Plan assuming business priorities are listed out by CPA. Confirm assumption	See CPA's response to Question #6, above. CPA does not accept any proposer's assumptions, conditions, or limitations in this Q&A process. Any assumption, etc. must be specified and explained in the proposer's response to the RFP. CPA reserves all rights. See RFP, Section VIII, RESERVATION OF RIGHTS.
20	Scope: In the section of "Related Functional Areas" under the sub-section "General Accounting, AR & AP, FAS - Financial Reporting, Tax Compliance" are we looking for the accounting standards to be identified e.g. GAAP Vs IFRS? Is the expectation is that we need to recommend adopting one of the Accounting standards or the section is related to reporting of the data	CPA records are consistent with Government Accounting Standards Board (GASB) pronouncements. Please refer to RFP, Section I, OBJECTIVE, Section IV.E.1., and Attachment A for expected objectives, tasks, and deliverables.
21	Scope: Is one of the expectations from the workshop is also to deliver Service - Oriented - Architecture (SOA) for the complete Organization which includes interfacing with all different application (new or existing) and also details about the API Layer?	CPA does not understand this question and consequently, CPA is unable to respond. CPA does not accept any proposer's assumptions, conditions, or limitations in this Q&A process. Any assumption, etc. must be specified and explained in the proposer's response to the RFP. CPA reserves all rights. See RFP, Section VIII, RESERVATION OF RIGHTS.
22	Scope: Is as part of the 3 months project scope do we also need to suggest the Hardware profiles e.g. On-Prem Server configuration or Cloud Configuration etc?	See RFP, Sections I, OBJECTIVE, IV, PROJECT INFORMATION; see <i>also</i> Attachment A and CPA's response to Question #3, above, for additional information.

23	<p>Scope: Need more understanding on the scope of the "Customer Billing and Customer Payment Management"? How is the SCE communicating with CPA systems?</p>	<p>CPA contracts with Calpine to provide customer billing and payment management services. Calpine and SCE exchange EDI files.</p>
24	<p>Evaluation Criteria: What criteria do they want to use for deciding in-house versus outsource, and is there a ranking of criteria like cost, efficiency, control, scalability etc. The decision often depends on long-term goals and growth as well - in-house could be more expensive up front but may provide scale and efficiency if high growth is expected</p>	<p>RFP, Section VII, PROPOSAL REQUIREMENTS ("The work plan and project schedule should assume close coordination with CPA staff, with time for review, and revision as appropriate, of each task's work product prior to the initiation of the next task. CPA staff will provide timely feedback and input in developing the work product."). The selected proposer will work "in close consultation with CPA staff" to allow the proposer to meet the project tasks and deliverables. See RFP, Attachment A.</p>
25	<p>Evaluation Criteria: If there are proposals for systems, subscriptions, personnel in the various categories, do you need to provide pricing proposals from vendors, estimate of costs for hiring and retaining personnel etc?</p>	<p>Pricing proposals from vendors is not within the scope of this RFP. See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA's response to Question #3, above, for additional information.</p>
26	<p>Pricing Selection: Is there an implementation budget that you need to consider when proposing changes? A more complex system may be helpful in the long run, but may cost more for implementation.</p>	<p>CPA does not currently have a target implementation budget. The Strategic Plan should help inform CPA's implementation approach and budget.</p> <p>See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA's response to Question #3, above, for additional information.</p>
27	<p>Pricing Selection: Should the pricing include time/cost of addressing follow-up questions after the final documentation is presented? Or can that be on hourly pricing as needed?</p>	<p>See CPA's response to Question #7, above.</p>
28	<p>Pricing Section: Do you expect any travel or other incidental costs to be incurred as part of formulating this strategic roadmap? An example would be to meet with your different vendors and consultants as part of this project, in addition to visiting your offices in downtown LA</p>	<p>See CPA's response to Question #7, above, and Question #42, below.</p>
29	<p>Pricing Selection: Does CPA provide any in-house resources (office, use of administrative personnel etc.) during this strategy phase of the project?</p>	<p>CPA will provide an internal resource to interface with the selected proposer. However, a proposer should not assume any in-house resources, including administrative, will be available for proposer's use during the entirety of the project. See RFP, Section VII, Proposal Requirements at p. 12 ("Proposer should describe any hourly billing rates,</p>

		fees, or other compensation that Proposer may seek from CPA for services, inclusive of staff time , equipment, materials, travel, administrative/clerical , overhead and other out-of-pocket expenses, if applicable to this contract” (emphasis added)); see <i>also</i> , CPA’s response to Question #7, above
30	General and Conflict of Interest: Have you considered hiring a lead role (consultant or employee) that helps you manage this entire project?	See RFP, Section I, OBJECTIVE; see <i>also</i> Attachment A and CPA’s response to Question #3, above, for additional information.
31	General and Conflict of Interest: Does participation in the Strategy Phase preclude the participant from participating in the implementation phase? If no, would this create a conflict of interest with getting quotes from vendors and suppliers of data management, models and systems? If yes to preclusion from participation in the implementation phase, will the project manager of the Strategy Phase be considered to lead the business oversight and integration of the implementation phase?	Selection for this project may preclude the selected proposer from being awarded any subsequent and related implementation work. See RFP, Section X, CONFLICTS OF INTEREST.
32	SOW & Project Deliverables: What are the known in-flight initiatives (ie. Rate Setting, MRW) that will be ongoing during the assessment? Can we assume that the "current state" will be the state of affairs after the completion of these projects?	CPA has certain ‘in-flight’ initiatives planned. CPA expects the selected proposer to document CPA’s current state (i.e., processes, data sources and systems capabilities) <i>as of the commencement of work</i> . See RFP, Section IV, PROJECT INFORMATION. RFP, Section VII, PROPOSAL REQUIREMENTS (“The work plan and project schedule should assume close coordination with CPA staff, with time for review, and revision as appropriate, of each task’s work product prior to the initiation of the next task. CPA staff will provide timely feedback and input in developing the work product.”). The selected proposer will work “in close consultation with CPA staff” to allow the proposer to meet the project tasks and deliverables. See RFP, Attachment A.
33	Pricing: Is the \$50k-125k budget allocated for just services or inclusive of all travel budget (if necessary)?	See CPA’s response to Question #7, above.
34	Proposal Requirements: How many unique functional/technical owners will help define requirements, provide source materials, provide process and systems	CPA will have approximately 4 to 6 functional/technical owners. CPA will discuss documentation at the Bidders’ Webinar.

	design input to develop the work product? Is CPA prepared to provide all relevant documentation prior to the start of work on Feb 10, 2020?	
35	Proposal Requirements: Will CPA provide a dedicated resource to coordinate timely feedback and decisions? Or will this be the responsibility of the selected contractor to manage approvals across all functional areas/stakeholders? What's is CPA's definition of timely feedback (ie. 1 business day)? Can CPA provide participants who will be allocated to the effort throughout the engagement and at what allocation levels?	RFP, Section VII, PROPOSAL REQUIREMENTS (“The work plan and project schedule should assume close coordination with CPA staff, with time for review, and revision as appropriate, of each task’s work product prior to the initiation of the next task. CPA staff will provide timely feedback and input in developing the work product.”). The selected proposer will work “in close consultation with CPA staff” to allow the proposer to meet the project tasks and deliverables. See RFP, Attachment A. See CPA’s response to Question #29, above.
36	Attachment A, Scope of Services: Please describe to what extent documentation exists for any/all of the existing processes. What is the depth/breadth of this documentation (ie. Do they include information on (a) systems vs manual work, (b) systems covering process tasks, (c) internal vs external work, (d) contractors' systems we need to interface to.)?	See CPA’s response to Question #8, above. CPA will discuss documentation at the Bidders’ Webinar.
37	Attachment A, Scope of Services: Do CPA agreements ensure CPA retains access to data repositories currently being supported by external vendors in each area? Will selected contractor have access to actual data from all data sources?	CPA has ownership of its data. Selected proposer must required comply with CPA’s confidentiality and privacy policies. See link for access to CPA’s policies: https://cleanpoweralliance.org/key-documents/
38	Attachment A, Scope of Services: Are there any Security/Compliance/Privacy requirements that are defined for the data and systems (ie. GDPR/CCPA)?	See CPA’s response to Question #37, above.
39	Attachment A, Scope of Services: Are there established business owners for each of CPA's Functional Business Areas who can define metrics, standards and approve changes to their teams' processes across all members of the 32 CPA community?	Yes. See <i>also</i> CPA’s response to Question #34, above.

40	<p>Attachment A, Scope of Services: Is there an IT Organization & Leadership (CIO/CTO) currently driving the future state direction of data/systems at CPA? Are there vendor technology partners that will be critical to any future state vision?</p>	CPA does not have a CIO or CTO.
41	<p>Attachment C - CPA Communities: Are there known differences in the processes/systems used with the 32 CPA Communities? Will there be representatives participating in process discovery from each of the 32 CPA Communities? In defining requirements, what role will they serve (Responsible, Accountable, Consulted, or Informed)?</p>	CPA is the central repository for its customer's data.
42	<p>Attachment C - CPA Communities: How many unique locations will need to be visited during discovery?</p>	No more than one.