

REQUEST FOR PROPOSAL

OPC-2014-02

**Organizational
Development and Reform**

**Sponsored by the
Office of the People's Counsel for the District of Columbia**

RFP Issue Date: November 15, 2013

Proposal Due Date: November 25, 2013

RFP No. OPC-2014-02

SECTION 1 - SCOPE OF WORK

I. Introduction

The Office of the People's Counsel (OPC or the Office) has a requirement for a contractor to assist in the development and implementation of a viable reform and reorganization plan (Plan). The Office seeks a performance-driven agency that can maximize the current Performance Management System to guide expectations and drive outputs and provide recommendations that will facilitate agency performance at optimal levels. The purpose of the Plan is to review and revise, as necessary, the Office's existing organizational structure and create a viable, functional operational structure more closely aligned with OPC's primary mission and consistent with the evolving utility regulatory environment.

"OPC" is an independent agency of the District of Columbia government. By law, it is the advocate for consumers of natural gas, electric and telephone services in the District. District of Columbia law designates OPC as a party to all utility-related proceedings before the Public Service Commission. OPC also represents the interests of District ratepayers before federal regulatory agencies. OPC is authorized to investigate the operation and valuation of utility companies independent of any pending proceeding.

OPC's mandate is to advocate the provisions of quality service and equitable treatment at rates that are just, reasonable, and non-discriminatory; to assist individual consumers in disputes with utility companies about billing or services; and to provide technical assistance and consumer education to the Consumer Utility Board ("CUB") and other community groups and organizations.

II. Background

Recent leadership changes, transitional challenges and the demands of the ever-changing utility industry are of paramount concern to OPC. The current People's Counsel has been in this position for approximately two years. At this juncture she has determined that in order to meet the statutory mandate as set forth in the D.C. Code 34-804, the current organizational framework needs to be restructured.

Specifically, she is soliciting an Offer to produce a Plan which will address any residual and unintended internal discourse caused by function misalignment, and create a structure that facilitates and fosters appropriate executive-level decision making and effective management. The Offer must include a review of the existing organizational structure, identify systemic flaws

and recommend corrective action. The Offer should also include a review of existing position descriptions for consistency with actual on-the-job work performance and make recommendations to the People's Counsel as considered necessary. The Plan must provide well-conceived strategic and deliberate steps to mitigate or neutralize any existing barriers, and impediments to effective management. The Plan must also be consistent with all applicable DC government laws, rules, and regulations affecting employee's rights and entitlements.

Currently, OPC is conducting team building exercises among its staff. These classes are designed to work in tandem with the natural reform and restructuring process as a part of the new organizational development plan.

The People's Counsel also recognizes that although its leadership team holds progressively responsible jobs in the organization, an enhancement of the level of management/leadership training is needed. The selected Offer will define the necessary training of the leadership team to become an effective and cohesive unit.

The successful Offeror is expected to use professional expertise in projecting a reasonable work plan for this contract assignment, which will result in the completion of the tasks for the fixed price.

SECTION 2 – INDEPENDENT CAPACITY; NON-ASSIGNABILITY

The successful Offeror and any agents and employees thereof shall, in the performance of work under the proposal and this RFP, act in an independent capacity and not as officers or employees of the District of Columbia government. The successful Offeror shall not assign nor transfer any interest under the contract resulting from this RFP without the prior written consent of OPC.

SECTION 3 – INDEMNIFICATION

The successful Offeror agrees to indemnify, defend, and hold harmless the Office of the People's Counsel and the District of Columbia government, its officers, employees and agents from any and all claims and/or losses accruing or resulting to persons, firms, or corporations who may be injured or damaged by the successful Offeror in the performance of its duties and responsibilities under the proposal accepted by OPC, and also from and against any liability, including costs and expenses, for violation of proprietary rights, copyrights, or rights of privacy or confidentiality arising out of the publication, translation, reproduction, delivery, performance, use or disposition of any data furnished pursuant to this engagement or based on any libelous or otherwise unlawful matter contained in such data.

SECTION 4 – ACCESS TO RECORDS

The successful Offeror agrees that OPC, through its authorized agents and employees, shall have the right to examine and audit such books, records, and other documents in the possession or

control of the successful Offeror as necessary to verify the fees, charges and expenses billed to OPC under this engagement.

**SECTION 5 – CONFIDENTIALITY OF PROPOSALS,
WORK PAPERS AND MATERIALS**

The Offer submitted in response to this RFP shall be considered a public document and will be available for public inspection upon receipt by OPC. The successful Offeror agrees that OPC shall own and have unlimited right to all interim and final written testimony, exhibits, or reports, and that the successful Offeror shall not assert any rights or establish any claim under existing copyright, patent, or data law as to such material or processes. The successful Offeror further agrees that upon request it will submit to OPC original or legible copies of all work papers created by the successful Offeror in support of its testimony, exhibits, or reports during the course of this engagement.

SECTION 6 – TERMS AND CONDITIONS

This RFP does not bind or otherwise commit OPC to enter into a contract or to pay any cost incurred in the preparation of an Offer in response to this request. OPC reserves the right to accept or reject any or all Offers received, to negotiate with all qualified sources, or to cancel or modify this RFP in whole or in part. OPC reserves the right to request additional written data, information, oral discussion, or presentations in support of any written proposal or portion thereof which is deemed necessary to clarify any aspect of a proposal.

SECTION 7 – TERMINATION OF AGREEMENT

It is understood and agreed that if, through any cause or for any reason, the successful Offeror fails to fulfill in a timely and professional manner the obligations under the successful Offer, or violates any of the terms of this RFP or contract entered into pursuant to this RFP, OPC shall have the right to terminate the contract by giving written notice of termination. In the event of such termination, all finished or unfinished documents, data, studies, testimony, exhibits, or other material prepared or being prepared pursuant to this engagement shall, at the option of OPC, become OPC's property and the successful Offeror shall be entitled to receive just and equitable compensation for any reasonably satisfactory work performed.

SECTION 8 – TIMING/DEADLINE FOR SUBMISSION OF PROPOSALS

The times stated in this document refer to Eastern Standard Time (EST). The closing date for Offers is **no later than 4:00 p.m. EST by November 25, 2013. Please submit One (1) original and an electronic copy to:**

Karen Sistrunk
Deputy People's Counsel
Office of the People's Counsel for the District of Columbia
1133 15th Street, N.W. Suite 500
Washington, D.C. 20005
Ksistrunk@OPC-DC.gov

SECTION 9– ELIGIBLE OFFERORS

To be eligible, the Offeror must demonstrate technical capabilities, competence, and resources to perform the duties as delineated in the Scope of Work in Section 1 of this RFP.

SECTION 10 – PROPOSAL REQUIREMENTS

Offers submitted in response to this request must meet the following conditions to be considered for selection. Faxed Offers will not be accepted under any circumstances:

OFFERS MUST BE WRITTEN ENTIRELY ON 8½” x 11” PAPER. OFFERS MUST INCLUDE ALL NECESSARY APPENDICES AND ATTACHMENTS; and

Offers must be accompanied with a cover page that clearly states the name of the Offeror and the name and address of the firm or individual, as well as the telephone number, fax number, and e-mail address of the person who may be contacted directly regarding the Offer. Offers must be signed by a principal, officer or partner authorized to bind the Offeror contractually. An Offer must be submitted in the format outlined herein. Pages of the Offer must be numbered.

SECTION 11 – LIST OF ATTACHMENTS

Attachment A Special Provisions

ATTACHMENT A

SECTION A: PROPOSAL REQUIREMENTS

A.1. List of Required Documentation

Offerors will be required to submit the following information with their proposals:

- a. An executive summary that provides an overview
- b. A statement of the Offeror’s experience
- c. A list of key individuals and their resumes
- d. A list of credentials
- e. A list of area (s) of expertise
- f. A list of years of experience
- g. A detailed cost and price proposal

A.2 Work Plan(s)

Offerors must briefly describe clearly and specifically their Offers for carrying out the responsibilities associated with the Scope of Work in Section 1 of this RFP. Additionally, Offerors should be prepared to clearly and completely describe in detail their proposals as soon as possible after the contract award, including a timeline for all deliverables. The timeline must identify the key milestones, tasks, activities and events outlined in the Scope of Work.

A.3 Prior Experience and Qualifications

Offerors must describe their prior experience and qualifications with respect to their knowledge and legal expertise and experience dealing with FERC and concerning the PJM electric wholesale markets and transmission systems impacting the District.

A.4 Personnel

Offerors must identify the persons who will perform tasks outlined in the Scope of Work set forth in this RFP and provide a detailed resume for each individual that describes the qualifications applicable to the performance of the tasks for which the individual will be responsible. Please include an organizational chart showing reporting relationships of team personnel. OPC must be notified of any personnel changes if individuals assigned to work on this project(s) are relieved of their responsibilities or reassigned. Offerors must designate one individual as the project manager and this individual shall be responsible for project management, reporting, coordination, and accountability for the entire project.

A.5 Budget

Offerors must justify all costs in terms of activities and objects of expenditure to ensure the costs are reasonable and necessary to the project as outlined in the Scope of Work in this RFP. Financial resources must be adequately and appropriately allocated among cost categories in a cost-effective and prudent business manner to accomplish the RFP objectives and activities. Services to be purchased from other agencies; subcontractors; consultants; and others must be specified.

Offers must provide the total charges to be provided for the services rendered in the following format listing the hourly rate for every person.

<u>NAME</u>	<u>BILLING RATE</u>	<u>HOURS</u>	<u>EXPENSES</u>	<u>TOTAL</u>
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Partner/Principal

Project Manager (if any)

All others (by name)

All other fees or expenses

Each Offer must contain the following statement:

The Office of the People’s Counsel shall pay (Offeror) as full compensation for all authorized work performed and accepted including all costs, fees and expenses, an amount not to exceed \$ \$40,000.

OPC reserves the right to disallow expenses charged for this engagement if OPC determines such expenses are unreasonable. The successful Offeror must make every effort to minimize the cost of hotels, meals and transportation.

A.6 Statement Regarding Potential Conflicts of Interest

Each Offeror must identify any relationships between itself or its employees and the companies under the jurisdiction of the Public Service Commission of the District of Columbia, or any parent, subsidiary, or affiliate of such companies. The extent, nature, and time aspects must be identified. If there are or have been no such relationships, a statement to that effect shall be included in the Offer. Failure to provide the statement on potential conflicts of interest will automatically disqualify the Offeror.