

Request for Proposal: RFP No. RFP248-09

LADWP Internet Website Upgrade and Redesign

1 Introduction

1.1 Purpose of RFP

Sensis is responding to a proposal request from the Los Angeles Department of Water and Power (LADWP) to redesign the appearance, graphical user interface features, and functionality of LADWP's external website, www.ladwp.com. In completing this proposal offer, Sensis is soliciting qualified vendors to bid on key components of the LADWP's website redesign. The project includes upgrading the architecture and web platform to maintain and continually improve the Website for both the external and internal web presence. Vendors may bid on all or individual components of the project [as noted in the Statement of Work (Section 2.0)] and should understand that no official contract has been awarded at this time.

1.2 Background of Project

The LADWP administers its corporate external website and the related systems. The external website consists of over 4,000 pages with content authored from over 30 internal sources. The traffic to the site averages over 250,000 user sessions and 2,000,000 page views per month. In addition there are a myriad of additional internal websites, many of which contain data also available through the corporate external website. The internal websites lack a common architecture, navigation, user interface, or ability to easily designate information for both internal and external consumption. The external website currently resides on a Sun Solaris version 9 platform utilizing Apache 2.0 web servers, Tomcat 5.5.20 application server/Servlet/JSP engine, Oracle database 9i, and Stellent Content Management System version 6.2.

Static content is initiated for publishing through the Stellent Content Management System. Customers can register for the site and their account information is retrieved using screen scraping (Platypus JET API 3270) from a legacy CIS (TRES) that is hosted internally on an IBM mainframe computer. Customer bills are presented in HTML format through a connection to IBM OnDemand/ODWek (v8.2) servlets. Online payment services are provided by a third party. Additional online functionality is provided, which includes Cogix v3 for online web surveys, and Accordent v5.6 for online web presentations.

The external website is in need of an extensive overhaul to improve its functionality and navigation. In addition, a substantial upgrade to the external

website infrastructure is planned. Where feasible, the ultimate goal is to rely upon the corporate standard system in order to support the website functionality, both external and internal. The re-development of the internal and external LADWP websites will encompass the following corporate architectural elements to the fullest extent possible:

1.2.1 Oracle Universal Content management and Content Conversion Server version 10gR3

1.2.2 FileNet, P8v4, as the LADWP master records management system (for documents that may be served to the website with broader records management requirements)

1.2.3 Siebel 7.5.3 eService application server for receiving customer contact information, customer account information, service requests, and other customer information. Oracle 10g data base engine

1.2.4 Sun JavaCaps for system integration

1.2.5 Hostbridge for direct integration to CICS transactions for CIS Oracle Identity Management Suite (Oracle Access Manager) for customer registration, user authentication, and provisioning.

Note: LADWP anticipates replacing the CIS system within 3 years. Depending on the system selected, the Seibel product may no longer be utilized after that time. In developing proposals, a cost benefit assessment for the conversion of interfaces and other architectural elements should be incorporated in the recommendations.

1.3 Sensis Company Overview

Sensis is a minority-owned, independent full service advertising agency providing digital-centric solutions aligned with the realities of media consumption and technology today. Founded in 1998, Sensis has grown from a one-man shop into one of the fastest growing advertising agencies in the U.S., earning a spot on the prestigious 2008 Inc. 500 ranking of America's fastest growing private companies. Sensis has eleven (11) years of experience in website design and online marketing for public entities, having worked with the Orange County Transit Authority, Los Angeles County, Stanislaus County, West Basin Water District, L.A. Care Health Plan, First 5 Santa Barbara, the California Lottery, and the U.S. Army. Sensis has extensive experience working on digital communications programs for California utilities, with clients that include San Diego Gas & Electric, Southern California Gas Company, and Southern California Edison.

1.4 LADWP Profile

The Los Angeles Department of Water and Power (LADWP) is the largest municipally owned utility in the United States, responsible for the supply and distribution of water and electric power to over 2 million residential and commercial customers in the City of Los Angeles. The LADWP employs approximately 8,500 persons to serve a 465 square-mile area ranging from the Pacific Ocean to the San Gabriel Mountains, and a portion of the Owens Valley. LADWP began the municipal distribution of water in 1902 and distribution of electricity in 1916.

LADWP is administered by a five-member Board of Water & Power Commissioners appointed by the Mayor and confirmed by the Los Angeles City Council for five-year terms. It is a proprietary agency of Los Angeles and receives no tax support. LADWP operations are financed entirely by the sale of electricity and water, with revenue bonds the main source of external financing.

Operations and work forces are centered in the greater Los Angeles Area with additional facilities in the Northern California, Arizona, Utah, and Nevada.

2 Project Overview

2.1 Statement of Work

The vendor shall perform work to assess, recommend, design, and work with Sensis to develop, and implement upgrades for all visual, functional, and technical aspects of the externally facing Website to ensure that LADWP's Internet presence meets customer's expectations and conforms to industry best practices.

The sub-contractor(s) will assist in completing any or all of the various project components including: conducting external and internal focus groups to perform an initial assessment of the current LADWP website, analyzing and providing recommendations for the websites' technical architecture, conducting external and internal focus groups to determine optimal website design and acceptance testing, making recommendations for technical infrastructure and software upgrades, and developing a website prototype including conducting usability testing and knowledge transfer training sessions.

Vendors may choose to bid on the project as a whole, or may bid on individual components of the project as outlined in detail below (Section 2.2 – 2.7).

2.2 Initial Assessment

2.2.1 External Focus Groups

The sub-contractor shall develop questions, recruit LADWP customers, moderate sessions and handle all logistics for thirty (30) focus group sessions. The focus groups shall represent English and Spanish speaking Residential, Commercial, and Neighborhood Council groups for an initial assessment of the existing Website and desired enhancements. In addition, focus groups may include representatives from local university computer science and communications departments, Chamber of Commerce, City of Los Angeles Departments, and environmental nongovernmental organizations. The sub-contractor shall conduct the sessions and provide a detailed report giving concrete recommendations and analysis based on customer input.

2.2.2 Internal Focus Groups

The sub-contractor shall develop questions, moderate sessions, and handle all logistics for conduct twenty (20) focus group sessions with internal LADWP representatives from the following categories: Executives, Senior Managers, Customer Service Division representatives, and Public Affairs representatives for an initial assessment of the existing Website and desired enhancements. The assessment shall also gather information on the use of, and perceived strengths and weaknesses of the internal websites. The sub-contractor shall conduct the sessions and provide a detailed report giving recommendations and analysis based on internal input is to be provided.

2.2.3 Technical Architecture

The sub-contractor shall review the proposed solutions for the new technical components such as operating systems, databases, application services, content management system, and hardware. The sub-contractor shall provide a detailed report giving recommendations and analysis based on architecture analysis, planned website changes, and industry best practices.

2.3 Website Design Options

2.3.1 External Focus Groups

The sub-contractor shall develop questions, recruit LADWP customers (who are different than those involved in previous sessions), and handle all logistics for thirty (30) focus group sessions to evaluate the three design and three navigational structure options. The focus groups shall represent English and Spanish speaking Residential, Commercial, and Neighborhood Council groups, and may include

representatives from local university computer science and communications departments, Chamber of Commerce, City of Los Angeles Departments, and environmental non-governmental organizations. The sub-contractor shall conduct the sessions and provide a detailed report giving concrete recommendations and analysis based on customer input.

2.3.2 Internal Focus Groups

The sub-contractor shall develop questions, moderate sessions, and handle all logistics for conduct twenty (20) focus group sessions with internal management and user representatives from the following categories: Executives, Senior Managers, Customer Service Division representatives, and Public Affairs representatives to evaluate the three design and three navigational structure options. The sub-contractor shall conduct the sessions and provide a detailed report giving recommendations and analysis based on internal organizational and stakeholder input.

2.3.3 Acceptance Testing

Sensis will develop the questions and subcontractor will generate the report. User Acceptance Testing shall be conducted by the sub-contractor utilizing 250 LADWP customers, who shall be identified and recruited by the sub-contractor, subject to LADWP approval. Testing will be in compliance with a pre-developed test plan that shall be presented to the LADWP for written approval a minimum of 30 days prior to the start of the testing phase.

2.4 Technical Infrastructure Upgrade Analysis

The sub-contractor shall prepare and submit a detailed report that provides recommendations for upgrades or changes to the proposed versions of software, installation of any new software, and changes to the proposed website infrastructure, which shall include detailed explanation of the benefits, risks, and costs associated with the implementation and non-implementation of each recommendation. All recommendations shall ensure minimal customization and provide configurable components.

2.4.1 Software upgrades and changes audit and report

2.4.1.1 The report shall provide recommendations regarding the network, server and storage architecture to ensure 99.99% website availability.

The report shall provide recommendations regarding the website application to ensure 99.99% website availability.

2.4.1.2 The report shall identify any anticipated impediments to meeting the LADWP business requirements, and recommendations for remediation or improvement, with the proposed software architecture. This includes website databases, the applications used to provide functionality on the website, and the use of or integration with LADWP's existing Filenet enterprise document management system. The expansion of the content management system is to be concurrently utilized for all of the LADWP's Intranet websites and allows for content and contributor sharing and data management across inter- and intra-sites, including granting limited secure access to external partners (extranet functionality).

2.4.1.3 The report shall provide recommendations regarding the potential use of a portal technology to best meet customer needs.

2.4.1.4 The report shall provide recommendations regarding the website security mechanisms, including recommendations regarding the implementation of Oracle Web Access Manager, the appropriate structure for security zones or DMZ's, and the use of 256 bit SSL encryption (and requirements for hardware acceleration equipment..

2.4.1.5 The report shall provide recommendations regarding the website's integration with Siebel Customer Relationship Management, version 7.5.3 and higher, for self-service capabilities that at a minimum shall include enrolling in a program, initiating a service request, checking on request progress, request program-related information, update contact information and preferences, view billing and account information, and request and view billing and account reports.

2.4.1.6 The report shall provide recommendations regarding the website's integration with the LADWP's CIS System for customer access to billing and account information, account registration, automated program enrollment, and automated service application processing. The report shall provide recommendations regarding the Website's integration with LADWP's OnDemand System for bill presentment.

2.4.1.7 The report shall provide recommendations regarding the conversion of interfaces to utilize Sun's JCAPS Suite for application integration and the Hostbridge CICS integration (now being implemented for IVR integration).

2.4.1.8 The report shall provide recommendations regarding the integration of the website with all third-party applications, including the bill payment and presentment provider, used to provide existing and planned online functionality. The recommendations shall also include recommendations regarding the requirements to function with an LADWP Merchant ID for managing on-line payments, including requirements to meet PCI security requirements.

2.4.1.9 The report shall assess the ability to utilize the proposed software architecture to provide blog capabilities, which shall include categorization, metric analytics, topic ratings, and modularity for inclusion in multiple website areas and section, and any recommended additional software required.

2.4.1.10 The report shall provide recommendations for providing online chat capabilities, which shall include queuing, availability controls, active user engagement, live monitoring, metric analytics, and interaction record archiving. The report should consider the potential to integrate on-line chat with other features provided within the Cisco VoIP call center environment with IVR and presence capabilities. Subcontractor will work together with Sensis on this report, leveraging the overall social media strategy developed by Sensis.

2.4.1.11 The report shall provide recommendations for compliance with Section 508 of the Federal Rehabilitation Act for accessibility of the visually impaired.

2.4.1.12 The report shall provide recommendations on the feasibility of automated and accurate presentment of all content and functionality in English and Spanish, and that can be expanded to additional languages, and that is provided through a mechanism or service, such as that provided by MotionPoint Corporation's or similar website translation tools. Subcontractor will work closely with Sensis.

2.4.1.13 The report shall provide recommendations to support access to content and functionality by a wide variety of mobile devices to the extent practical. Subcontractor will work closely with Sensis and their multicultural strategy.

2.4.1.14 The report shall provide recommendations for providing enhanced online search capabilities.

2.4.1.15 The report shall provide recommendations for providing configurable online forms that can be integrated with databases, Siebel CRM system, CIS system, document management system, and Microsoft Exchange email messages.

2.4.1.16 The report shall provide recommendations for incorporating RSS publishing and consumption capabilities for different portions of the Website.

2.4.1.17 The report shall provide recommendations for the incorporation of any additional web 2.0 capabilities that would assist LADWP in meeting business needs. Subcontractor will work together with Sensis on this report, leveraging the overall social media strategy developed by Sensis.

2.4.2 Technical Architecture Plan

The Contractor shall prepare a complete technical architecture that incorporates each component described in **Section 2.4.1**, which to the extent feasible relies upon the LADWP proposed software and hardware components.

2.4.3 Design Documentation

Based on Sensis review and approval of the technical architecture and scope determinations based on the technical architecture, the sub-contractor shall prepare detailed design documentation for each application and infrastructure component. The sub-contractor shall present the complete and detailed design to Sensis for approval before proceeding with Development.

2.5 Prototype and Website Development

2.5.1 The sub-contractor shall manage the project to develop the external website based on the LADWP and Sensis approved design described in **Section 2.4.3**, utilizing sub-contractor staff and 2 LADWP technical personnel. [Note that all visual design and UI will be handled by Sensis, i.e., subcontractor will be building pages on Stellant CMS].

- 2.5.2** The sub-contractor shall develop a prototype website that shall be developed based on all feedback and agreed-upon changes. This shall be presented to Sensis for approval before development is completed.

2.6 Testing

2.6.1 Usability Testing

The sub-contractor shall, in conjunction with LADWP personnel perform usability testing on the developed site and unit, system, load and functional testing on all applicable new and existing components of the website and related applications, including hardware and software. Testing shall be completed before launch to determine if any additional capabilities or enhancements are required to meet the site's test criteria and objectives, and to ensure reliability and functionality for a minimum of 1,000 simultaneous users receiving response time not to exceed 2 seconds as a cumulative from each website architecture component including the LADWP's network with regular traffic, as measured at the Internet Point of Presence of LADWP. Testing will be in compliance with a pre-developed test plan that shall be presented to the LADWP for written approval a minimum of 30 days prior to the start of the testing phase.

2.7 Training and Knowledge Transfer

2.7.1 Training Sessions

The sub-contractor shall provide knowledge transfer regarding all applicable components of the website, which shall include, but not limited to, development, structure, graphics, interfaces, and functionality. The knowledge transfer shall consist of comprehensive training sessions and detailed documentation.

3 Evaluation Criteria

Sensis will select the proposer that best meets the criteria presented in this RFP, in accordance with the City Charter. Factors other than price will be considered in the selection process, including, but not limited to the proposer's ability to comply with RFP requirements, technical and project approach, financial stability of the firm, personnel qualifications, and proposer qualifications. In addition to materials provided in proposals, Sensis may rely on system demonstrations, site visits, references, and/or other generally available industry information. Sensis will evaluate all submitted proposals on the selection criteria listed below. Sensis reserves the right to weigh the evaluation criteria as it deems appropriate. The ability of the proposer to develop a fully operational solution that meets or exceeds the requirements identified in this RFP will include consideration of the following:

3.1.1 Qualifications of the Firm

Proposers shall have sufficient background and sub-contract experience in providing the proposed services to utilities or companies with comparable project scope. In its evaluation, Sensis will consider the company's background, history in providing the proposed services, sub-contracting team experience, examples of previous work, relevant certifications, and responses from references.

3.1.2 Previous Services Provided to the City of Los Angeles or Sensis

Has the proposer, within the last three years, rendered any service to the LADWP or Sensis, either as a contractor or subcontractor, either under the current proposer's name or any other name or organization? If so, please provide details.

3.1.3 Qualifications of Personnel

Proposers shall submit the qualifications and experience of each lead person that is anticipated to participate in the project. In its evaluation, Sensis will consider the proposed team's background, history in providing the proposed services, examples of previous work, and responses from references.

3.1.4 Technical and Project Approach

Sensis will consider the technical approach in determining, developing, testing, and implementing the technical capabilities to meet the objectives stated in this RFP. Sensis will consider the project management approach, which shall include the proposed resource loaded work plan, the proposed method for issue and risk management, status reporting, and change control.

3.1.5 Cost

Sensis will consider the total cost for the project, the costs of various deliverables, staff rates, and the on-going maintenance and support costs (e.g. life cycle costs). This will include consideration of the following:

3.1.4.1 Total proposed fixed price for the Initial Assessment, the Design Options for the Website, and the Technical and Infrastructure Upgrade Analysis phases as described in [Section 2](#) of the RFP.

3.1.4.2 Hourly contractor staff costs and proposed estimates for the completion of the remaining items described in [Section 2.5](#) through [2.7](#) of the RFP.

3.1.4.3 Cost of individual deliverables.

3.1.4.4 Reasonableness of costs for proposed functionality, including additional functionality of benefit to the LADWP's website.

3.1.5.5 LADWP resource requirements and any additional investment in hardware or software.

3.2 Vendor Qualifications

Vendors should indicate if they are a certified MBE, WBE, or OBE and by which agency they were granted certification.

The LADWP recognizes the following certification agencies: City of Los Angeles Department of Public Works Centralized Certification Agency, California Department of Transportation (CalTrans), Los Angeles County MTA, California Public Utilities Commission (CPUC) Supplier Clearinghouse, Southern California Minority Business Development Council (SCMBDC), Los Angeles Business Assistance Virtual Network (LABVN) Mayor's Office of Economic Development.

The LADWP also recognizes certifications issued by any agency participating in the California United Certification Program (CUCP), maintained by CalTrans.

Note: Subcontractors shall not be allowed to further subcontract with others for work on this project without approval or knowledge of the LADWP and Sensis. The LADWP and Sensis reserves the right to approve any changes or additions to subcontractors. Replacement subcontractors must have similar levels of relevant experience and overall work experience as the individual being replaced.

4 Proposal Response Requirements:

4.1 Letter of Transmittal

Each proposal that is submitted in response to this RFP must contain the letter of transmittal including the following information:

- A brief statement of the sub-contractor's understanding of the work to be done and commitment to perform the work as scheduled.
- A list of the sections/parts of the RFP being bid.
- A summary of exceptions taken to the RFP requirements, statement of work, specifications, confidentiality agreement (See Appendix B), and/or proposed contractual terms and conditions.
- A reference to any contractual terms and conditions required by the sub-contractor.
- The names of individuals authorized to represent the sub-contractor, the titles, addresses, telephone numbers, and e-mail addresses.

4.2 Coverage of RFP Items

The proposal must cover the portion of the statement of work subcontractor is bidding on and all the RFP requirements that correspond with those tasks. Any limitation in the bidder's ability to supply information requested in the RFP or to support or to perform a particular function should be stated in detail in the appropriate section of your response. Any omissions or deviations from the requirements set forth in this RFP shall be fully described. Failure to adhere to the following format may be a cause for the rejection of the proposal as nonresponsive.

4.3 Compensation: Fees and Labor Costs

Provide the pricing information required in [Sections 4.3.1](#) and [4.3.2](#) with the following guidelines taken into consideration.

1. Hourly rates shall be inclusive of salary, employee benefits, overhead, profit, general office expenses, administrative services, invoices or time sheets preparation and processing routine telecommunications, internet, personal computer, facsimile, routine postage, individual shipping charges, incidental copying.
2. Cost plus percentage of cost and mark-up shall not be allowed.

4.3.1 Phases of Work (Fixed Price)

The pricing for [Section 2](#) of the Statement of Work will be a firm fixed price, with payments made by Sensis to the sub-contractor based on an agreed upon payment schedule.

1. Provide the firm price on all the phases listed below:
 - a. Section 2.2.1 Initial Assessment
 - b. Section 2.2.2 Design Options for the Website
 - c. Section 2.2.3 Technical and Infrastructure Upgrade Analysis
2. Provide an itemized cost breakdown of the firm, fixed price. Itemized cost breakdown shall include the employee name, job title, hourly labor rates and number of hours, direct and indirect costs for performing each of the phases required to complete the work.
3. The sub-contractor will be paid only those tasks actually performed and properly billed accordingly.

4.3.2 Phases of Work (Hourly Rate)

Provide details of the costs of all work, fees and labor, including:

1. Contract Fee Schedules showing the hourly rates for all classification employees including manager, professional, technical, clerical, and others who shall be performing the work for the completion on all the phases listed below:
 - a. Section 2.2.4 Prototype and Website Development
 - b. Section 2.2.5 Testing
 - c. Section 2.2.7 Training and Knowledge Transfer
2. Make any assumptions you feel are necessary and list them on the form but be sure they are consistent with the work described in [Section 2.5](#) through [2.7](#). Documentation should be included in an appendix to the proposal.

4.3.3 Technical and Project Structure

The Proposer must provide a detailed description of its technical assessment, design, development, testing, implementation methodology, training, and knowledge transfer.

The Proposer must provide a detailed project resource loaded workplan for the completion of the Project. The workplan must include any required LADWP or Sensis resources.

4.4 Submission

Proposals are to be submitted to Sensis via the following website www.ladwpwebteam.com, beginning Wednesday, June 10, 2009 at 12pm and **no later than Monday, June 15, 2009 at 12pm**. At this website, vendors will be prompted to fill out a profile and submit their completed project proposal. Vendors should expect a follow up call by a Sensis representative once an initial assessment of the submitted proposals has been completed.

Submittal of a proposal pursuant to this Request for Proposal shall constitute acknowledgment and acceptance of all terms and conditions hereinafter set forth unless otherwise expressly stated in the proposal.

4.5 Conditions for Submitted Proposal

4.5.1 RFP Clarification

If additional information on RFP requirements, please contact Tamara Ganyo at tganyo@sensisagency.com or call (213) 341-0171, ext. 720.

4.5.2 Right to Reject Proposals

Sensis reserves the right to reject any or all proposals.

4.5.3 Incurring Costs

Sensis is not liable for any costs incurred by proposers in responding to this RFP. Any and all costs incurred responding to this RFP, including interviews or other related activity, shall be borne by the Proposer.

4.5.4 Disposition of Proposals

All proposals submitted in response to this RFP shall become the property of Sensis and a matter of public record. Also, the sub-contractor must identify all copyrighted material, trade secrets or other proprietary information that they claim are exempt from disclosure under the Public Records Act (California Code Sections 6250 et seq.). In the event such an exemption is claimed, the sub-contractor shall be requested to state in the proposal that they will defend any action.

4.5.5 Discussions

Sensis may award a contract on the basis of proposals submitted, without discussions, or may negotiate further with those proposers within a competitive range. Proposals should be submitted on the most favorable terms the proposer can provide.

4.5.6 Award

Award of subcontract bid [not prime contract award] may be without discussion of proposals received. Proposals should be submitted on the most favorable terms the proposer can provide.