Identity and Access Management Solution

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1. Corporate Background

The New York Power Authority (NYPA) is the nation’s largest state-owned power organization and one of New York State’s leading electricity suppliers. The Authority provides low-cost power to government agencies; to municipally-owned and rural cooperative electric systems; to job-producing companies and non-profit groups; to private utilities for resale - without profit - to their customers; and to neighboring states, under Federal and other regulatory requirements.

NYPA comprises approximately 1,600 employees across 8 facilities within New York State. NYPA is a leader among New York’s electricity suppliers, and a national leader in promoting energy efficiency, the development of clean energy technologies and electric vehicles. NYPA remains true to its mission, serving the public without the use of any tax revenue or state credit.

2. Project Background

NYPA has started an access management program, to transform its Identity & Access Management (IdAM) capabilities across the enterprise. This will enable NYPA to efficiently manage users’ access across businesses, platforms and systems and will also enable to truly innovate and provide next generation IAM services to the workforce.

2.1. Objectives

The vision of the NYPA Identity and access management program is to “Establish a cost effective unified approach to Identity and Access Management providing a manageable, scalable, efficient, easy to use, and standards based capability that may be leveraged across businesses, platforms, and systems to protect NYPA while meeting regulatory and compliance requirements.”

The primary project goals and objectives of NYPA are to:

A. Improve NYPA’s IAM capabilities, including in the areas of:
   1. Identity administration and provisioning
   2. Password management
   3. Access request and approval management,
   4. Access certification
   5. Group and role management, including role-based access management
   6. Privileged account management

B. Provide efficient and effective integration between the IAM software and both the source systems of record and the target systems that consume identity data (including a variety of on premise, externally hosted, and SaaS target systems).
2.2. **Business Requirements**

1. Provide an integrated IdAM solutions framework that supports the IdAM service areas and can be extended across NYPA systems and applications.

2. Support user account administration processes through combination of centralized, delegated and self-service models.

3. Support creation, modification, suspension, activation and revocation of user permissions across systems and applications from a single administration interface.

4. Support attestation of user access across systems and applications by developing a framework used to support access certification, approvals, reporting and logging.

5. Support a business centric approach towards access request and certifications with a role based attestation model.

6. Provide a password management framework that supports self-service password management for NYPA connected platforms and applications.

7. Support synchronization of identity and access permission information from authoritative sources and with managed systems and applications.

8. Support the management of privileged ID access to applications and systems by providing centralized, policy-driven, and automated processes.

3. **RFP Intent and Scope**

The intent of this RFP is to set forth the specifications, requirements, options and general terms and conditions covering all services for which NYPA requests a Proposal. The intent is also to solicit a detailed, but concise, response from Suppliers that includes proposed charges and solution descriptions in the format specified herein.

This RFP does not contain all matters upon which an agreement must be reached. NYPA reserves the right to include additional or modified technical and performance specifications and legal terms and conditions upon selection of the final Supplier. The issuance of this RFP and the acceptance of responses does not bind nor impose legal obligations upon NYPA or its Supplier(s) in any way, nor does it limit NYPA’s right to negotiate in its best interest with any Supplier. All quantities or counts shown within this RFP are representative of the actuals and/or forecasts at the time that this RFP was developed. Actuals and forecasts may vary and are subject to change.

The scope of this RFP is the procurement of an IAM solution that manages around 3000 – 5000 NYPA identities and supports the requirements and functionality described in requirement workbook of this RFP. NYPA is willing to consider proposals for the following models:

- **Software-only** - traditional on premise solution in which NYPA is responsible for deploying and operating the solution on NYPA hardware and in a NYPA datacenter(s); or
- **Software + Hardware** - traditional on premise solution in which NYPA is responsible for deploying and operating the solution on supplier provided hardware and pre-installed software in a NYPA datacenter(s); or
- **Software as a Service (SaaS)** - software and hardware are hosted in the cloud and are provided to NYPA through the use of a subscription model (This is just software as a service and not the overall IAM solution)
Supplier shall provide the following to NYPA:

- An IAM software solution, and all other licensed business applications from the Supplier and dependent 3rd parties, that fulfill NYPA requirements included in the requirement workbook
- If proposing SaaS model, provide hosting services and data storage in the United States for development and production environments
- Provide support to NYPA IAM team through knowledge bases, service ticket/request systems, documentation, forums, etc.
- If the vendor offers more than one model as a solution, please specify pricing separately for all the solution models.
- If professional services fees are required to provision the software proposed in a SaaS model, they must be included and referenced as mandatory and details provided in the Pricing Schedule.
- Implementation – Detail all costs associated with the implementation, which may include the following: setup, configuring system to NYPA requirements, building / integrating required interfaces, initial data load, testing, deploying, documenting the system, and post-implementation support. Also, provide an outline of the payment schedule on a milestone basis. Systems Integrators independently proposing to provide software solution implementation services should provide bids corresponding to each of the proposed alternative software solutions.

### 4. IAM Solution Capability – Enterprise View

Supplier shall provide the IAM solution that supports the following capabilities for our Enterprise users. Refer to the requirements workbook - that contains our detailed use cases and requirements for these capabilities.

<table>
<thead>
<tr>
<th>Access Management</th>
<th>Identity Administration</th>
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<tbody>
<tr>
<td><strong>Access Administration</strong></td>
<td><strong>Identity Lifecycle Management</strong></td>
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<tr>
<td>o Self-service request &amp; approval</td>
<td>o Identity management</td>
</tr>
<tr>
<td>o Profile &amp; role based access</td>
<td>o Profile management</td>
</tr>
<tr>
<td>o Automated access fulfillment</td>
<td>o Account management</td>
</tr>
<tr>
<td>o Transfer &amp; terminate notification</td>
<td>o Credential management</td>
</tr>
<tr>
<td>o Delegated admin</td>
<td>o Birth right access</td>
</tr>
<tr>
<td>o Manual access fulfillment</td>
<td><strong>Advance Authorization</strong></td>
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<tr>
<td>o Access reconciliation</td>
<td>o Multi-Factor Authorization</td>
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<tr>
<td>o Remote access management</td>
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<tr>
<td>o Discovery / Registration</td>
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<tr>
<td>o Access management to infrastructure</td>
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<tr>
<td>(e.g.: Network switches, Servers etc.)</td>
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</table>

<table>
<thead>
<tr>
<th><strong>Password Management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>o Self-service password management</td>
</tr>
<tr>
<td>o Password policy management</td>
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<tr>
<td>o Password synchronization</td>
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<tr>
<td>o Password recovery</td>
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</tbody>
</table>
5. Current IdAM Landscape

Currently, NYPA doesn’t have an IdAM product to manage user identities and their access to NYPA applications and systems across the enterprise. Most of the current processes are manual and paper form driven. Currently, NYPA needs to manage about 3000 – 5000 identities which includes both employees and contractors.

5.1. Authoritative Sources

- SAP HR serves as the authoritative source to manage NYPA employees
- Currently there is no system in place to manage contractors. But a roadmap has been developed to bring in a vendor management system, which will eventually become the authoritative source for contractors. Till the time a vendor management system is in place, contractor identities have to created and managed in IdAM

5.2. Managed Systems
NYPA has two active directories: NYPA AD and Canals AD – NYPA AD is used to manage the NYPA employees and Canals AD is used to manage the Canals workforce. Both the AD’s are in a different domain and a mutual trust exists between them.

The physical access is controlled by C-Cure and Johnson control systems

Remote access is controlled by RSA for MFA and CITRIX is used for remote desktop

NYPA houses full suite of SAP applications

- SAP R/3 - SAP EDM, SAP EHS, SAP CO, SAP FI, SAP SD, SAP PS, SAP HR, SAP CCS Billing Wholesale, SAP CCS Billing, SAP TEM, SAP FICA, SAP AIS, SAP CATS, SAP MM, SAP BPS, SAP HCM, SAP CCS Billing SENY
- SAP Solution Manager - SAP System Landscape Directory
- SAP Portal - SAP ESS & MSS
- SAP BW - SAP BeX
- SAP Business Objects

NYPA has over 250 enterprise applications and a majority of the applications are integrated with AD.

Cloud Infrastructure: NYPA uses Azure to manage cloud applications. A small fraction of the cloud applications today are federated through Azure. But some cloud applications use standalone authentication and authorization mechanisms.

5.3. **Identity Administration**

- Employee joiner/mover/leaver event based access remediation between HR and cyber security teams is manually handled.
- Contractors are directly created in AD and there is no source of truth for contractors outside AD.
- Absence of standard role based access provisioning during user on-boarding.
- Cyber security team manually monitors employee transfers and remediates access based on existing information – there is very limited accountability on the supervisors.
- Email based access requests and approvals for majority of applications and physical access (Non-NERC).
- Absence of centralized enterprise wide access request, approval and fulfillment process.

5.4. **Access Management**

- Currently Single Sign On is achieved for on-prem applications using AD authentication – 90% of the enterprise applications use AD for user authentication.
- No enterprise-wide Access Management process in place standardizing authentication and authorization for external access or third-parties – there are several cloud based applications that use standalone authentication/authorization instead of using the existing ADFS infrastructure.
- Multi-factor authentication exists using RSA token in order to remotely access the network.
5.5. **Access Certification**

- No formalized access certification process across the organization
- Some IT owners perform ad-hoc review of AD security groups pertaining to their applications, however there is no closed-loop remediation process to ensure any inappropriate access is revoked in a timely manner

5.6. **Role Based Access Control**

- No enterprise wide role process in place.
- No documented or formalized Segregation of Duties policy exists in the business units for applications that span the enterprise

5.7. **Password Management**

- Password self-service desktop utility is available to all users to reset or retrieve forgotten AD password and setup challenge questions.
- Password reset using the self-service tool is not possible when users are outside NYPA network – they can reset by calling helpdesk during working hours on weekdays.

5.8. **Privileged Access Management**

- Usage of system accounts instead of individual accounts by back up DB admins to perform administrative functions in the absence of primary DBA – The password to these accounts is managed through password manager tool
- Admin privileges to Servers is requested and approved over emails and there is no formal process to review privileged access.

6. **Current Technology Environment**

6.1. **General**

The purpose of this section is to provide an overview of the components that make up NYPA’s Information Technology (I/T) technical environment. The current environment and major components are briefly discussed.

6.2. **Servers**

Intel based servers provide account and resource (print, application, host access, gateway, Internet / Intranet, database, remote access, SMS) services to network connected workstations used at NYPA. Resource servers are distributed to specific sites as needed and all other servers are centrally located whenever possible. All Intel based servers run Windows 2013. NYPA prefers to use virtual servers, as much as is possible, the technology used for virtualization is VMware. NYPA is open to utilizing externally hosted applications /servers /databases where an on premise solution is not available or hardware cannot meet solution
requirements. In case of hosted solution, the vendor will require assurance of necessary security protections, to be described in the requirements section of the responses.

6.3. Workstations & Mobile Device

NYPA utilizes Intel based workstations that are connected to the Corporate WAN. All Intel based workstations currently run Windows 7 with future plan to migrate to Window 10. Each workstation has a consistent set of core productivity and middleware applications that are managed centrally and locked down to any changes or updates. Microsoft SMS components for inventory and software distribution, as well as Sophos Anti-virus for virus detection are on each workstation.

For remote desktop applications, Citrix is also an adopted technology. NYPA employees currently use IPhone (company approved device) which run on IOS version 10.3.1 and the mobile device supports Safari and MasS 360 browser.

6.4. Messaging / Mail

Microsoft Exchange Server provides the corporate messaging infrastructure. Internet access is provided through the SMTP mail connector supporting UUENCODE and MIME attachments. Microsoft Outlook serves as the client mail component.

6.5. Database

Microsoft SQL Server is the primary supported and preferred database platform for all new applications. Oracle is also supported (though not preferred) as alternate database platform. All applications connecting to server data must be ODBC compliant.

6.6. Reporting

NYPA’s reporting and business intelligence needs are supported using the SAP suite of tools. Currently used tools include SAP BW Crystal Reports, Tableau and Varonis.

7. Future IdAM Solution

7.1. Solution Conceptual Diagram

This section describes the conceptual view of the IdAM solution that will be implemented as part of the NYPA access management. The conceptual view shown below illustrates various IdAM solution technical components that will be implemented at NYPA in 2017 and 2018.
7.2. Future IdAM Application Landscape

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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</table>
| Authoritative Source | - SAP HR for employees  
|                   | - Vendor Management for contractors                                         |
|                   | New tool to be identified and procured to handle,                           |
|                   |   - User Life Cycle Management  
|                   |   - Identity Administration  
|                   |   - Access Request  
|                   |   - Access Certification  
|                   |   - Password Management  
|                   |   - SAP fine grained SOD controls                                          |
| IAM Solution      | Manage privileged access to databases and servers  
|                   |   - Oracle 11g, Oracle 12c  
|                   |   - MS SQL (2014)  
|                   |   - Infrastructure Access (local privileges to individual, service and shared accounts)  
| PAM Solution      |                                                                                   |
### Managed Systems

- Active Directory (AD) - NYPA AD, Canal AD
- Physical Access Control System (PACS) at all the 5 sites (JCI and C-Cure systems)
- SAP
  - SAP R/3 - SAP EDM, SAP EHS, SAP CO, SAP FI, SAP SD, SAP PS, SAP HR, SAP CCS Billing Wholesale, SAP CCS Billing, SAP TEM, SAP FICA, SAP AIS, SAP CATS, SAP MM, SAP BPS, SAP HCM, SAP CCS Billing SENY
  - SAP Solution Manager - SAP System Landscape Directory
  - SAP Portal - SAP ESS & MSS
  - SAP BW - SAP BeX
  - SAP Business Objects
- Other Applications - ARIBA, Maximo, Content Server, Primavera, AIMS
- Cloud Applications

*more systems will be identified and on-boarded in 2018*

### 8. Evaluation Criteria

In evaluating proposals submitted in response to this RFP, the NYPA Evaluation Team will consider the criteria below.

- Ability to meet the Requirements
- Support capability
- Financial stability
- Value and Total cost

The proposal should provide information sufficient to document the Vendor’s qualifications and credentials in each of those areas. These should be responded to in document form as well as the requirements workbook attached.

### 8.1. Vendor Profile
8.1.1. Proposal Considerations for Vendors

8.1.1.1. Separate or Joint Proposals
Two or more companies may separately or jointly submit a proposal in response to this RFP. A joint proposal must completely define the responsibilities each company proposes to undertake. Joint proposals also must designate a primary respondent who will be responsible for the delivery of all goods, services and requirements as specified in the RFP. A single authorized official from the primary respondent to serve as the sole point of contact between NYPA and the joint proposers must also be designated.

Any contract resulting from a joint proposal must be signed by an authorized agent or officer of each company. Each company included in the submission of a joint proposal will be jointly and severally liable during the term of the contract.

8.1.2. Vendor Details

NYPA seeks vendors with demonstrated experience providing the software for projects similar in scope, complexity and size. Each vendor should address the following topics.

8.1.2.1. Organization
- Provide your Vendor Name
- Provide your Street Address, City, State, Zip
- Provide your Key Contact Name, Title, Phone, Email
- Provide your Alternate Contact Name, Title, Phone, Email
- Provide your State of Corporation (if US)
- Provide your Country of Corporation (if outside US)
- Briefly describe your organization’s history
  a) How many years have you been in business as a software vendor?
  b) How many years have you been in business as an IdAM software vendor?
- Define core business, mission and vision statement.
- Outline the corporate structure, including whether your company is currently under the control of any other corporation or organization or is actively involved in any publicly-announced activity which could materially change the composition of your business (e.g. mergers and acquisitions activity, etc.)
- Describe the competitive advantage that your company offers for this solution versus other potential vendors.

8.1.2.2. Product
- Please describe your IdAM product’s growth process (organic vs. acquisition) over the past 10 years. Describe key acquisitions that strengthen or supplement the functionality requested in this RFP.
- How long has your product been in commercial use?
- Explain how the product was initially developed and how it was since enhanced? Please provide milestones of your product lifecycle.
- What was the industry focus of the original product (financial trading, scheduling & physical position management, physical and financial risk reporting and analytics, commodity-specific?)

8.1.2.3. Financial Information
8.1.2.4. Future Long Term Vision and Strategic Plans

The software solution bidder is requested to provide such information as it relates to the direction of the proposed solution. Provide a clear statement of any future, long term vision and strategic plans to support emerging technologies and industry standards.

- Describe your future product roadmap and strategic direction – primarily for 2017 thru 2020
- Describe the latest acquisition of other related software or other IdAM software vendors in the last 24 months and explain how you plan to integrate those solutions into the primary application platform and solution being proposed to support this RFP.
- Provide the current version number of the proposed software. Provide schedule of most recent system upgrades, projected next release dates and detailed system upgrade plans needed for updates.
- Provide your technology roadmap for the next 5 years, including capabilities, industries and technologies planned.
- Describe the process used to prioritize the functionality included in the next release.
- What is your company’s position on supporting past releases?
- How many utilities system integrators have implemented solutions using your product? Please list.

8.1.2.5. Account Support Strategy

- What product support programs do you offer? Describe the types of on-going support provided (i.e. functional and technical help desk support/levels, operational down support services, and technical trouble shooting support services) and the stated level of response commitment guaranteed.
- Do you provide a hosted solution? If so, describe the support strategy associated with hosting, the program differences and details.
- What are the hours available for support for the product?
- Please describe the approach used to assist customers when resolving bugs and receiving software fixes.
- Please describe the escalation processes used for solving customer problems.
- Description of your account management philosophy, identification and location of NYPA assigned account representative, and role and responsibilities of this function.
- Indicate a present customer satisfaction rating, customer satisfaction criteria, and the method used to measure customer satisfaction.
- Please identify the process for customers to request and receive customized programs, and the support philosophy for those custom programs.
8.1.2.6.  Quality Assurance

- Describe the key components of your company’s quality assurance program and address how it ensures the products and services provided meet customer specifications.
- Describe how your company conducts quality audits or investigations as part of its quality assurance program.
- Describe your warranty policy.

8.1.2.7.  Business Partners

- Identify any partners, third parties or sub-contractors that will be used to deliver the solution software. Also, indicate if any work will be conducted offshore.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Description of Services / Tools to be Provided</th>
<th>Type of Relationship: JBR (Joint Business Relationship); 3rd Party; Sub-contractor</th>
<th>Length of Relationship</th>
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8.1.2.8.  Customer Responsibilities

- Describe Facility or Technical requirements for the project team.
- Describe any aspects of the project that are the sole responsibility of NYPA.

8.2.  Experience and Approach

NYPA seeks vendors with demonstrated experience providing the proposed services and software for projects similar in scope, complexity and size. Each vendor should address the following topics.

8.2.1.  References and Experience

The bidder (and each joint party on this bid) must demonstrate a history of successfully providing similar solutions in support of equally complex projects.

8.2.1.1.  Minimum requirements:

- 3 sales and/or implementations in utilities companies in the last 3 years in North American markets
- Have worked on projects with municipal or governmental utilities

8.2.1.2.  Reference Information:

- Please provide a listing of all companies who have implemented your product who are similar in size and complexity to NYPA and indicate which companies that are power-based utilities.
- Provide a listing of customers that are live on the same version of your solution that you are proposing for NYPA.
- Provide the names of at least 5 customers with whom you have completed contractual commitments to in the last 36 months.
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• How many customers in the utilities industry have purchased your IdAM solution and associated modules?
  a) List the total number of installs for the products being proposed for this RFP
  b) List the number of power utility industry installs
  c) List the number of unsuccessful/failed implementations (not completed or replaced within 3 years) during the past 5
     years, including relevant supporting details as to what happened or what was root cause.

• Describe a challenge or difficult or failed implementation project and the steps you took to correct the situation.

• Identify all lawsuits and/or claims relating to your IdAM solution or service asserted or threatened in the past year and
  indicate subject matter and disposition.

• What business have you performed with NYPA to date?

• How many clients are “live” with your latest and preceding version of IdAM software?
  a) How many on Latest version
  b) How many on Preceding version

• On your largest client implementation, what is the estimated number of core users:
  a) Number of Power Users?
  b) Number of Occasional Users?

• Provide detailed references as noted below that utilize a version of your system that is the same or closest to the version
  proposed for NYPA.

• Provide the name and contact information and appropriate process for contacting each reference. We intend to contact
  each reference within 30 days and shall be advised of any issues regarding contacting the reference.

• Please complete the following format for all references from successful IdAM solution and associated modules
  implementation projects. List client reference based on NYPA relevance, for example, please provide references that are
  utilities managing and optimizing Identity Access Management. In addition to the peer reference, please include as many
  names as possible who are responsible for IdAM solution manager and IT support person. These clients may be contacted
  by NYPA to confirm the quality/results of your solution and/or methodology if selected for vendor presentations.

• Please include at least three (3) client projects.

<table>
<thead>
<tr>
<th>Client Name</th>
<th></th>
</tr>
</thead>
</table>
| Primary Contact | Name:  
Title:  
Phone / Email:  |
| Product Version |  |
| Modules / Functions Implemented |  |
| Project Start Date |  |
| Project Completion Date |  |
| <<Functional Scope>> | ☐ User Life Cycle Management  
☐ Access Request, Approvals and Provisioning  
☐ Identity Administration (Automation through connectors)  
☐ Access Recertification  
☐ Privileged Access Management  
☐ Role base access controls |
8.2.2. **Approach**

- Describe your proposed approach and methodology for coordinating activities for implementation of the software solution.
- Describe your approach and methodology to ensure success of your solution when integrated with Active Directory and other enterprise level applications.
- Please provide information pertaining to your organization’s approach to the rollout of IdAM solution to power utilities of similar size and complexity of NYPA.
- Describe your methodology for implementing IdAM solutions for power utilities.
- What techniques and tools are utilized to ensure a structured and reliable approach to implementation?
- Describe a typical duration to implement your base solution.
- Provide the specific timelines you suggest base on the phasing and scope of work in this RFP, and note if different from those proposed herein.
- How long is the average product implementation (following the contracting phase)
- What are the key success factors to successful implementations?
- Are the professional resources to be assigned for IdAM solution implementation familiar with the power utility business?
- Vendor resources who have implemented the power & gas trading solutions solely for banks, hedge funds, non-asset ISO trading or other non-utility clients may not be considered for key roles at NYPA, but will still be considered by the NYPA Team for applicable skills. In addition, the Vendor resources may be subjected to an interview process conducted by NYPA project team and stakeholders as applicable.
- What kind of participation would be required by NYPA personnel as part of the implementation (roles, responsibilities, time commitments)?
- What is the typical project team size (for an implementation our size) and describe the various roles required.
- What are typical client staff requirements to support the application once the implementation is complete?

8.2.3. **Training and Education**

- What training courses are offered to assist NYPA in learning the functional aspects of the use of the proposed solutions?
- What levels of training are provided? (Super-User, Admin, Standard user, by office/group)
8.3. Functional and Technical Requirements

The high level business requirements for the NYPA IdAM solution have been described in Section 2.2. The attached worksheet represents the functional and technical requirements. Answer the questions in the worksheet and provide all information pertaining to your recommended solution. Please note: Your response to these requirements in the workbook and your systems ability to meet each requirement may be used in the statement of work to enforce alignment of response and delivery.

Respondents should provide detailed explanations as to how their proposed solution addresses each issue listed in each of the major functional areas. If, in order to adequately address a listed issue, a custom or customized product enhancement, extension, report, interface, or other service is required, the suggested approach should be provided along with a "not to exceed" estimate of the cost NYPA would incur for it.

Note: It is the preference for NYPA to utilize systems that are “Configured” Not “Customized.”

Include an indication of who would likely provide the solution (vendor, multiple vendors, system integrator, a third-party service, or NYPA). NYPA may provide additional information, as requested, to enable prospective vendors to determine the level of effort required on their part to complete the changes, interfaces, or enhancements or to provide any other additional services necessary. Any ongoing maintenance costs associated with these changes should be priced over a five-year period.

Vendors must respond utilizing the workbook and following the defined format below. This will allow NYPA to readily evaluate the proposals. Vendors whose responses do not follow the designated format will be considered as non-respondents.

Please complete and return the worksheet in this workbook that contains the high-level requirements for the Identity and Access Management Solution for NYPA.

Each line item presented contains a description of the functional requirement. In the following categories, please indicate (with an “X”) for each functional line item, based on the product and version being proposed, those items that would be completely satisfied by:

- What training courses are offered to assist NYPA in learning the implementation & configuration of the proposed solutions?
- What training courses are offered to assist NYPA in learning any technical (if applicable) aspects of the implementation of the proposed solutions?
- Can the online help be modified?
  a) Can the online help be modified by NYPA or NYPA’s system integrator?
- What train-the-trainer options are available?
- Can NYPA purchase the vendor’s out-of-the-box training material for internal training use?
- Please provide a list of locations (city & state) where training classes are offered.
- Can project team training be delivered on site at NYPA White Plains NY corporate offices?
  If so, what are the technology and/or other requirements NYPA must provide to facilitate the training?
# Identity and Access Management Solution

<table>
<thead>
<tr>
<th>In Base System:</th>
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<tr>
<td><strong>Definition</strong> – all programming logic and/or business rules (and any associated workflows) exists within your base product solution, with the only requirement being to define variables, establish workflow(s) and set-up and population of “static” system tables</td>
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<tr>
<th>*Requires Customization:</th>
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<tr>
<td><strong>Definition</strong> – Requires new programming logic and/or business rules to be written (coded and tested) and integrated into the base system solution. The associated “new” code will need to be updated following system patching or upgrades and is not preserved in future releases of the application. This approach may also require the establishment of new workflow(s).</td>
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<tr>
<th>*Requires Additional Cost:</th>
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<tr>
<td><strong>Definition</strong> – The functionality is not covered in the base system but is available for an additional cost. Please specify if the cost is a one-time charge or added to annual charges.</td>
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<th>*Available in Future Release:</th>
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<td><strong>Definition</strong> – The functionality is forthcoming in a planned future release. Please specify the release number/version along with a list of planned releases and associated dates.</td>
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<th>*Not Supported / Available:</th>
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<tr>
<td><strong>Definition</strong> – If the Respondent believes their solution cannot or would not be successful in satisfying a functional line item through configuration, enhancement or system modification, indicate as such by putting an “X” in the “Not Supported/Available” column. For each of these as indicated, provide in the “Comments” column the reason your organization believes the solution cannot provide the requested functionality and a suggestion, if any, as to how NYPA could potentially achieve this requirement.</td>
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*Require comments in workbook.

## Considerations for Systems Integrator responses

Systems Integrators independently proposing to provide software solution implementation services should detail their experience with specific alternative software solutions meeting the functional requirements detailed within this RFP. Proposals should provide all relevant information requested within this RFP.

Vendors are encouraged to be attentive to the overall relevance, completeness, quality and clarity of information provided in their response to this RFP. NYPA may request follow-up contact with vendors via written, telephone or in-person communications for response clarification and/or additional information. Vendor requests for clarification or additional information should only be submitted in accordance with the instructions provided.
8.4. Commercial Terms

Bidder to provide details of any associated commercial term and conditions (T’s & C’s) it would offer for delivering the scope of work described within this RFP, as well as, all assumptions and/or exceptions for NYPA’s consideration.

8.5. Proposed Costs

Bidder is to identify all the costs for their proposed solution and/or services, including costs that may not be listed or referenced specifically below. Costs should outline each module or feature clearly so that NYPA can determine the extent of the costs – please list all the module or features necessary to meet the REQUIRED elements of the Technical Specification, for up to 4000 users. There should be no hidden costs.

All cost bids should be provided within a separate document from the technical response. If possible, along with bids provide any supporting information for each of the deployment options listed below.

- Software – Identify if the proposed solution is hosted or on premise and all associated costs.
  - Software License and Hosting Fees – Detail all options, software component(s) and cost for purchase of the software and / or each component within the solution; include options for bundle discount, if available. If based upon concurrent-seat basis, named basis, or an unlimited user enterprise-wide license, bidder must specify.
  - Third Party Software Requirements & Costs – Detail any third party or middleware software needed for implementation and associated estimated costs. Explain what functionality the third party software would provide.

- Hardware - Detail any hardware requirements, if applicable, and estimated costs.

- Implementation – Detail all costs associated with the implementation, which may include the following: setup, configuring system to NYPA requirements, building / integrating required interfaces, initial data load, testing, deploying, documenting the system, and post-implementation support. Also, provide an outline of the payment schedule on a milestone basis. Systems Integrators independently proposing to provide software solution implementation services should provide bids corresponding to each of the proposed alternative software solutions.

- Annual Maintenance and Support – Annual support services covered under Maintenance Contracts must be detailed describing levels of support, options and associated costs for each component. Specify if 24X7 support is available. Due to security restrictions, maintenance and support service providers are limited to companies located in the United States. Provide maintenance agreement with 1-year option, 3-year option and 5-year option.

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<th>Option</th>
<th>Cost</th>
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<td>One-Year Option:</td>
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<td>Three-Year Option:</td>
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<td>Five-Year Option:</td>
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• Training – Detail costs associated with training Authority personnel in the use and administration of the proposed solution. Provide options which may include classroom training, instructor-led webcast, self-paced online training, and train-the-trainer. Training manuals / documentation should also be provided.

• Estimated Travel & Living – Provide travel and living costs as a not-to-exceed estimate.

• Additional Consulting Services – If services proposed other than software alone, provide personnel rates of personnel that are to carry out the work proposed by the bidder.

Personnel Rates are hereby defined to be the sum of the products obtained from multiplying the appropriate Hourly Rate stated below by the number of hours that such personnel are actually engaged in work pursuant to this Agreement during the month in which the services were rendered.

Consultant shall not assign personnel with classifications other than those stated below without the express written approval of the NYPA.

<table>
<thead>
<tr>
<th>Classification</th>
<th>Fixed Hourly Rate</th>
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**These rates will be firm for the duration of this Agreement.**