

REQUEST FOR PROPOSAL
FOR
UTILITY CONSULTING SERVICES

Long Island Power Authority
333 Earle Ovington Boulevard
Uniondale, New York 11553



October 24, 2019

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FORMS:

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- 2 – RFP Exhibit A – Standard Consulting Agreement
- 3 – Appendix A – Standard Clauses for LIPA Contracts
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The Long Island Power Authority (“Authority”) hereby solicits proposals from experienced consulting firms and individuals (hereinafter referred to as “firms”) in response to this Request For Proposals (“RFP”) to provide as-needed Utility Consulting Services to the Authority and its wholly-owned subsidiary, Long Island Lighting Company d/b/a LIPA (collectively referred to as “LIPA”)¹. LIPA may select one or more firms to provide the services requested herein.

I. CALENDAR OF EVENTS

Issuance of RFP	October 24, 2019
Deadline for Questions	October 31, 2019
Answers posted by	November 7, 2019
Submit Notice of Intent	November 8, 2019
Proposal Due Date	November 21, 2019, 3 P.M.

II. CONTACT INFORMATION

Pursuant to State Finance Law sections 139-j and 139-k, this RFP includes and imposes certain restrictions on communications between LIPA and Proposers during the procurement process. A Proposer is restricted from making “Contacts” (i.e., an oral, written or electronic communications which a reasonable person would infer as an attempt to influence the award, denial, or amendment of a contract) from issuance of the RFP through final award and approval of the resulting Procurement Contract by LIPA and the Office of the State Comptroller (“restricted period”) to any LIPA staff or Trustee (or consultants) other than as designated herein, unless it is a contact that is included among certain statutory exemptions as set forth in State Finance Law section 139-j(3) (a).

LIPA’s designated contact for this RFP is: Maria Gomes, Director of Procurement, (516) 719-9235. In the event of a Contact during the restricted period, LIPA is required to determine whether the Proposer may have violated these statutory provisions. Certain findings of non-responsibility can result in rejection for contract award, and in the event of two findings within a four (4) year period, the Proposer is debarred from obtaining governmental Procurement Contracts. Further information about these requirements can be found in the Authority’s Lobbying Guidelines Regarding Procurements, Rules, Regulations or Ratemaking which is posted on the website for this RFP.

¹ The Authority’s subsidiary also does business in the wholesale energy markets under the trade name Power Supply Long Island.

Questions regarding this RFP should be sent to Procurement1@lipower.org on or before **October 31, 2019**. Responses to any questions received will be posted on LIPA's website at www.lipower.org by the date indicated above. No other communication of questions and answers will be made.

Each interested party should send a brief Notice of Intent by **November 8, 2019**. Such notice should contain the Proposer's name, address, phone number, e-mail address and contact person. Submission of a Notice of Intent is strongly encouraged, although not a pre-requisite for submitting a proposal.

Other than as provided for in this RFP, any contact with LIPA Trustees or staff during the pendency of this RFP may be grounds for disqualification from the RFP process.

Twelve (12) copies of your proposal in either Microsoft Word or PDF format, along with a flash drive containing the electronic file(s) are due no later than **3:00 p.m. on November 21, 2019**, in a sealed package or packages. Two copies of the cost portion of the proposal should be in a sealed envelope separate from the technical portion of the proposal but may be contained in the same shipping package as the technical portion.

All proposals should be delivered to:

Long Island Power Authority
333 Earle Ovington Boulevard, Suite 403
Uniondale, NY 11553

Attention: Maria Gomes, Director of Procurement

Proposals received after the Proposal Due Date will not be considered, nor will faxed or e-mailed proposals, whenever received. **Failure to submit a proposal on time will not be waived by LIPA under any circumstances (e.g., traffic conditions, mail or courier failure, etc.).**

LIPA will not provide reimbursement for any costs or expenses incurred in connection with this RFP, including the costs of preparing and submitting a response, providing any additional information or attending an interview. All material that is submitted in response to this RFP will become the sole property of LIPA. LIPA expressly reserves the right to utilize any and all ideas submitted in the proposals received unless covered by legal patent or proprietary rights which must be clearly noted in the proposal submitted in response to the RFP.

Interviews of the top-qualifying Respondents may be conducted at LIPA's discretion on a specific day or days to be disclosed later in the RFP process. All top-qualifying Respondents will be notified of their exact interview date(s) in advance.

III. CONTRACT PERIOD

The term of the contract will be for a period of five (5) years. LIPA may terminate the contract at any time, in its sole discretion, upon written notice.

IV. BACKGROUND

The Authority, acting through LIPA, provides electric service in its service area (the “Service Area”) which includes two counties on Long Island — Nassau County (“Nassau County”) and Suffolk County (“Suffolk County”) (except for the Nassau County villages of Freeport and Rockville Centre and the Suffolk County village of Greenport, each of which has its individually-owned municipal electric system) — and a portion of the Borough of Queens of The City of New York known as the Rockaways. The Authority is a corporate municipal instrumentality and a political subdivision of the State of New York (the “State”), exercising essential governmental and public powers. The Authority was created by the State Legislature under and pursuant to the Long Island Power Authority Act, being Title 1-A of Article 5 (§ 1020 et seq.) of the Public Authorities Law of the State of New York, as amended (the “Act”), including as amended by certain provisions of the LIPA Reform Act (defined below). LIPA is a stock corporation formed and existing under the Business Corporation Law of the State of New York and pursuant to LIPA’s organizational documents, the Authority conducts and manages LIPA’s business and affairs. Accordingly, LIPA is controlled by the Authority, which is governed by a Board of Trustees (the “Trustees”).

In order to assist the Authority (acting through LIPA) in providing electric service in the Service Area, the Authority and LIPA have generally entered into operations services and power supply agreements, the purpose of which is to provide the Authority and LIPA with the operating personnel and a significant portion of the power supply resources necessary for LIPA to continue to provide electric service in the Service Area. Since January 1, 2014, a wholly-owned subsidiary of Public Service Enterprise Group Incorporated (“PSEG”) dedicated to LIPA’s operations (“PSEG LI”) is the service provider pursuant to a twelve-year Amended and Restated Operations Services Agreement (the “A&R OSA”). Services provided by PSEG LI include T&D operation and planning; customer service; power supply planning, procurement and administration; and information technology. PSEG Energy Resources & Trade LLC (“PSEG ER&T”) provides fuel and power supply management services to LIPA. LIPA retains ultimate responsibility for its wholesale market activities, which are carried out with the assistance of PSEG LI and PSEG ER&T.

LIPA maintains the responsibility of oversight with respect to its service providers and maintains a staff devoted to this function. LIPA requires Utility Consulting services described in the scope of services to assist LIPA in its operational and financial oversight responsibilities, as well as its wholesale market activities.

V. SCOPE OF SERVICES

LIPA has the need for assistance in each of the scopes of services listed below. Some assignments may be long term ongoing support while other assignments may be short project-oriented tasks. While LIPA has highly competent staff with experience in many of these areas, LIPA seeks to augment existing capabilities, and draw upon the resources of outside consulting services on an as-needed basis.

The individual, firm, or firms selected and/or their respective sub-consultant(s), would have demonstrable qualifications to provide consulting services in some, all or portions of the following areas:

1. **Power Supply Planning** – Provide analytical support and industry expertise to support LIPA’s oversight of PSEG LI’s power supply planning, procurement of new conventional, renewable and energy storage resources, proposals for distributed generation and energy storage technologies, and management of existing resources and contracts; including evaluation of: emerging policies that affect power supply, identification of strategic compliance alternatives for emissions and climate change mitigation and best practices for the management of LIPA’s power supply portfolio.
2. **Transmission and Distribution Services** – Provide engineering, technical, audit and other consulting services to support LIPA’s oversight of its transmission and distribution system. Services will focus on all aspects of each area including, but not limited to: asset management, value analysis, planning, design criteria, planning criteria, probabilistic risk assessment, assets and system condition and performance monitoring, life cycle cost management, system losses reduction, design standards, construction methods, maintenance programs, and construction, engineering and technical services, emergency planning, storm restoration management and benchmarking to best practices and comparisons among different utilities on T&D system performance metrics.
3. **Customer Service** – Provide consulting services in the areas of performance evaluation, benchmarking of performance and comparison to industry best practices related to customer satisfaction, customer service, sales and marketing, design and management of customer programs, metering, meter reading and meter data services, billing and collection, payment processing, information system technology systems (including telecommunication and VRU applications) and data management services for all aspects of customer management, billing, and issue resolution. The analysis and evaluation of customer inquiries and complaints, the interaction with social service agencies, low income programs as well as theft/diversion of service mitigation programs.
4. **Behind-the-Meter Resources** – Provide consulting services to support LIPA’s oversight of PSEG LI programs for energy efficiency, beneficial electrification, direct load control, demand

response, and on-site clean generation, including assessment of cost-effectiveness and comparison to industry best practices.

5. Information Technology and Services – Provide a range of Management Support Services and expert assistance to the Authority’s Information Technology (IT) Operations and Oversight function. The services will be provided on a fixed price or hourly labor rate on a task-order basis. The skill areas summarized below have been divided into six sub-scopes (5A, 5B, 5C, 5D, 5E and 5F) .Vendors are encouraged to respond to as many sub-scopes as possible, since services will be awarded on a sub-scope basis. Job descriptions are provided on attachments A and B.

- IT Planning and Business Improvement Support (ITPBIS);
- Program/Portfolio Management Support (PPMS);
- Functional/Technical Subject Matter Expertise (FTSME), and;
- Technology and Application Infrastructure Support (TAIS).

IT Planning and Business Improvement Support (ITPBIS) (Job Descriptions for IT MC Resources)

Provide expert-level staffing support on a complete range of business issues such as the analysis and evaluation of current functional or system operations and procedures, strategic and tactical planning, best in class analysis benchmarks, and appropriateness of emerging technologies within the Authority’s information processing environment. Other support desired include development and implementation of performance measures, design of KPIs and management dashboards, design and implementation of ITIL initiatives, independent verification and validation (IV&V) of projects and economic analysis such as return on investment and cost-benefit analysis, BPR, Benchmark studies, design and development of management reports and business applications requirements analysis and data definitions. Support requirements could also include strategic information technology planning, policy and procedures development and writing.

Program Acquisition, and Management Support (PAMS) (Job Descriptions for IT MC Resources)

Provide expert-level staffing support the Authority’s system acquisition and implementation initiatives. This includes concept development, benefits identification and analyses, acquisition planning, requirements development, RFP preparation, independent cost estimation, and source evaluation support. This skill area also includes the requirement for strong, tough, and outcome-oriented project management support.

Functional/Technical Subject Matter Expertise (FTSME) (Job Descriptions for IT MC Resources)

Provide Functional/Technical strong subject matter expertise in any of the following areas and supporting systems (a) Accounting and Financial Systems, (b) Regulatory Compliance, (c) Utility Operations (T&D), (d) Fleet Management, (e) Asset/Work Management, (f) Warehouse, (g) Field Services (h) Benchmarking (i) Organizational Performance/Metrics, (j) Customer Services, (K) Customer Relation Management, (L) Capital Planning, (M) Emergency Communication/Outage Management, (O) Security, (P) Enterprise Risk Management, (Q) Customer Billing Operations, (R) Data Protection, (S) Analytics, (T) Customer Contact Center, (U) NERC CIP, and (V) Modeling.

Technology and Application Infrastructure Support (TAIS) (Job Descriptions for IT TC Resources)

Provide Technical strong subject matter expertise in any of the following systems (Infrastructure /Applications) (a) Network Infrastructure, (b) Cloud Infrastructure, (c) Storage Infrastructure, (d) Backup (e) Data Warehouse, (f) Helpdesk, (g) Telecommunication Infrastructure (h) Cybersecurity, (i) Active Director Services (j) Database Infrastructure (k) Enterprise Content Management, (l) Intranet/Internet, and (J) ERP, and (K) Time Management.

6 Financial Support Services – Provide consulting services with respect to information required to support the various needs of LIPA’s financial functions which may include support for its various reports required for banks/bondholders and regulatory agencies. Assistance may also be required in the preparation and design of projections, models, and evaluations of projects, as well as assistance with the preparation and regular updates/scenarios of LIPA’s budget and financial projections. Assistance may be required for accounting research as it relates to accounting pronouncements or other items, including PSEG’s LI Oversight Functions.

7. Wholesale Market Policy – Provide technical assistance, quantitative analysis and advice related to LIPA’s participation in and/or interactions with the NY Independent System Operator (NYISO), ISO-New England (ISO-NE) and PJM Interconnection (PJM) wholesale electricity markets, as well as the New York Public Service Commission (NYPSC), the Federal Energy Regulatory Commission (FERC), and North American Electric Reliability Council (NERC) and its regional and local reliability councils. Issues where LIPA may need expertise include, but are not limited to, the following: utility regulation, evaluation of wholesale market structures and market rules, analysis of regional and interregional transmission expansion plans and cost allocation, emissions and climate change mitigation and analysis of reliability rules of the Reliability Councils. Upon LIPA’s request, represent LIPA in market stakeholder processes and provide expert witness testimony before FERC, NY PSC or Federal and State courts.

8. Government Affairs and Strategic Planning Consultant - To provide consulting services on issues where LIPA may need expertise including, but not limited to, the following: support; track; review; provide technical advice, input and counsel; and, develop specific proactive and reactive strategic advocacy, communication and education materials for government and stakeholders on legislative, regulatory, and legal policies at the federal, state, counties and local levels.

LIPA may select one or more Proposers for each scope of services listed above for award of a contract in connection with this RFP. ***Selection and award of a contract as a result of this RFP does not guarantee firm(s) any work over the term of the contract.***

In the event more than one contract is awarded in a scope, when the need arises LIPA will provide each contractor selected for the scope with a description of the services required. Each contractor will be requested to provide resumes of available candidates, a plan for completing the work and an estimate of each consultant’s time. LIPA will review the plan, the resumes and the estimated cost of the work (based on the estimate of consultant time multiplied by the hourly billing rate) to determine

which contractor offers the most practical and economical solution. The work will be placed with the contractor offering the most practical and economic solution.

VI. PROPOSAL REQUIREMENTS

The following is a list of the information to be provided in the Proposal. A proposal that does not include all the information requested below may be deemed non-responsive and subject to rejection. **Proposals should respond to all areas listed below, in the order listed, and conclude with a separate section on cost.**

A. Management and Qualifications

In setting forth its qualifications, each Proposer shall provide, in concise but adequate detail, the information requested below, as appropriate. Responses to A. Management and Qualifications should be limited to 20 single-sided pages (not including resumes) and shall be prepared on 8 ½ x 11-inch paper using at least 12-point type with standard margins. Each Proposer is requested to provide a copy of its Affirmative Action Policy as an appendix to its proposal. This appendix will not count against the page limit restriction.

Cover Letter

A cover letter, which shall be considered an integral part of the proposal, shall be bound with the proposal and signed by the individual(s) authorized to bind the Proposer contractually. In signing the cover letter, the Proposer agrees to be bound by the terms of this RFP and its submission hereunder for 180 days. The cover letter shall contain a statement that the Proposer's work for the Authority will not create any conflict of interest. If your firm believes that a conflict may arise, the nature of the conflict should be described – see section VI.A.9.

1. State the scopes of services in which your firm is proposing to provide to LIPA in response to this RFP. State whether your firm can provide all of the services in each of the Scope of Service(s) being proposed and if not, clearly outline which portions you can provide services in. For each scope of service proposed, provide the name, address, telephone number and contact person(s) of at least three references for whom you have provided similar service to.
2. State the names and titles of the individuals who would be assigned to LIPA's account, describe the expected services to be provided by each such individual, including identifying which scope of work area(s) they could provide service for, and identify any and all professional licenses and/or certifications they hold. Provide their resumes (including years of employment in your firm and total years of experience) in an appendix to the proposal that will not count against the proposal page limit and describe their anticipated commitments to other clients during the next 12 months. Identify the manager in charge of the LIPA account and describe the

manager's duties with respect to responsibility for the work performed by your firm. If Engineering Services are proposed, identify all consultants who hold a Professional Engineer's (P.E.) license that is valid in the State of New York and who would be qualified to provide P.E. stamped drawings, if required.

3. Describe your firm's depth of staff and availability of resources to provide consulting services in the scope of work area(s) proposed. Detail the number of staff in your firm by professional and administrative classification.
4. Provide a brief description of your firm and its ownership structure. Also include any significant developments, or organization, ownership or financial structure changes that have occurred in the last three years, or that you anticipate in the future.
5. Describe any scope of services area(s) in which you feel your firm has special expertise and experience and describe the nature of that special expertise and experience. Explain how you think that this may be of benefit to LIPA.
6. Describe the previous experience and expertise of the firm in providing the proposed consulting services to LIPA or other clients in the electric utility industry and with public power authorities, investor-owned electric companies, other utilities, municipalities and any other pertinent clients, including independent power producers, natural gas suppliers or transmission companies. State the nature of that experience and the name of each such client.
7. Identify any sub-consultants that may be utilized as part of your firm's proposed team. Provide comparable information as requested above in items (1) through (6) for the proposed sub-consultants. Clearly identify what scope of work area(s) any proposed sub-consultants would potentially provide service for.
8. Include your Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE) proposal data, including a utilization plan detailing how the 15% MBE and 15% WBE participation goals will be met (see section VIII C). Include the names of MBE/WBE firms to be utilized and the scope of work each will be performing.

Provide a copy of arrangement made with the minority or woman-owned business enterprise (MWBE) - MWBE Form 103). Include the names of MBE/WBE firms to be utilized and the scope of work each will be performing. The New York State Minority & Women Owned Businesses Searchable Database can be found at <https://ny.newnycontracts.com/FrontEnd/VendorSearchPublic.asp>. MWBE form 104 is the MWBE Waiver form that requests documentation of the good faith efforts to meet the MWBE goals.

Please complete LIPA's Diversity Questionnaire which incorporates MWBE Form 101 and 102.

For additional information regarding the instructions for the MWBE forms, requirements and procedures please see Standard Contract Clauses for LIPA's Contracts, Appendix B PARTICIPATION BY MINORITY GROUP MEMBERS AND WOMEN WITH RESPECT TO STATE CONTRACTS: REQUIREMENTS AND PROCEDURES.

9. Identify the nature of any potential conflict of interest your firm or any proposed sub-consultants might have in providing consulting services under this RFP to LIPA.
 - (a) State whether your firm has ever represented or currently represents Public Service Enterprise Group (PSEG) or Lockheed Martin Corporation or any of their affiliates or subsidiaries, and if so, in what capacity. Please identify any public or investor-owned electric utility, independent power producer, natural gas supplier, or transmission company, and the nature of your representation.
 - (b) Identify any conflicts of interest, actual or potential, which might arise during your firm's representation of LIPA given prior or existing representation of other utilities. Please describe fully how such conflicts would be resolved or mitigated.
 - (c) State whether your firm currently represents any party that, to your knowledge, is pursuing any judicial, administrative, regulatory or arbitral action against LIPA.

Each firm must certify in writing that its representation of LIPA will not create any conflict of interest involving that firm.

10. Discuss any past or present civil or criminal legal investigations, pertinent litigation and/or regulatory action involving your firm or any of its employees that could impact your role or ability to serve as a consultant to LIPA. If none, include a statement that there are no past or present civil or criminal legal investigations, or pertinent litigation and or regulatory actions that could impact your firm's ability to serve in the required capacity.

B. Cost

Proposals shall include the following:

For each scope of services proposed, use the tables format provided below to state the rates at which the services would be provided to LIPA by your firm and your firm's subcontractors for

the first two years of the contract. Rates provided will apply to the firm and any potential subcontractor. Note that administrative support costs should be included in the proposed hourly billing rates. In responding to this item, provide the following fee structure using the table listed below for each Scope of Services. **NOTE: Failure to provide your cost proposal as requested will be grounds for determining a proposal to be non-responsive.**

All Scopes, except Information Technology	
Titles	Hourly Rates
Partner/Director/Principal	
Sr. Manager	
Manager	
Managing Consultant	
Senior Consultant	
Junior Consultant	
Consultant/Analyst	
Project Engineer/Lead Engineer/Senior Engineer	
Project Manager/Coordinator	
All other classes of staff (Accountant, Paralegal, etc.)	

For Information Technology- (5A, B, C, D, E and F)-Intermediate- Between 10 and 15 years of experience; Senior- More than 15 years of experience

5.A-Utility Operations-Oversight	Hourly Rates				
Functional IT/OT Domain	Functional SME	Technology SME	Sr. Program Manager	Program Manager	Sr. BPIC
Distribution and Substation Automation/Industrial IOT					
Asset/Inventory Management					
Outage Management					
Field Service Management					
Fleet Management					
Emergency Communications					
Utility Benchmarking/Performance Metrics					
Capital Planning					
NERC CIP					
5.B-Utility Customer Service-Operations & Oversight-	Hourly Rates				
Functional IT/OT Domain	Functional SME	Technology SME	Sr. Program Manager	Program Manager	Sr. BPIC

			Manager		
Customer Services					
Customer Relations Management					
Customer Billing Operations					
Customer Contact Center					
Customer Engagement /Self Service					
Advanced Meter Infrastructure					
Customer Billing					

5.C-Cross Functional Areas-LIPA & Oversight	Hourly Rates				
Functional IT/OT Domain	Functional SME	Technology SME	Sr. Program Manager	Program Manager	Sr. BPIC
Accounting, Financial and Modeling Systems					
Regulatory Compliance					
Enterprise Risk Management					
Physical/Electronic Security					
Cybersecurity & Data Protection					
Benchmarking & Metrics					

5.E-Others - LIPA	Hourly Rates	
Functional IT/OT Domain	Intermediate	Senior
Documentation Specialist		
Quality Assurance/IV & V Analyst		
Information Systems Training Specialist		
Data Science/Advanced Analytics		

5.F-Others - LIPA & Oversight	Hourly Rates	
IT/OT Domain	Intermediate	Senior
Enterprise Infrastructure Architect		
Storage Engineer		
Cyber Security Solutions Architect		
Cybersecurity Analyst		
Disaster Recovery Business Continuity Planning Specialist		
5.D-Application and Database Infrastructure -LIPA & Oversight	Hourly Rates	
IT/OT Domain	Intermediate	Senior
Data Architect		
Data Warehousing Administrator		
Data Warehousing Developer		
Database Administrator		
Data Warehousing Architect		
Report/Dashboard Developer		
ETL/BI Developer		
Enterprise Application Architect		
Kronos Developer		
ERP Developer		
Sharepoint Developer/Administrator		
EDM Solution Developer		
Web Designer		
Application Developer		

1. Affirm that normal billing rate increases will not apply to LIPA and that the rates proposed for this engagement shall remain fixed and firm for the first two years of

the contract term and that any rate increase for years three through five of the contract shall not exceed the lesser of five (5%) percent or the percent increase in the “National Consumer Price Index for All Urban Consumers (CPI-U)”, as published by the U.S. Department of Labor, Bureau of Labor Statistics, Washington D.C. 20212, for each of the previous contract years (years 2, 3 and 4). The Proposer has the sole responsibility to submit to LIPA a service rate adjustment request thirty (30) days prior to the effective date of the price increase, providing a copy of the index and other supporting documentation necessary to support the request.

3. The proposed hourly billing rates shall be inclusive of all auxiliary costs, such as printing, copying, secretarial, typing, program entry, etc. In addition, for consultants located within a 100- mile radius of LIPA’s Uniondale offices, the hourly billing rates shall be inclusive of expenses for travel, meals and lodging. Proposers are advised that consultants will not be reimbursed by the Authority for “commuting time”- time spent getting to and from the “work site”. All of the above costs, if applicable, will need to be factored into the proposed hourly billing rates.
4. Provide a discussion of all anticipated out-of-pocket expenses associated with providing consulting services. Reimbursement of travel, meals and lodging costs will be provided by LIPA in accordance with the GS rates for Nassau and Suffolk Counties if the consultant is located outside a 100- mile radius of LIPA’s Uniondale offices. For further info, see (<https://www.gsa.gov/travel/plan-book/per-diem-rates>).
5. Note that LIPA expects that such expenses will be charged and reimbursed at the firm’s reasonable, actual out-of-pocket cost, but in no event will reimbursement for out-of-pocket expenses exceed 10% of the total contract charges in any calendar year. All out-of- pocket expenses must be in accordance to Article V, Billing Policy of Schedule A of LIPA’s Standard Consulting Agreement.
6. State whether LIPA is getting the lowest rates charged by your firm. If not, please explain why.

C. Other

1. Provide a copy of your firm's affirmative action policy and submit the information requested in the Diversity Questionnaire posted on the RFP website. These may be provided in an appendix that will not count against the page limit.
2. LIPA's Standard Consulting Agreement is posted on the RFP website. Proposals accompanied by a written acceptance of all terms and conditions in LIPA's Standard Consulting Agreement will receive more favorable consideration by LIPA, as set forth in section VII.A.4 below. No modifications or exceptions will be considered to Appendix A - "STANDARD CLAUSES FOR NEW YORK STATE CONTRACTS." Proposed exceptions to LIPA's Standard Consulting Agreement, which is posted on the RFP website, must include specific alternative language as well as a basis for the proposed change and will be considered on a case-by-case basis. LIPA reserves the right to reject exceptions or modifications to its Standard Consulting Agreement.
3. Confidential, trade secret or proprietary materials as defined by the laws of the State of New York must be clearly marked and identified as such upon submission. If Consultant intends to seek an exemption from disclosure of these materials under Freedom of Information Law, Consultant must request the exemption in writing, setting forth the reasons for the claimed exemption, at the time of submission or as required to address requests for materials under Freedom of Information Law. Acceptance of the claimed materials does not constitute a determination on the exemption request, which determination shall be made in accordance with statutory procedures. Nothing in this Agreement is intended or shall be construed to waive any Party's right to claim that a communication or document is covered by a legally recognized privilege, including but not limited to the attorney client privilege.

VII. EVALUATION AND SELECTION

A. Evaluation Criteria

A Selection Committee consisting of LIPA staff will evaluate the proposals. The Selection Committee will consider the following factors, not necessarily listed in the order of importance:

1. The firm's previous experience providing the proposed consulting services to electric utility, public power and other municipal clients.
2. The qualifications, expertise, prior experience and availability of the proposed team assigned to LIPA's account, including expertise and experience pertinent to the services requested in the RFP.

3. The cost of consulting services including the competitiveness of the proposed hourly billing rates. (Although proposed cost will be given significant consideration in the selection process, LIPA reserves the right to negotiate lower fees with any firm or a different fee structure than proposed).
4. Overall organization, completeness, and quality of proposal, including cohesiveness, conciseness, clarity of response, demonstrated understanding of LIPA and degree of acceptance of LIPA's terms and conditions in LIPA's Standard Consulting Agreement.
5. The firm's overall diversity and commitment to equal opportunity programs and MWBE Diversity Practice Questionnaire.
6. Interviews, if conducted.

The breakdown will be 70 points for Technical and 30 for Cost. LIPA reserves the right to request Best and Final Offers (BAFO).

B. Selection Process

The Selection Committee will initially review all proposals to determine responsiveness. Any proposal that does not address all requested requirements or is incomplete will be rejected.

The Selection Committee will evaluate all responsive and responsible proposals based on the criteria enumerated in Section VII (A), as referenced above. The Selection Committee may afford firms the opportunity to clarify proposals for the purpose of assuring a full understanding of their responsiveness to the RFP.

The Selection Committee may also conduct interviews of Proposers found to be most qualified to perform the services required, based upon the criteria listed in this RFP. If so, Proposers will be notified in advance of the exact interview date.

Prior to award of any contracts(s), the Selection Committee will conduct a vendor responsibility determination and may require eligible Proposers to answer questions and provide additional information to supplement the information provided in the Vendor Responsibility Questionnaire to assist the Selection Committee in making such a determination.

All Proposers in each scope will be notified in writing once selections have been made in that scope.

VIII. PROPOSAL INSTRUCTIONS AND CONDITIONS

A. Limitations

1. This RFP does not commit LIPA to award a contract, pay any costs incurred in the preparation of a response, or procure or contract for services of any kind whatsoever. LIPA reserves the right, in its sole discretion, to accept or reject any or all responses as a result of the RFP, to negotiate with any or all firms considered, or to cancel this RFP in whole or in part. LIPA reserves the right to request additional information from all Proposers.
2. Proposers may be requested to clarify the contents of their proposal. Other than to provide such information as may be required by LIPA, no Proposer will be allowed to alter its proposal or to add new information after the RFP due date.
3. Proposers may be required to participate in negotiations and to submit any price, technical or other revisions to its proposal which may result from such negotiations.
4. Proposers must fully execute the following forms (posted on the RFP website) and submit with its proposal: 1). MacBride Fair Employment Principles; 2). Non-Collusive Bidding Certification; 3). Contractor Disclosure of Prior Non-Responsibility Determinations; 4). Contingent Fee Certification; 5). NYS Vendor Responsibility Questionnaire (please find form at <http://www.osc.state.ny.us/vendrep/> and include with your firm's response; 6). Diversity Questionnaire; 7) Form 101, Workforce Employment Utilization- Form 103 and EEO forms -Form 102. 8) Sexual Harassment Policy Form.
5. All material submitted in response to this RFP will become the sole property of LIPA, except as noted in Section II above.

B. Proposal Submission

1. Proposals must include a cover letter indicating the mailing address of the office from which the proposal is submitted, the name and email address of the individual who will represent the firm as the primary contact person for the proposal, and the telephone of the primary contact person.
2. Non-responsive proposals include, but are not limited to, those that:
 - (a) are not in conformance with RFP requirements and instructions;
 - (b) are conditional (e.g., the terms of the proposal are conditioned on an unrelated action by LIPA); or;

- (c) contain a material omission(s).

LIPA may waive minor informalities or irregularities in a proposal that are merely a matter of form and not substance and the correction of which would not be prejudicial to other proposals.

- 3. Joint proposals from multiple prime contractors will not be accepted. Proposals that include subcontractors are acceptable and encouraged to meet the MWBE goals. LIPA's contractual relationship will be with the prime contractor.

C. Participation of Minority and Women-Owned Business Enterprises (MWBE)

The Authority is committed to diversity and equal employment opportunities among its contractors, including the attorneys it engages. The Authority encourages all firms, including firms that are MWBE certified, to submit proposals in response to this RFP.

Please note that all certified MWBE firms submitting proposals to this RFP, should be registered as such with the New York State Department of Economic Development. For firms that are not certified but have applied for certification, please provide evidence of filing, including filing date.

For purposes of this solicitation, LIPA hereby establishes an overall subcontracting goal of 30%; 15% for Minority-Owned Business Enterprises ("MBE") participation and 15% for Women-Owned Business Enterprises ("WBE") participation.

D. Participation of Service-Disabled Veteran Owned Businesses (SDVOB)

New York State has established a state-wide goal of 6% New York State Service-Disabled Veteran-Owned Business goal. Proposers should identify ways that they might be able to assist the Authority by subcontracting or other means to help achieve the New York State Service-Disabled Veteran-Owned Business goal of 6%. For more information regarding New York State Service-Disabled Veteran-Owned Businesses, please visit the New York State Office of General Services webpage <http://www.ogs.ny.gov/Core/SDVOBA.asp>.

For purposes of this solicitation, LIPA hereby establishes an overall subcontracting goal of 6%. Respondents are encouraged to use SDVOBs in connection with their proposed project.

E. Administrative Specifications

- 1. All proposals must be open for acceptance for 180 days and signed by an authorized officer of the firm.

2. The successful Proposer(s) must agree to provide LIPA with audit access on request during the term of the contract and for 7 years thereafter.
3. LIPA at any time, in its sole discretion, may terminate its contract with the successful Proposer(s).

F. Addenda: Errors and Omissions

1. If a Proposer discovers any ambiguity, conflict, discrepancy, omission or other error in this RFP, immediately notify Maria Gomes, Director of Procurement, in writing, of such error and request clarification or modification to the document.
2. Should LIPA find it necessary, modification to the RFP will be made by addenda. Such modifications will be posted on the RFP website.
3. If a Proposer fails to notify LIPA of a known error or an error that reasonably should have been known prior to the final filing date for submission, the Proposer shall assume the risk. If awarded the contract, the Proposer(s) shall not be entitled to additional compensation or time by reason of the error or its late correction.

G. Debriefing of Unsuccessful Proposers

Upon written request to Maria Gomes, Director of Procurement, a debriefing will be scheduled with an unsuccessful Proposer after LIPA has provided notice of its selection of one or more successful Proposer(s). Discussion will be limited to a critique of the proposal submitted by the Proposer requesting the debriefing. Comparisons between proposals or evaluations of the other proposals will not be discussed. Debriefings may be conducted in person or on the telephone, at LIPA's discretion.

IX. CONTRACT APPROVAL

LIPA's selection of one or more successful Proposer(s) shall not be binding, valid and effective until it has been approved by LIPA's Board of Trustees and the Office of the State Comptroller (OSC). In addition, any contracts issued pursuant to this RFP shall not be valid, effective or binding until approved by the New York Office of State Comptroller and filed in his office, in accordance with Section 112 of the New York State Finance Law. **LIPA reserves the right to select proposals and execute contracts for each scope of services separately from all other scopes of services.**

ATTACHMENT A
 IT MANAGEMENT CONSULTING
 JOB CATEGORY DESCRIPTIONS

Title	Senior Program Manager
Description	The Senior Program Manager will be responsible for planning, development, implementation, and evaluation of multifaceted programs or projects that consists of a set of closely related subprograms or ancillary projects. The Senior Program Manager is the “big-picture” person who is responsible for supporting the visioning and conceptual development of integrated programs including strategic planning, management studies, etc. he/she also supports the oversight of fiscal, operational, administrative, and resource management aspects of the program and serves as principal evangelist as well as liaison with internal and external stakeholders, and provides day-to-day technical/professional guidance and leadership as appropriate to the area of expertise.

Title	Program Manager
Description	Responsible for the tactical performance of a defined program such as formulating work standards; oversight of schedules and resource allocations; reviewing performance, cost, and budget information; oversight of program resources; and communicating policies, purposes, and goals of the organization to the program team. Coordinates and prioritizes resources across projects, managing links between the projects and the overall costs and risks of the program. Ensure desired outcomes by determining, implementing objectives, and allocating appropriate resources. Interfaces with client sponsor on all aspects of the program. Leverages tools, techniques, and methods from other projects.

Title	Senior Business Process Improvement Consultant
Description	Responsible for applying business improvement and reengineering principles to organizational development and process modernization projects. Responsible for assisting in effectively transitioning existing project teams and facilitating project teams in the accomplishment of project activities and objectives. Provide group facilitation, interviewing, training, and additional forms of knowledge transfer. Skilled in areas such as, but not limited to, methodology development, change management, organizational development, activity and data modeling, performance measurement, benchmarking, and identifying best practices. Demonstrate creative "Out-of-the-box" thinking and display strong communication skills. Demonstrate action, implement concepts, and seek meaningful results to problems.

Title	Subject Matter Expert (Functional/Technical)
Description	<p>The Subject Matter Expert (SME) offers functional and technical expertise in specific areas and systems of interest such as Finance, Accounting, Utility Operations, Asset/Work Management, Customer Service, Industrial Control, Security, Warehouse Management, Distribution Systems Management/Automation, Telecommunication, Organizational Performance/Benchmarking, Enterprise Content Management.</p> <p>The SME brings in-depth business knowledge and brings to bear an understanding and rationalization of "best business practices" in the subject matter area. The SME has extensive technical responsibility for interpreting, organizing, executing, and coordinating assignments, including the direction of other staff. Makes decisions, which are considered authoritative and which demonstrate mature judgment in anticipating and solving complex problems.</p>

ATTACHMENT B
IT INFRASTRUCTURE AND APPLICATION SUPPORT
JOB CATEGORY DESCRIPTIONS

The following are contract positions that may be required by the Authority under this contract. The job title for each position, its description provides information on the general type of work to be done.

Title	Data Architect
Description	Designs and builds relational databases. Develops strategies for data acquisitions, archive recovery, and implementation of a database. Works in a data warehouse environment, which includes data design, database architecture, metadata and repository creation. Translates business needs into long-term architecture solutions. Defines, designs, and builds dimensional databases. Develops data warehousing blueprints, evaluating hardware and software platforms, and integrating systems.

Title	Data Warehousing Administrator
Description	Coordinates the data administration technical function for both data warehouse development and maintenance. Plans and oversees the technical transitions between development, testing, and production phases of the workplace. Facilitates change control, problem management, and communication among data architects, programmers, analysts and engineers. Establishes and enforces processes to ensure a consistent, well-managed and well-integrated data warehouse infrastructure.

Title	Data Warehousing Developer
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Description	Responsible for product support and maintenance of the data warehouse. Performs data warehouse design and construction. Codes and documents scripts and stored procedures. Designs/implements data strategy methods. Develops appropriate programs and systems documentation. Assists with Meta data repository management. Prepares/implements data verification and testing methods for the data warehouse.
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Title	Database Administrator
Description	Responsible for quality control and auditing of databases to ensure accurate and appropriate use of data. Works with management to develop database strategies to support company needs. Consults with and advises users on access to various databases.

Title	Data Warehousing Architect -Senior
Description	Works in a data warehouse environment, which includes data design, database architecture, and metadata and repository creation. Creates new standards and procedures related to end user and internal interface development. Works with Data Architect on technical issues and system architecture definition. Translates high-level work plans and converts to detailed assignments for team members.

Title	Report/Dashboard Developer
Description	Develop documentation, technical requirements and detailed design specifications. Develop reports on technologies that best fit the needs of the enterprise. Possess an in-depth understanding of business intelligence principles and current industry best practices. Research and develop new business intelligence tools and techniques for report writing and Dashboards.

Title	Disaster Recovery/Business Continuity Planning Specialist
Description	Responsible for the DR/BCP of organizational electronic data, data systems, and services. Designs and implement programs to include plans, policies, standards, guidelines, training programs, and a viable quality assurance process for disaster recovery and business continuity.

Title	Documentation Specialist – Intermediate- Senior
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Description	Responsible for preparing and/or maintaining systems and operations documentation, procedures, and methods including user manuals and reference manuals. Maintains a current internal documentation library. Provides or coordinates special documentation services as required. Competent to work at the highest level of all phases of documentation.
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Title	Enterprise Application Architect –Senior
Description	The Enterprise Application Architect (EAA) will support the enterprise application architecture of a variety of software applications with a thorough understanding of web and mobile-based application design and implementation standards. The EAA partners with technical and functional areas to ensure that IT System performance standards adhere to enterprise service level agreements set with the Authority. The EAA advises the CIO and IT management about technology trends and best practices to support the Authority’s business and functional initiatives. The EAA will provide subject matter expertise across technology/functions to drive implementation of IT Solutions and will lead the design and implement systems/applications. Develop and facilitate strategies in system, data, and application integration, ensuring that interfaces are adequately identified, designed, and implemented. Also participate in the holistic solution definition across all architecture domains, including business, information, and technology architecture.

Title	SharePoint Developer/Administrator – Intermediate -Senior
Description	Provide support for the user community, group and user level Permissions. Maintain the SharePoint portal and related applications Responsible for overall portal infrastructure and architecture. Responsible for all SharePoint related documentation, i.e., policies, procedures, application integration. Develop collaborative and workflow solutions using Microsoft SharePoint online and related Technologies. Develops and maintains documentation for SharePoint applications supporting user departments.

Title	EDM Solution Developer
Description	Responsible for the installation, implementation, and deployment of enterprise wide Document/Record Management System (DMS). This includes DMS integration setup and support for enterprise applications. Provide system administration, configuration, and technical support for the DMS system, from implementation through maintenance. Support the business process analysis and taxonomy development for the enterprise-wide system

	implementation. Provide front line support, user setup, permission and security administration, configuration of work flows, creation of forms, project workspaces and project groups. Provide technical expertise to implement, configure and upgrade the system.
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Title	Enterprise Infrastructure Architect –Senior
Description	The Enterprise Infrastructure Architect (EIA) will be responsible for managing a variety of infrastructure platforms with a good understanding of virtualization and converged infrastructures also design and standardize an organization's infrastructure. The EIA advises the CIO and IT management about technology trends and best practices to support a series of Authority's business and functional initiatives. Responsible for providing subject matter expertise across technology/functions to drive implementation of the technology roadmap. Works very close with Technical Leads and builds System infrastructure and Application Server infrastructure technologies including storage, physical servers, hypervisor, operating systems, database, cloud, and middleware concepts.

Title	Windows-VMware- ADS Administrator – Intermediate -Senior
Description	Performs daily system administration functions including building, deploying, and supporting. Analyzes system faults, troubleshoots, and runs diagnostic tests on operating systems and hardware to detect problem. Installing/configuring/troubleshooting operating systems, 3rd Party applications, and additional support software. Maintaining system documentation, and system integrity.

Title	Kronos Developer
Description	Responsible for implementation, upgrading, and supporting Kronos (Time Management) Platform. The individual in this role serves as an advanced level integrator and troubleshooter utilizing strong integration, development, testing processes, skills, and knowledge of respective principles and their practical application.

Title	ERP Developer
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Description	The Enterprise Resource Planning (ERP) Application Developer performs an application development and support functions in the development, implementation, modification and support of Human Resources & Finance and Procurement (HRFMS) applications, reports, forms, interfaces utilizing Microsoft Dynamics 365 Finance & Operations to provide an integrated information system solution to meet the business needs of the Authority.
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Title	Web Designer
Description	Designs and builds web pages using a variety of graphics software applications, techniques, and tools. Designs and develops user interface features, site animation, and special effects elements. Contributes to the design group's efforts to enhance the appeal of the organization's online offerings. Designs the website to support the organization's strategies and goals relative to external communications.

Title	Quality Assurance/IV&V Analyst – Intermediate -Senior
Description	Provide quality assurance standards, performance and functionality for enterprise wide projects. Create test plans, test scripts, and plan projects based on the analysis of technical requirements. Review functional specifications and create/review test cases. Document, track and communicate test results, and analyze unresolved problems. Identify, analyze and document defects, questionable functions, errors, and inconsistencies and deviations from standards and suggest options to conform to standard individually and in a team meeting.

Title	Cybersecurity Analyst - Senior
Description	Determines enterprise information security standards. Develops and implements information security standards and procedures. Ensures that all information systems are functional and secure.

Title	Cybersecurity Solutions Architect -Senior
Description	Analyzes general information assurance-related technical problems and provides basic engineering and technical support in solving these problems. Designs, develops, engineers, and implements solutions that meet Cybersecurity requirements. Performs vulnerability/risk analyses of computer

	systems and applications during all phases of the system development life cycle.
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Title	Storage Engineer – Senior
Description	Installing/configuring/troubleshooting 3PAR SAN systems. Maintaining system documentation, and system integrity, configuring network fiber components and SAN system hardware, and network fiber topology. Performs daily system and SAN administration functions including configuring, deploying, and managing SANs, fiber networks and network components in a Windows/Linux environment. Analyzes, logs, tracks and resolves complex software/hardware matters of significance pertaining to SAN connectivity issues, servers, and 3PAR applications to meet business needs. Conducts complex training and educational programs for 3PAR systems or user personnel especially for the new 3PAR features and functions.

Title	Information Systems Training Specialist – Senior
Description	Under general direction, organizes, prepares, and conducts complex training and educational programs for information systems or user personnel. May design and develop in-house programs.