
Electric Reliability Council of Texas, Inc. (ERCOT)

Contract Administration and Procurement



Request for Proposal

For

Governance, Risk and Compliance Tool 03-18 JT

Date of Release: March 14, 2018

1.	GENERAL INFORMATION	3
1.1	RFP Objective	3
1.2	ERCOT Background	3
1.3	Strategic Elements	3
1.4	Basic Philosophy: Contracting for Results	4
1.5	Legal and Regulatory Constraints	4
1.6	ERCOT Point of Contact	5
1.7	Procurement Timeline	5
1.8	Communications Regarding This Procurement	5
1.9	RFP Cancellation/Non-Award	6
1.10	Right to Reject Proposals	6
1.11	No Reimbursement for Costs of Proposals	6
2	SCOPE AND REQUIREMENTS	7
2.1	Project Overview	7
2.2	Project Scope	7
2.3	Functional and Non-Functional Requirements	9
2.4	General Requirements	9
2.5	Qualifications	10
2.6	Deliverables	10
3	GENERAL INSTRUCTIONS AND RESPONSE REQUIREMENTS	12
3.1	Notice of Intent to Propose	12
3.2	Vendor Questions and Comments	12
3.3	Modification or Withdrawal of Proposal	12
3.4	News Releases	13
3.5	Incomplete Proposals	13
3.6	ERCOT Use of Vendor Ideas	13
3.7	Additional Information	13
3.8	Instructions for Submitting Proposals	14
3.9	Format and Content	14
3.10	Multiple Responses	19
3.11	Joint Proposals	19
4	EVALUATION	20
4.1	Evaluation of Proposals	20
4.2	Evaluation Criteria	20
4.3	Oral Presentations and Site Visits	20
4.4	Discussions with Respondents	20

1. GENERAL INFORMATION

1.1 RFP Objective

The objective of ERCOT in this procurement is to identify and contract with a qualified vendor to purchase and implement a new Governance, Risk and Compliance (GRC) tool to replace ERCOT's existing solution.

1.2 ERCOT Background

1.2.1 Overview of Electric Reliability Council of Texas, Inc.

The Electric Reliability Council of Texas (ERCOT) manages the flow of electric power to 24 million Texas customers - representing about 90 percent of the state's electric load. As the independent system operator for the region, ERCOT schedules power on an electric grid that connects more than 46,500 miles of transmission lines and 570+ generation units. ERCOT also performs financial settlement for the competitive wholesale bulk-power market and administers retail switching for 7 million premises in competitive choice areas. ERCOT is a membership-based 501(c)(4) nonprofit corporation, governed by a board of directors and subject to oversight by the Public Utility Commission of Texas and the Texas Legislature. Additional information about ERCOT can be found at <http://www.ercot.com/>.

1.3 Strategic Elements

1.3.1 Contract Term

ERCOT intends to award a contract resulting from this solicitation for an initial term from date of award as necessary to fulfill the goals of this RFP.

Any contract issued as a result of this solicitation is subject to cancellation, without penalty, either in whole or in part, for breach of contract. Such a contract may also be canceled by ERCOT for convenience upon a thirty (30) day written notice.

1.3.2 Contract Elements

The term "contract" means the contract was awarded as a result of this RFP and all exhibits attached hereto. At a minimum, the following documents will be incorporated into the contract: this RFP and all attachments and exhibits; any modifications, addendum, or amendments issued in conjunction with this RFP; and the successful Respondent's proposal. Respondent, if selected, must execute ERCOT's

Master Agreement. The actual work to be performed and the compensation for such work will be documented in a Statement of Work. If the Respondent currently has an active Master Agreement with ERCOT, only a new Statement of Work will be required.

1.4 Basic Philosophy: Contracting for Results

ERCOT'S fundamental commitment is to contract for value and successful results. A successful result is denoted as the generation of defined, measurable, and beneficial outcomes that support ERCOT's missions, objectives, and goals, and satisfies all defined contract requirements.

1.5 Legal and Regulatory Constraints

1.5.1 Conflicts of Interest

ERCOT seeks to ensure a level playing field in the award of the contract. ERCOT has implemented an aggressive policy concerning actual or potential conflicts of interest to ensure fair and open competition, and has included language concerning actual and potential conflicts of interest in Section 8 of the Master Agreement. Respondents must carefully review and understand this language when developing proposals.

1.5.2 Former Employees of ERCOT

The Respondent must disclose any past employment of its employees and agents, or its subcontractors' employees and agents, by ERCOT, including the individual's name and the date such individual's employment at ERCOT ended.

1.5.3 Interpretive Conventions

Whenever the terms "shall," "must," "or "is required" are used in this RFP in conjunction with a specification or performance requirement, the specification or requirement is mandatory for the potential vendor. ERCOT may, at its sole discretion, reject any proposal that fails to address or meet any mandatory requirement set forth herein.

Whenever the terms "can," "may," or "should" are used in this RFP in conjunction with a specification or performance requirement, the specification or performance requirement is a desirable, but not mandatory, requirement.

1.6 ERCOT Point of Contact

The sole point of contact for inquiries concerning this RFP is:

Jason Terrell
2705 West Lake Drive
Taylor, Texas 76574
(512) 248-6331
Fax: (512) 248-3118
Jason.Terrell@ercot.com

All communications relating to this RFP must be directed to the specified ERCOT contact person. All other communications between a respondent and ERCOT staff concerning this RFP are prohibited. In no instance is a respondent to discuss cost information contained in a proposal with the ERCOT point of contact or any other staff prior to proposal evaluation. Failure to comply with this section may result in ERCOT's disqualification of the proposal.

1.7 Procurement Timeline

Procurement Timeline	
RFP Release Date	March 14, 2018
Optional Notice of Intent to Propose Due	March 21, 2018
Vendor Questions Due	March 26, 2018
Response to Vendor Questions Posted	March 30, 2018
Vendor Proposals Due	April 17, 2018
Vendor Presentations – As necessary	May 7-11, 2018
Anticipated Contract Award	TBD
Anticipated Contract Start Date	TBD

1.8 Communications Regarding This Procurement

ERCOT reserves the right to amend this RFP at any time prior to the proposal submission deadline. Any changes, amendments, or clarifications will be made in the form of responses to vendor questions, amendments, or addendum issued by ERCOT and sent to the point of contact listed on the Notice of Intent (NOI) to Propose. Vendors not submitting the Notice of Intent to Propose will not receive changes, amendments, or answers to questions regarding this Request For Proposal.

1.9 RFP Cancellation/Non-Award

ERCOT reserves the right to cancel this RFP or to make no award of a contract pursuant to this RFP.

1.10 Right to Reject Proposals

ERCOT may, in its discretion, reject any and all proposals submitted in response to this RFP.

1.11 No Reimbursement for Costs of Proposals

ERCOT will not reimburse any respondent for costs of developing a proposal in response to this RFP.

2 SCOPE AND REQUIREMENTS

2.1 Project Overview

ERCOT is considering replacement of its existing Governance, Risk and Compliance (GRC) software tool to track and assess the adequacy and effectiveness of internal controls. The tool has been used for the past six years as the repository of internal controls that evaluates compliance with over 5,000 requirements related to NERC, ERCOT Protocols, financial and corporate internal controls.

ERCOT is evaluating alternative systems that may offer improvements in usability, streamlined assessment processes, and offer increased efficiency. As part of the selection process ERCOT will be considering the benefits of additional functionality of GRC products that could be useful to other groups within ERCOT to assist with workflows and compliance, such as Risk Management.

The solution must provide the following capabilities:

- 2.1.1** The product must be actively supported and developed by the provider with a clear roadmap for future enhancements and flexible implementation options (on premise, cloud, etc.)
- 2.1.2** The product must support the definition and update of multiple compliance frameworks, multiple organization structures, common controls and compliance testing.
- 2.1.3** The product must have an easy-to-use capability to execute provider-developed and customer-defined reporting and user-defined searches.
- 2.1.4** The product must support standard authentication services, user management, event logging and standard interfaces to external systems.

2.2 Project Scope

ERCOT currently uses an existing GRC tool that includes several frameworks (NERC, ERCOT Protocols, SOC, etc.). It is used primarily as a tool to ensure alignment of internal controls and activities with the various requirements and obligations represented by the frameworks. Routine assessments are initiated to ensure compliance with requirements, which includes responses to questions and acquisition of evidence to prove compliance.

ERCOT seeks a replacement for the current GRC tool. The key requirements for the new solution must include the following:

- 2.2.1** Proof of concept – Once the preferred vendor is selected, ERCOT will define test cases for which the vendor must provide a proof of concept prior to ERCOT engaging in contract negotiations.
- 2.2.2** Software subscription or purchase – Vendor or vendor partner to provide software & hosting or software and recommendations for hardware and is responsible for the installation.
- 2.2.3** Implementation plan – Vendor to provide expertise and key personnel to plan for the items listed in the General and Technical Business Requirements as well as the following:
 - 2.2.3.1 Vendor to provide expertise and key personnel to evaluate infrastructure, system requirements, configuration and network design to provide high-availability capabilities.
 - 2.2.3.2 Vendor to provide and maintain documentation related to Design, System Requirements, User Guides, Monitoring, Customizations, System Integration, and Maintenance and Patching.
 - 2.2.3.3 Vendor to provide expertise and assistance testing Backup and Recovery prior to declaring the Production Environment as production ready.
- 2.2.4** Data Conversion and Migration from Existing System – Vendor to provide expertise and key personnel to plan and execute with ERCOT.
- 2.2.5** Integration with Existing Applications – Please describe your product and solution integration capabilities. Upon vendor selection, ERCOT may provide detailed requirements for integration with various applications. Vendor to provide the expertise to guide ERCOT in evaluating product integration as outlined and/or the custom work (if any) required to achieve the integration.
- 2.2.6** Testing – ERCOT will plan and execute testing to ensure the new system meets all NERC CIP requirements, business requirements, workflows, reporting, audit, monitoring, privilege account management, and system management. Describe your testing collaboration plan.
- 2.2.7** Training – Vendor to provide user training to ERCOT personnel. Training to be hands-on, held at the ERCOT Taylor facility, and delivered by vendor or vendor partner staff. The training curriculum will include administration, configuration, troubleshooting and support.
- 2.2.8** Implementation – Vendor to provide expertise and key personnel for installation and provisioning in development, Functional Testing, Integrated Testing and Production environments. Vendor is responsible for vendor's solution including troubleshooting, escalation & resolution of issues, and answers to personnel questions.
- 2.2.9** Post-implementation review, adjustment, stabilization – Vendor to provide expertise and key personnel for troubleshooting, escalation & resolution of issues, and answers to user questions during an agreed post-implementation stabilization period. Please include your operational maintenance and support plan.

2.3 Functional and Non-Functional Requirements

ERCOT has identified several functional and non-functional requirements and is seeking feedback from each respondent about their ability to meet each requirement. Requirements have been assigned different weights based upon criticality to ERCOT project success. For example, solutions meeting the needs of requirements marked “(M) - Must Have” will be scored higher than those that don’t meet these requirements. Subsequently, items marked “(S) – Should Have” and “(N) – Nice to Have” will be considered by the evaluation team and may be used to differentiate similar products; but they will not carry the same weight as “Must Have” requirements.

ERCOT requires that all respondents to this RFP address each of these requirements by indicating the level to which a specific requirement is supported. Preference will be given to suppliers providing the ability to meet these needs out of the box. Please include detailed notes or links to relevant supplier material for each of the requirements.

ERCOT will provide an XLS version of these requirements to each company providing Notice of Intent to Propose. This document includes detailed instructions for completing the Score Sheet and shall be returned to ERCOT at the same time as the supplier’s RFP response. ERCOT will use this information to evaluate all responses and reserves the right to ask follow-up questions as necessary.

2.4 General Requirements

The specific functions and capabilities required are detailed in the General and Technical Business Requirements. Vendors must provide responses to all of the General and Technical Business Requirements listed.

- 2.4.1** Respondents must describe their test plan or test methodology that authorizes ERCOT to test all system functionality and grant its approval prior to final implementation of the system.
- 2.4.2** Respondents must describe their implementation methodology and approach, including the capability of providing a development environment for ERCOT staff.
- 2.4.3** Respondents whose product would be implemented with a third party implementation partner should include the partner in the proposal and provide specifics regarding services provided by the third party, costs, and any additional contract stipulations.
- 2.4.4** Respondents must include any relevant license agreements with their proposal response.
- 2.4.5** Respondents presenting a SaaS solution must identify and include their SLAs.

- 2.4.6** Respondents presenting a SaaS solution must identify the types of audits performed on their system and the frequency (I.E. NERC-CIP, SOC, etc.). ERCOT will request evidence of audits as necessary to evaluate SaaS proposals.
- 2.4.7** Respondents presenting a SaaS solution must also complete the Cyber Security Cloud Control Questionnaire released with the RFP. Responses to this questionnaire will be evaluated to ensure robust cyber security standards.
- 2.4.8** Respondents presenting on premise solutions must identify any hardware, software, database, and other Information Technology requirements at the time of RFP submission. These requirements will be evaluated by ERCOT IT staff to determine compatibility.
- 2.4.9** Respondents must provide summary documentation of its secure product development life cycle, including the standards, practices, training programs, and development environment used to create or modify deliverables defined herein.
- 2.4.10** In their responses to this RFP, respondents must describe in detail the methodology and approach to meeting the requirements of this RFP.
- 2.4.11** Respondents must include an estimated project schedule for completing each set of deliverables, key milestones, or scope requirement described herein.
- 2.4.12** The awarded supplier must provide a Project Manager or lead who has decision-making authority and will assume responsibility for coordination, control, and performance of this effort.
- 2.4.13** Any changes to key personnel associated with the subsequent contract must be submitted in writing and approved in writing by ERCOT.
- 2.4.14** The awarded supplier must provide an organizational chart and list of the supplier's corporate chain-of-command, as well as any established procedures for contacting individuals within that chain-of-command.

2.5 Qualifications

The supplier must have significant experience in the GRC application space and be familiar with the needs of the electric utility industry. The supplier must provide experienced personnel who can assist ERCOT in the tasks listed above and offer solutions to the particular challenges of ERCOT's data structure, data migration, assessment strategy, reporting, maintenance and installation.

2.6 Deliverables

- 2.6.1** Software (either cloud-based or on premise)
- 2.6.2** Installation and initial configuration of system

Section 2 – Scope and Requirements

- 2.6.3** Training for ERCOT staff – end-user functionality, system platform support, and other training as necessary; including delivery of training documentation
- 2.6.4** Assistance with testing of the system
- 2.6.5** Assistance with migrating existing protocol and framework data to system
- 2.6.6** Ongoing technical support, including software revision upgrades and interim patches

3 GENERAL INSTRUCTIONS AND RESPONSE REQUIREMENTS

3.1 Notice of Intent to Propose

A prospective vendor may submit a Notice of Intent to Propose to the ERCOT Point of Contact identified in Section 1.6 no later than 5:00PM Central Time on **the date listed in the Section 1.7 Procurement Timeline**. The Notice of Intent should consist of an email stating that the prospective vendor intends to submit a proposal for this procurement. Only vendors who submit a Notice of Intent to Propose will receive the answers to questions from all vendors, and/or any clarifications, amendments, and addenda to the Request For Proposal. Vendors who provide a Notice of Intent are not obligated to submit proposals after submitting the NOI, but must submit a response to be considered for an award.

3.2 Vendor Questions and Comments

All questions and comments regarding this RFP must be submitted electronically to the email address contained in Section 1.6 (ERCOT Point of Contact). All questions must reference the appropriate RFP page and section number. In order to receive a response, vendor questions and comments must be received no later than the deadline set forth in Section 1.7 (Procurement Timeline). Inquiries received after the due date may be reviewed by ERCOT but will not receive a response. Answers to vendor questions will be emailed to the point of contact listed on the Notice of Intent to Propose. A respondent must inquire in writing as to any ambiguity, conflict, discrepancy, exclusionary specification, omission or other error in this RFP prior to submitting a proposal. If a respondent fails to notify ERCOT of any error, ambiguity, conflict, discrepancy, exclusionary specification, or omission, the respondent shall submit a proposal at its own risk and, if awarded the contract, shall have waived any claim that the RFP and Master Agreement were ambiguous and shall not contest ERCOT's interpretation. If no error or ambiguity is reported by the deadline for submitting written questions, the respondent shall not be entitled to additional compensation, relief, or time by reason of the error or its later correction.

ERCOT reserves the right to amend answers prior to the proposal submission deadline.

3.3 Modification or Withdrawal of Proposal

Proposals may be withdrawn from consideration at any time prior to the award of contract. A written request for withdrawal must be made to the ERCOT Point of Contact (Section 1.6).

A respondent has the right to amend its proposal at any time and to any degree by written amendment delivered to the ERCOT Point of Contact prior to the proposal submission deadline. ERCOT reserves the right to request an amendment to any part of the proposal during negotiations.

3.4 News Releases

A respondent may not issue press releases or provide any information for public consumption regarding its participation in this procurement without specific, prior written approval of ERCOT.

3.5 Incomplete Proposals

ERCOT may reject without further consideration any proposal that is not completely responsive to this RFP.

3.6 ERCOT Use of Vendor Ideas

ERCOT reserves the right to use any and all ideas presented in any proposal that are not the respondent's proprietary information and so designated in the proposal. The respondent's proprietary materials do not include information that:

- ***is already published or available to the public, or subsequently becomes available;***
- is received from a third party who, to ERCOT's knowledge, is not in breach of ***any obligation of confidentiality; or***
- is independently developed by personnel or agents of ERCOT without reliance on the respondent's proprietary materials;

3.7 Additional Information

By submitting a proposal, the respondent grants ERCOT the right to obtain information from any lawful source regarding: (i) the past business history, practices, conduct and ability of a respondent to supply goods, services, and deliverables; and (ii) the past business history, practices, conduct, and ability of the respondent's directors, officers, and employees. ERCOT may take such information into consideration in evaluating proposals.

3.8 Instructions for Submitting Proposals

3.8.1 Submission

Submit all copies of the proposal to the ERCOT Point of Contact no later than **2:00 p.m. Central Time on the submission deadline** (See Section 1.6 & 1.7). The proposal must be signed by an authorized representative of the respondent and submitted electronically via email—the file must not exceed 20MB. If this size restriction cannot be met, multiple emails may be sent, but respondent must indicate how many emails ERCOT should anticipate (i.e. email 1 of 3). ERCOT reserves the right to disqualify late proposals.

3.8.2 Additional Requirements

All proposals must be:

- Clearly legible;
- Sequentially page-numbered;
- Organized in the sequence outlined in Section 3.9 and 3.9.1;
- Limited to 50 pages (excluding ERCOT required forms);
- Responsive to the requirements of this RFP;
- Proposals should include the respondent's name at the top of each page, and should not include unrequested materials or pamphlets.

3.9 Format and Content

The proposal must consist of two separate parts and must be sent in two separate attachments:

- (1) Part 1 – Business Proposal; and
- (2) Part 2 – Cost Proposal.

3.9.1 Part 1 -- Business Proposal

The Business Proposal must include:

- Section 1 – Transmittal Letter;
- Section 2 – Executive Summary;
- Section 3 – Corporate Background and Experience;
- Section 4 – Methodology and Services Approach;
- Section 5 – Assumptions;
- Section 6 – Appendices;

- Section 7 – Vendor Information and Other Required Forms.

Section 1 -- Transmittal Letter

Respondents must include a transmittal letter printed on official company letterhead. The letter must be signed by an individual authorized to legally bind the respondent.

The transmittal letter must include:

1. Disclosure of all pending, resolved, or completed litigation, mediation, arbitration, or other alternate dispute resolution procedures involving the respondent (including subcontractors,) and its client(s) within the past 24 months.
2. Disclosure of all affiliations with, or ownership relationships with, any ERCOT Market Participant or its affiliates.
3. A description of any personal or business interest that may present an actual, potential, or apparent conflict of interest with the performance of the contract and an explanation of how the respondent can assure ERCOT that these relationships will not create an actual conflict of interest.
4. A list of key personnel previously employed by ERCOT in accordance with the requirements of Section 1.5.2.
5. A complete list of all exceptions, reservations, and limitations to the terms and conditions of the RFP.
6. Signed copies of the Professional Services Agreement, NDA, IRS W-9, and Vendor Information Form located here: <http://www.ercot.com/about/procurement/index.html>.
7. Additionally, if the nature of this RFP solicitation involves an Information Technology purchase, please review and acknowledge the “Cyber Security Requirements” document, also located here: <http://www.ercot.com/about/procurement/index.html>

Please also address the following Records and Information Management (RIM) RFP Questions:

- 1 Does the solution include an application that will generate electronic information to be saved or stored within such application, whether hosted off-site or within ERCOT’s current IT infrastructure?
If YES, proceed to question 2.
If NO, no further questions are required as this does not pose any RIM Program concerns.
- 2 Does your solution utilize proprietary electronic document formats?
If YES, provide additional detail for RIM evaluation (what format(s) and access requirements).
If NO, provide additional detail for RIM evaluation (what format(s)).

- 3 Can your product meet ERCOT's RIM program requirements¹ for Records and information generated or stored by the system including destruction at the end of their lifecycle?

If YES, provide additional detail for RIM evaluation.

If NO, initiate additional discussion.

Section 2 -- Executive Summary

In this section, the respondent should condense and highlight the content of the Business Proposal to provide ERCOT with a broad understanding of the respondent's approach to meeting ERCOT's objectives for this procurement.

Section 3 -- Corporate Background and Experience

Respondent Background and Experience

This section details the respondent's corporate background and experience. If the respondent proposes to use subcontractor(s), it must describe any existing ongoing relationships with such subcontractor(s), including project descriptions. The section should include the following information:

- Respondent's full organization, company, or corporate name;
- Headquarter address;
- Type of ownership (e.g. partnership, corporation);
- If respondent is a subsidiary or affiliate and the name of the parent organization;
- State where the respondent is incorporated or otherwise organized to do business;
- Federal taxpayer identification;
- Name and title of person who will sign the contract; and
- Name and title of person responsible for responding to questions regarding the proposal, with telephone number, facsimile number, and email address.

Describe the respondent's corporate background as it relates to projects similar in scope and complexity to the project described in this RFP.

If the proposal includes the use of subcontractors, include a similar description of the subcontractor's corporate background.

¹ RIM program requirements include purging records and non-record information based on current business requirements and the retention requirements found in ERCOT's Records Retention Schedule.

Include at least three (3) references for projects performed within the last five (5) years that demonstrate the respondent's ability to perform the required RFP services. Include contract dates and contact parties, with address, telephone number, and email, if available. If the work was performed as a subcontractor, the respondent must describe the scope of subcontracting activities.

Key Personnel

Identify and describe the respondent's proposed labor skill set and provide resumes of all proposed key personnel (as defined by the respondent). Resumes must demonstrate experience germane to the position proposed. Resumes must list any relevant professional designations for key personnel identified by Respondent. Resumes should include work on projects cited under the respondent's corporate experience, and the specific functions performed on such projects.

Section 4 – Methodology and Services Approach

Describe the respondent's methodology for providing the deliverables identified in Section 2. Include a proposed project schedule, illustrating estimated start and finish dates of the terminal and summary elements identified in Section 2 or proposed by the vendor.

Section 5 – Assumptions

State any business, economic, legal, or practical assumptions that underlie the respondent's Business Proposal.

Section 6 – Appendices

Include any appendices to the respondent's Business Proposal.

Section 7 – Vendor Information and Other Required Forms

Respondents must complete the following required forms:

1. Nondisclosure Statement
2. Vendor information form
3. Except for current ERCOT suppliers who have an active Master Agreement with ERCOT or who have completed the Vendor Information Form (VIF) within the last six months, all Respondents must provide a completed Supplier Vendor Information Form along with the proposal.
4. If the anticipated contract value with ERCOT is equal to or >\$250,000.00, the respondent must include the two (2) most recent two (2) years audited financial statements (include

unaudited statements if supplier is unaudited). Publically-held companies must include or provide a link to the most recent Forms 10-K and 10-Q filings.

3.9.2 Part 2 -- Cost Proposal

The Cost Proposal must be based on the Scope of Work described in Section 2. This section should include any business, economic, legal, or practical assumptions that underlie the Cost Proposal. Respondents may separately identify cost-saving and cost-avoidance methods and measures and the effect of such methods and measures on the Cost Proposal and Scope of Work.

Respondents must utilize the Cost Proposal table format listed below for submitting your Cost Proposal. However, respondents may propose optional cost proposals if such proposals are more cost effective (i.e. Time and Materials cost structure, etc.) for ERCOT.

Cost Proposal		
Cost not included in respondent's pricing proposal to ERCOT are the sole responsibility of the respondent.	UOM (Hours, QTY, etc.)	Total Cost
Project Deliverables and Costs		
Deliverable 1 – GRC Solution Software as required in 2.6.1	XX	\$0.00
Deliverable 2 – Installation and Configuration as required in 2.6.2	XX	\$0.00
Deliverable 3 – Product Training as required in 2.6.3	XX	\$0.00
Deliverable 4 – Product Testing as required in 2.6.4	XX	\$0.00
Deliverable 5 – Data Migration and Conversion as required in 2.6.5	XX	\$0.00
Deliverable 6 – Product Maintenance as required in 2.6.6	XX	\$0.00
TOTAL FIXED COST:		\$0.00

3.10 Multiple Responses

A respondent may submit more than one proposal, including a joint proposal with one or more respondents.

3.11 Joint Proposals

Two or more companies may join together and submit a joint proposal in response to this RFP. A joint proposal must completely define the responsibilities each company proposes to undertake. Also, the joint proposal must designate a primary respondent who will be responsible for the delivery of all goods, services, and requirements as specified in the RFP, and a single authorized official from the primary respondent to serve as the sole point of contact between ERCOT and the joint proposers. 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.

4 EVALUATION

4.1 Evaluation of Proposals

ERCOT will select the successful vendor through an internal evaluation process. ERCOT will consider capabilities or advantages that are clearly described in the proposal, which may be confirmed by oral presentations, site visits, or demonstrations if required, and verified by information from reference sources contacted by ERCOT. ERCOT reserves the right to contact individuals, entities, organizations that have had dealings with the respondent, or staff proposed for this effort, whether or not identified in the proposal.

4.2 Evaluation Criteria

The primary criteria for evaluating the proposals as they relate to this RFP are as follows:

1. The vendor's ability to meet the requirements set forth in Section 2.
2. The vendor's fees or cost structure.

4.3 Oral Presentations and Site Visits

ERCOT may, at its sole discretion, request oral presentations, site visits, and/or demonstrations from one or more respondents. ERCOT will notify selected respondents of the time and location for these activities, and may supply agendas or topics for discussion. ERCOT reserves the right to ask additional questions during oral presentations, site visits, and/or demonstrations to clarify the scope and content of the written proposal, oral presentation, site visit, or demonstration.

4.4 Discussions with Respondents

ERCOT may, but is not required to, conduct discussions and negotiations with all, some, or none of the respondents for the purpose of obtaining the best value for ERCOT.