



Request for Proposal for Multi-Factor Authentication Solution_5-18_JT

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Table of Contents

1. General Information	3
1.1. Request for Proposal (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	4
1.7. Procurement Timeline	5
1.8. Communications Regarding This Procurement	5
1.9. RFP Cancellation/Non-Award	5
1.10. Right to Reject Proposals.....	5
1.11. No Reimbursement for Costs of Proposals.....	5
2. Scope and Requirements	6
2.1. Project Scope Overview	6
2.2. General Requirements	9
2.3. Qualifications	9
2.4. Deliverables	10
3. General Instructions and Requirements.....	11
3.1. Notice of Intent to Propose	11
3.2. Vendor Questions and Comments	11
3.3. Modification or Withdrawal of Proposal.....	11
3.4. News Releases.....	11
3.5. Incomplete Proposals	11
3.6. ERCOT Use of Vendor Ideas	12
3.7. Additional Information.....	12
3.8. Instructions for Submitting Proposals.....	12
3.9. Format and Content.....	12
3.10. Joint Proposals	16
4. Evaluation	18
4.1. Evaluation of Proposals.....	18
4.2. Evaluation Criteria	18
4.3. Oral Presentations and Site Visits.....	18

4.4. Discussions with Respondents..... 18

1. General Information

1.1. Request for Proposal (RFP) Objective

The objective of ERCOT in this procurement is to identify and contract with a qualified vendor to provide a Multi-Factor Authentication (MFA) solution to meet the needs of this RFP.

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 Request for Proposal (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. The 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
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. Failure to comply with this section may result in ERCOT's disqualification of the proposal.

1.7. Procurement Timeline

Procurement Timeline	
RFP Release Date	5/14/2018
Optional Notice of Intent to Propose Due	5/21/2018
Vendor Questions Due	5/25/2018
Response to Vendor Questions Sent	5/31/2018
Vendor Proposals Due	6/19/2018
Vendor Presentations (if needed)	TBD
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 to Propose. Vendors not submitting the Notice of Intent to Propose will not receive changes, amendments, or answers to questions regarding this RFP.

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 Scope Overview

ERCOT is seeking proposals for a multi-factor authentication (MFA) solution to effectively manage employee and customer identities and access for on-premise and cloud applications. ERCOT needs the ability to have assurance that users are who they claim to be (identity assurance) and that their access is appropriate (access assurance).

ERCOT has applications on-premise and in the cloud where the SaaS applications are not stored in a centralized identity store. To prevent “islands of identities”, ERCOT is seeking a solution that will bridge these islands with a single unified platform that provides the visibility and control IT needs while providing the users with a common access point that is easy and convenient. We are seeking a solution that provides risk-based identity assurance, a range of mobile-optimized authentication methods and the ability to protect the broadest range of cloud, web, and traditional client/server on-premise and cloud applications.

The solution must be able to integrate with the IAM solution deployed at ERCOT.

- The MFA solution must be able to integrate with Oracle Access Manager.
- The MFA solution must augment the traditional authentication with risk-based analytics and adaptive authentication techniques.
- The MFA solution must provide reporting capabilities for human behavior anomalies, license usage, inactive users, etc.
- The MFA solution must provide capability to integrate with Oracle Identity Manager to revoke user access when an employee departs from ERCOT.
- The MFA solution must be capable of integrating with MS Outlook Web Application.
- The MFA solution must be able to support “offline” mode.
- The MFA solution must be able to support single sign-on (SSO) and Federation.
- The MFA solution should provide identity proofing as a requisite step in user enrollment for MFA credentials.
- The MFA solution should provide the capability to proxy or convert SAML to other ticket types such as Kerberos to reduce legacy application modification requirements.
- The MFA solution should be able to integrate with CyberArk.

The solution should be built on “API first” meaning that Identity and Access Management (IAM) services can be consumed via API’s in a self-service manner through vendor’s and custom API development. The MFA solution should also provide agents, proxies and plug-ins for important enterprise use cases that support easy integration and rapid deployment.

ERCOT seeks to deploy an MFA solution based upon the following requirements and specifications.

2.1.1. General Scope Requirements

- The awarded response must provide access to on-premises web applications. This requirement includes applications that do not support SSO and, therefore, cannot rely on trusted identity providers to enforce MFA.
- The awarded response must support Identity Federation and web SSO. This requirement covers both on-premises and cloud-based applications that either natively support SSO or can be integrated with SSO-capable access management solutions.
- The solution must be able to continuously evaluate contextual data to dynamically assess trust and risk and, when necessary, prompt adaptive responses to elevate trust or mitigate risk.
- The solution must have capability to integrate with IDaaS with little or no modifications.

2.1.2. Project-specific Scope Requirements

- Solution must ensure adequate protection of enrollment sessions. Identity proofing must be a requisite step in user enrollment.
- Solution must support application access for both on-premises and cloud based applications.
- Solution must support SSO.
- Solution must support legacy applications with minimal modifications that do not support SSO.
- Solution must support provisioning and identity synchronization.
- Solution must support mobile push, mobile OTP, pattern-based, and voice callback authentication methods.
- Solution must support risk-based adaptive authentication.
- Solution must support integration with SIEM tools and analytics to collect and report on authentication events, blocked requests, failed requests, and device information.
- Solution must support 7 x 24 x 365 end-to-end availability.
- Solution must support secure communications.

- Solution should support biometric and wearable authentication methods.
- Solution should support bypass codes or offline mode for emergency authentication.

2.1.3. Integration with Existing Applications

Upon vendor selection, ERCOT will provide detailed requirements for integration with the applications listed below. Vendor to provide the expertise to guide ERCOT in ensuring the product is integrated as outlined and/or the custom work (if any) required to-achieve the integration.

- ERCOT's employee access to SaaS applications
- ERCOT's Active Directory
- ERCOT's Oracle Access Manager
- Multiple user repositories, i.e. User stores contained in database
- Internally developed applications
- Vendor provided applications

2.1.4. Implementation Plan

- Vendor to provide expertise and key personnel to plan with ERCOT to fully implement the awarded solution. Deliverables will include jointly developed implementation plans.
- Vendor to provide expertise and key personnel to design infrastructure, system requirements, configuration and network design to provide high-availability capabilities. All design and implementation of production environments must support 99.999 availability. The design must include utilizing both ERCOT datacenters.
- Vendor to provide and maintain documentation related to Design, System Requirements, Operational Run Books, Disaster Recovery, Capacity Planning, Monitoring, Customizations, System Integration, and Maintenance and Patching.
- Vendor to provide expertise and assistance testing Disaster Recovery prior to declaring the Production Environment as production ready.

2.1.5. Proof of Concept

Before engaging in contract negotiations, ERCOT will define high-level Use Cases for which short-listed Vendor(s) must provide a Proof of Concept.

2.2. General Requirements

- In their responses to this RFP, Respondents must describe in detail the methodology and approach to meeting the requirements of this RFP.
- Respondents must include a Gantt chart or project schedule for completing each set of deliverables, key milestones, or scope requirements described herein.
- The awarded supplier must provide a project manager or lead who has decision-making authority and who will assume responsibility for coordination, control, and performance of this effort.
- Any changes to key personnel associated with the subsequent contract must be submitted in writing and approved in writing by ERCOT.
- 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.
- 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.
- Respondents must describe their implementation methodology and approach
- 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.
- Respondents must include any relevant license agreements with their proposal response.
- Respondents presenting a SaaS solution must identify and include their SLAs.
- Respondents presenting a SaaS solution must identify the types of audits performed on their system and the frequency (I.E. NERC-CIP, SSAE16, etc.). ERCOT may request evidence of audits as necessary to evaluate proposals.
- 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.

2.3. Qualifications

Through their response to this RFP, respondents must demonstrate their knowledge and expertise in all areas addressed in this RFP. All respondents are encouraged to provide sufficient detail for evaluation against other RFP responses. In addition, the following are required:

- The Service Provider must demonstrate and show evidence their MFA technology supporting ERCOT requirements is mature and has been implemented for a minimum of four years.
- The Service Provider will be required to provide individuals that have a minimum of five years' hands-on experience architecting, designing, and implementing the requirements of this RFP.
 - These individuals must be employees of the company for a period of at least two years
- The Service Provider will be required to provide individuals with a minimum of five years' experience with hardware implementation and hardening

- Respondents must address all Cyber Security Requirements located at www.ercot.com/about/procurement.

2.4. Deliverables

At a minimum, all respondents must propose the following deliverables.

2.4.1. Software License or Subscription Cost

- The solution can be cloud-based, on-premise or a hybrid solution. Respondents must include any relevant license agreements with their proposal response.
- Respondents presenting a SaaS solution must identify and include their SLAs for system uptime, response time, etc. and an explanation of how each SLA is calculated.
- Respondents presenting a SaaS solution must identify the types of audits performed on their system and the frequency (I.E. NERC-CIP, SSAE16, etc.). ERCOT may request evidence of audits as necessary to evaluate proposals.

2.4.2. Implementation and configuration services

- Awarded Respondent to provide expertise and key personnel for installation and provisioning in a 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.
- Awarded Respondent to provide post-implementation review, adjustment and stabilization.
- Awarded Respondent to provide expertise and key personnel for troubleshooting, escalation & resolution of issues, and answers to user questions during an agreed post-implementation stabilization period.

2.4.3. Training services

- Awarded respondent to provide user training to ERCOT personnel. The training curriculum will include administration, configuration, troubleshooting and support. Vendor will also provide initial support for three application development modifications to integrate solution with legacy applications.

2.4.4. Support

- Awarded Respondent to provide ongoing support for technical and user issues and questions to meet Service Level Agreement. Please include a copy of your standard operational SLA with your proposal.

3. General Instructions and 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 RFP.** Vendors who provide a Notice of Intent are not obligated to submit proposals after submitting the Notice of Intent, 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**. 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**. 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 **Sections 1.6 and 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 the 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 **Sections 3.9 and 3.9.1**;
- limited to 50 pages (excluding ERCOT required forms);
- responsive to the requirements of this RFP; and
- 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:
Part 1 – Business Proposal
Part 2 – Cost Proposal

3.9.1. Part 1 – Business Proposal

The Business Proposal must include the following sections:

- *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>.
8. If proposing a SaaS solution, the Respondent must include a copy of a SOC 2 (type 2) audit report, or equivalent (ISO 27001 certification proof).
9. 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 the solution utilize proprietary electronic document formats?
 - If YES, provide additional detail for RIM evaluation (format(s) and access requirements).
 - If NO, provide additional detail for RIM evaluation (format(s)).

3. Can the 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's 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
- headquarters address
- type of ownership (e.g., partnership, corporation)
- if the 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
- 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.

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 start and finish dates of the terminal and summary elements identified in Section 2 or proposed by the vendor.

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.

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:

- Nondisclosure Statement
- All Respondents must provide a completed Vendor Information Form along with the proposal, except for current ERCOT suppliers who have an active Master Agreement with ERCOT or who have completed the VIF within the last six (6) months.
- 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 a 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.	Estimated Number of Hours to Complete	Total Cost
Project Deliverables and Costs		
Deliverable 1 – Software License & Subscription Cost as required in 2.4.1	XX	\$0.00
Deliverable 2 – Implementation & Configuration Services as required in 2.4.2	XX	\$0.00
Deliverable 3 – Training Services as required in 2.4.3	XX	\$0.00
Deliverable 4 – Software Support as required in 2.4.4	XX	\$0.00
		\$0.00

3.9.3. Multiple Responses

A Respondent may submit more than one proposal, including a joint proposal with one or more Respondents.

3.10. 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, and 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:

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.