Salesforce Application Development
Request for Proposal (RFP) 3634

Proposals Due: September 12, 2017 by 5:00 PM Eastern Daylight Time*

The New York State Energy Research and Development Authority (NYSERDA) requests proposals from providers interested in delivering design and build services for the implementation of Salesforce as an integrated enterprise solution. The selected service provider(s) shall execute assigned operational and technical tasks in a manner that will leverage and build-out NYSERDA's already established Salesforce functionality, seek to establish standardized workflow processes, and utilize configuration rather than customization to the greatest extent possible. This effort shall further develop and enhance NYSERDA's existing Salesforce installation. The successful service provider(s) will accelerate NYSERDA's goals of continuous improvement and end-user satisfaction by providing flexibility in executing design and development work, minimizing risks, and lowering ongoing operating costs to NYSERDA.

Proposer(s) will be awarded contracts based on experience, qualifications, cost, and demonstrated ability to deliver the services identified in this RFP. Any anticipated contract(s) are expected be for an initial three-year term, with the potential for a single or multiple contract extension(s) for up to a total of two additional years. The maximum contracted term is five (5) years in total. NYSERDA reserves the right to extend the contract and / or add funding should other resources become available. NYSERDA expects to award one or more contracts for this solicitation.

Proposal Submission: Electronic submission is preferable. Proposers may submit Word, Excel, or PDF files (file formats include: csv, doc, docx, gif, jpeg, jpg, pdf, png, ppt, pptx, pps, ppsx, tif, txt, xls, xlsx, and zip). Individual files should be 100MB or less in file size. Proposal PDFs should be searchable and should be created by direct conversion from MS Word, or other conversion utility. Files should **not be scanned**. For ease of identification, all electronic files must be named using the proposer's entity name in the title of the document. NYSERDA will also accept proposals by mail or hand-delivery if electronic submission is not possible. For detailed instructions on how to submit a proposal (electronic or paper submission), click the link "NYSERDA Solicitation User Guide [PDF]" located in the "Current Opportunities" section of NYSERDA's website (https://www.nyserda.ny.gov/Funding-Opportunities/Current-Funding-Opportunities.aspx).

No communication intended to influence this procurement is permitted except by contacting Steve Lebel (Designated Contact) at (518) 862-1090, ext. 3240 or by e-mail steven.lebel@nyserda.ny.gov or Marc Franzoni (Designated Contact) at (518) 862-1090, ext. 3109 or by e-mail marc.franzoni@nyserda.ny.gov (for   technical questions). If you have contractual questions concerning this solicitation, contact Elsyda Sheldon (Designated Contact) at (518) 862-1090, ext. 3232 or Elsyda.Sheldon@nyserda.ny.gov. Contacting anyone other than the Designated Contacts (either directly by the proposer or indirectly through a lobbyist or other person acting on the proposer's behalf) in an attempt to influence the procurement: (1) may result in a proposer being deemed a non-responsible offeror, and (2) may result in the proposer not being awarded a contract.

* **All proposals must be received by 5pm Eastern Daylight Time on the date noted above. Late, faxed, or emailed proposals will not be accepted.** Incomplete proposals may be subject to disqualification. It is the proposer's responsibility to ensure that all pages have been included in the proposal. Please note: for electronic submission, there are required questions that you will have to answer in addition to uploading attachments and you should allot at least 60 minutes to enter / submit proposals. The electronic proposal system closes promptly at 5pm, files in process or attempted edits or submission after 5pm Eastern Standard Time on the date above, will not be accepted. If changes are made to this solicitation, notification will be posted on NYSERDA's web site at https://www.nyserda.ny.gov/.

1. Introduction

The New York State Energy Research and Development Authority (NYSERDA) is a public benefit corporation established pursuant to Title 9 of Article 8 of the Public Authorities Law of the State of New York. NYSERDA's principal mission is to develop innovative solutions to some of the State's most difficult energy and environmental problems.

NYSERDA works with customers and market actors including home owners, property managers, architects, engineers, building contractors and developers. NYSERDA programs typically offer a benefit to one or more of these customers such as a service or financial incentive. Financial incentives are provided for actions taken, commonly referred to as "measures" to reduce energy consumption or generate clean energy.

1.1 Typical Business Process

NYSERDA typically provides services and/or financial incentives to secure energy and environmental benefits.

Each transaction is initiated with either a bid for a competitive program or an application for an open enrollment program. After a review process, a decision is made whether to award a bid for a competitive program or to accept an application for an open enrollment program. NYSERDA then enters into a contract with selected bidders and applicants.

The selected bidders and applicants complete the work required by the contract and provide proof of completion as well as other information as stated in the contract. NYSERDA then issues payment of the incentive or grant. Some programs issue only one payment for the work performed while others issue multiple payments over time based on a pre-defined schedule or on demonstrated operational performance. NYSERDA often continues to collect energy and economic data after the final payment.

1.2 Systems Background

There are four types of front line systems currently supporting NYSERDA's project management, workflow and program reporting functions:

- Custom web applications (usually Microsoft .NET) built and maintained by internal staff.
- Salesforce based Customer Relationship Management ("CRM") and program management applications (contained in one Salesforce Org).
- External systems on various platforms that are hosted and maintained by program implementation partners.
- Spreadsheets and other data sources created and maintained by program staff.

These systems contain information about project details, contacts, location, energy production and savings, project and payment statuses, and incentive amounts and payments.

NYSERDA's financial accounting and contract administration system (NEIS) is on an Oracle PeopleSoft platform using a Microsoft SQL database. The system is hosted externally, but maintained by internal Information Technology (IT) staff as well as the hosting contractor. There is limited integration of NEIS and the project/program management systems described above.

NYSERDA has developed and currently maintains a custom data warehouse on a SQL Server platform that utilizes Informatica as a data quality rules engine and Tableau as a front-end reporting tool. This system is used to improve data quality and to centralize much of the program reporting requirements at NYSERDA.

NYSERDA recently installed Salesforce to combine disparate CRM data as well as to consolidate and streamline disparate program management solutions across the Authority. This platform serves as the enterprise solution and foundation for the additional development efforts described in this RFP.

1.3 Systems Strategy

NYSERDA's strategy with regards to systems and technology is to:
- Consolidate disparate commercial and internally developed products and platforms onto commercial off-the-shelf software (COTS) or enterprise solutions.
- Reduce complexity, integration points, and the ongoing cost of operations.
- Reduce customization wherever possible by modifying workflow in order to fit out-of-the-box or configured solutions.

This strategy will enhance NYSERDA's ability to calibrate and adapt its technology layer to best support its evolving programmatic and policy goals. Consolidating disparate program-specific systems on the Salesforce platform is an integral part of NYSERDA's overall technology strategy.

1.4 Salesforce Program Management Implementation Strategy

1.4.1 Modular Approach

NYSERDA has developed its Salesforce platform through the formation of a series of modules that each represent discrete functionality occurring within the Authority. The modular approach has created the ability for NYSERDA to rapidly assemble and deploy new program applications by utilizing combinations of existing modules and emphasizing configuration rather than customization. NYSERDA programs can leverage as many existing modules as necessary to support their programmatic needs. While the catalog of modules is available to each program, typically only a small subset of modules is required to fulfill business requirements.

This strategy enhances NYSERDA's capacity to establish and maintain standard processes, increase efficiency of deployment, and provide common User Interface (UI) experiences for NYSERDA's customers, contractors, and employees. Modules that have been developed include:

Module Name	Description
Contractor Application	A custom built and configurable wizard which is utilized to onboard prospective Contractors for a specific program.
Incentive or Rebate Application	A custom built and configurable wizard which is utilized to receive Incentive or Rebate Applications for a specific program. Incentive or Rebate Applications can be made available for Contractors within the NYSERDA portal or directly from the NYSERDA website for open-enrollment programs.
DocuSign Signature	DocuSign has been implemented to securely manage electronic signatures within the Contractor Application, Incentive Application, or Invoice submittal processes.
Project Role Tracking	Project Roles allow for the identification of Contacts and relates their corresponding project functions.
Document Storage	Document Storage allows for the ability to upload and store documents within the Contractor App, Incentive Application, Invoices, and Project Deliverables. Stored documents are made available both through the NYSERDA Portal and the standard Salesforce UI.

Module Name	Description
Document Generation	Document Generation allows for the ability to generate PDF files based on Application input or Invoice submittals which are utilized to easily share project details.
Project Management	Project Management allows NYSERDA programs and Implementation Partners to track projects within the standard Salesforce UI for the duration of the project's lifecycle.
Workflow Notifications	Workflow notifications allow for configurable system generated alerts triggered by events, activities or SLA expectations.
CPPF Budget Form	The CPPF Budget Form allows for project budget and deliverables to be created and tracked.
Task and Deliverables	Task and Deliverables allows NYSERDA Project Managers and Contractors to define specific tasks, deliverables, milestones and payments as per contracted SOW.
Milestones Tracking	Milestone Tracking allows NYSERDA Project Managers to monitor program specific project milestones and payments.
Deliverable Tracking	Deliverable Tracking allows for the ability to trace project or invoice deliverables and to allow for the NYSERDA Project Manager's approval or rejection.
Approval Tracking	Approval Tracking allows for the ability to approve or reject applications and/or documents using standard approval processes.
Stage Tracking	Stage Tracking allows for the assignment of event based status changes which are marked with a timestamp for proper reporting.
Site Tracking	Site Tracking allows for projects to be identified with specific locational sites and allows for site level attributes to be recorded.
Activity, Task and Event Tracking	Activity, Task and Event Tracking allows Project Managers to track specific interactions with project related entities. All notifications are stored to retain transparent communication trails.
Invoice Creation	Invoice Creation allows for the submittal of a Contractor Invoice through the NYSERDA Portal or the internal creation of an Invoice depending on Program needs.
Invoice Approval in Salesforce	Invoice approval allows NYSERDA Project Managers to review invoices submitted by Contractors.
Project Modification	Project Modification allows for NYSERDA Contractors and Staff to initiate contract modification requests to be reviewed by NYSERDA. This functionality preserves historical data for archiving purposes.
Extension Request	Extension Request allows Contractors to formally request an extension of their NYSERDA contract through the NYSERDA Portal.
Cost Share Classification	Cost Share Classification allows NYSERDA Project Managers to identify and track different types of cost sharing for approved projects.
Contract Records Creation	Contract Records Creation allows for the ability to configure solicitation funding sources for NEIS Supplier Contract, Supplier Contract Line, and Distribution Line creation.
NEIS Integration - Contract CSV file	NEIS Integration – Contract CSV file is a Salesforce report allowing for data to be generated from Salesforce and loaded into NEIS to create Supplier Contracts in batches.

Module Name	Description
NEIS Integration - Invoice CSV file	NEIS Integration – Contract CSV file is a Salesforce report allowing for data to be generated from Salesforce and loaded into NEIS to generate Invoices.
NEIS Integration - Sync Contract Info to Salesforce	NEIS Integration - Sync Contract Info to Salesforce is a nightly sync from NEIS to Salesforce of Supplier Contract related attributes.
NEIS Integration - Sync PO info to Salesforce	NEIS Integration - Sync PO information to Salesforce is a nightly sync from NEIS to Salesforce of Purchase Order related attributes.
NEIS Integration - Sync Payment info to Salesforce	NEIS Integration - Sync Payment Info to Salesforce is a nightly sync from NEIS to Salesforce of Invoice and Payment related attributes.
Partner Communities	Partner Communities allows NYSERDA Contractors access to NYSERDA's portal; enabling management of projects, and submittal invoices, deliverables, and applications.
Contractor Management - Program Partnership	Contractor Management - Program Partnership allows each program to manage its Contractor pool without impacting the Contractor's relationship with other NYSERDA programs.
Contractor Relationships	Contractor Relationships allow Contractors access to a NYSERDA approved list of Installers. Contractors can then enter into an agreement with an Installer from the list and participate in programs which require a pairing of approved Contractors and Installers.
Manage Users in Portal	Manage Users in Portal is a self-service approach to allow a Contractor who has been designated as their organization's Administrator to grant additional logins to individuals within only their own organization.
Contractor Listing - Filter by County (website)	Contractor Listing is a module which creates an unauthenticated page displaying approved Contractors by Program Area on the NYSERDA Website.
Self-Registration by Contractor	Self-Registration by Contractor allows external users to self-register for access to the NYSERDA Portal.
Provision Contractor	A step-by-step guide provided to approved Contractors to ensure all associated attributes are entered according to data quality best practices.
Proposal Submission	Proposal Submission allows for the creation of external facing solicitations, establishment of solicitation requirements, and tracking of proposal submission, scoring, and approval or rejection of concept papers and/or proposals.
Scoring Committee Review Process	Scoring Committee Review Process allows for scoring and tracking of Scoring Committee evaluations for competitively awarded programs.
Dashboard Component for Website using HighChart	Dashboard Component for Website using HighChart allows for visual representations of program budgets and remaining balances.
Project Naming Rule Enforcement	Project Naming Rule Enforcement allows for project names to be defaulted to a standardized format for ease of reporting and minimal data entry.

Module Name	Description
Data Quality	Data Quality allows for the implementation of field-level validation for manual data entry to detect matches or avoid duplicates. Validation rules are also enforced during Account and Contact creation, linking data inputs with NYSERDA CRM objects.
Survey	Survey Force is installed from the Salesforce AppExchange and has been enhanced for program needs to allow for detailed surveying of NYSERDA's Contractors and Customers.
Research Project Update (RPU)	Research Project Update allows for case studies and other project-related content to be published online for Contractors or Proposers. This module allows NYSERDA Project Managers to review content before publishing online.
Project Closeout & Evaluation (PC&E)	Project Closeout & Evaluation allows NYSERDA Project Managers to track due diligence activities at project closeout towards the end of the project lifecycle.

1.4.2 Salesforce – Current New Build Process

A high level view of NYSERDA's current new build process is detailed below. In an effort to continuously improve, NYSERDA shall seek guidance from the selected Contractor(s) to further streamline this process to build efficiencies and to reduce cycle time, effort, and costs.

- NYSERDA Program staff initiate a new build request by completing a System Planning Questionnaire (Questionnaire). The goal of the Questionnaire is to determine the functions and systems components needed to most effectively support NYSERDA's initiatives by articulating the Program's specific needs for service delivery, workflow support, reporting, and so forth. The Questionnaire helps the development team understand the required functionality, modules to be leveraged, and expected timing for program launch to help understand the critical paths.

- A Business Analyst reviews and analyzes the Questionnaire to determine completeness and feasibility of the information contained in the Questionnaire response. If necessary, the Business Analyst shall follow-up with program staff to refine the scope of requirements. Once a strong understanding of need is established, the development team schedules a demonstration of existing Salesforce (modular) functionality tailored to the Program's documented needs. Additional requirements are often fleshed out at this stage.

- Additional requirements are identified and added to the Questionnaire and the development team creates a Level of Effort (LOE) estimate to scope the prospective build, including the number of hours (by role) anticipated to complete development, testing, training, and rollout of the build.

- The LOE estimate is presented to the Salesforce Steering Committee, a team comprised of NYSERDA Management charged with oversight of the Salesforce build. The Steering Committee reviews the LOE, obtains clarifications to any questions they may have, and either approves or denies the build request. If approved, the Steering Committee assigns a priority level to project and places it in a queue of build requests to be scheduled and completed.

- The project is scheduled and once the start date has arrived, a four-week preparation period is initiated to define and document detailed business requirements, processes, and to assess and plan for risk management and mitigation. Business requirements are driven by true business need and the ability to leverage the available pre-built modules. The requirements and processes are translated into user stories, data dictionaries, reporting requirements, and program content. Each of which are recorded within a Salesforce project management module. Program staff must review and approve this documentation *prior to the start* of the development period.

- Developers review the stories and documentation with the program team to assure alignment and when agreement is met, the developers will begin building out the modules needed to support the programs operations. Development efforts are tested in an agile methodology by the Program staff to assure continued agreement with needs, and to begin to familiarize Program staff with the system. Any changes to requirements that are discovered are documented in the user stories.

- User Acceptance Testing (UAT) is completed by Program staff and any additional Program stakeholders. UAT test scripts are created and tracked by the developers and testing is completed by program staff. Any required training is provided by the development team and the program is scheduled for a target launch date.

- When the program is launched, it becomes publicly available on NYSERDA's website. The developer shall provide a dedicated window of technical and training support for a period of two weeks' time, *post-launch* date. After the two-week period has ended, Program staff shall submit any enhancement requests or bug fixes through the Salesforce Cases module to the Salesforce Governance Committee (Governance) for assessment, prioritization and remediation.

1.4.3 Salesforce Governance Committee

NYSERDA has established a Salesforce Governance Committee (Governance) to support the post go-live needs of NYSERDA's Salesforce implementation. The Governance team is a decision-making group that receives input from NYSERDA's 30+ divisions and works to harmonize requirements and business outcomes. The Governance team is comprised of a group of core delegates that represent specific groupings of the various business units. Representatives have the responsibility to make appropriate prioritization decisions. These priorities span all business units and reflect NYSERDA as a whole.

Through careful analysis and prioritization of new business requirements and change requests, the Governance team upholds their responsibility to drive the standardization of processes across business units whenever possible. The team guides consensus, standards and best practices across business units (business processes, reporting/analytics, etc.). If conflicts arise that are unable to be resolved immediately by the Governance team or if they pose substantial risk to the implementation, these conflicts are escalated to the Salesforce Steering Committee to de-conflict and re-focus efforts on prioritized items.

2. Project Scope and Requirements

2.1 Objectives

This project shall integrate multiple business processes on the existing NYSERDA Salesforce platform to allow for the rapid deployment of new NYSERDA programs and the replacement of bespoke program-specific systems used to track projects and workflow. NYSERDA expects this project to achieve the following objectives, which together constitute the aim of the build:

- Provide a cost effective, secure and accessible program management platform with minimal customization.
- Streamline business processes around standard operations and common workflows.
- Integrate contacts and customers with project information and financial transactions.
- Provide a flexible configuration to meet new and changing business requirements and programs.
- Reduce administrative overhead and maintenance costs associated with maintaining multiple systems on multiple platforms.
- Improve data quality through point-of-entry controls and systems integration.
- Enhance reporting capabilities, accuracy and accessibility.
- Create a solution that will enable ease of communication and data sharing with external organizations as driven by business and policy needs.

2.2 Scope of Work

The scope of this project is to design, scope, build and implement a set of Salesforce applications to support NYSERDA's core business processes. The types of engagements are broken into three primary types: (1) rapid new program build based on previously developed application modules, (2) custom application build, only when necessary, and (3) ongoing development support to implement bug fixes and enhancements to the NYSERDA Salesforce platform.

2.2.1 Rapid New Program Build Based on Previously Developed Application Modules

This type of engagement is the most common within the NYSERDA environment and entails the creation of program applications where 80-90% of the needed functionality already exists within the NYSERDA library of Salesforce modules, with the remaining 10-20% covered by configuration. It is anticipated that initially there will be 25-30 projects of this type in the first year of the contract, and potentially 10-15 more per year the subsequent 2 years. Very rapid, assembly line type planning, development and testing must be done to bring projects online in 6-10 weeks per program measured from the kickoff date to the go-live date. Minimal to no data migration is anticipated for these new builds.

The anticipated Tasks and Deliverables for this type of engagement may include, but are not limited to the following:

Part A: Requirements Definition and Design

Tasks:
1. Complete System Planning Questionnaire with program and other team members.
2. Develop demo for program requesting new build by utilizing established modules currently in production.
3. Develop level of effort estimate at a program build level including hours, costs, and project schedule.
4. Identify additional changes to existing modules or configuration needed to support any unique business requirements.
5. Identify integration opportunities and plans for integration with NYSERDA's DataMart, Data Warehouse, and NEIS.
6. Size and document the types of data that will need to be collected, migrated, integrated or reported on.
7. Conduct business process review sessions with staff and document desired state.

Deliverables:
1. Application Configuration Design.
2. Desired Process Documentation.
3. Integration Plan.
4. Data Collection, Integration and Reporting Plan.
5. Data Migration Plan (if needed).
6. Risk Management and Mitigation Plan.
7. User Acceptance Test Plan.
8. Training and Knowledge Transfer Plan.
9. Obtain user sign-off for all business process.
10. Obtain NYSERDA sign-off on all Deliverables.

Part B: Application Development and Integration

Tasks:
1. Develop the approved application to meet the functional requirements.
2. Execute the approved Integration Plan.
3. Create unit test plans for source code and integration services and perform as necessary.
4. Establish roles and security configuration.

5. Maintain and adhere to the Risk Management and Mitigation Plan.
6. Update documentation on permissions sets with attention to complex relationships among permissions sets.

Deliverables:
1. Accurately configured test and production instances.
2. Well documented source code, integration services and security configuration.
3. Unit testing documentation.
4. Data dictionary update.
5. Risk Management and Mitigation Plan update.
6. Obtain NYSERDA sign-off on all Deliverables.
7. Maintain User Permissions Sets Document.
8. Billing with sufficient detail to allow charge-backs to programs internal to NYSERDA.

Part C: Implementation and Quality Assurance

Tasks:
1. Execute Data Migration Plan (if needed).
2. Perform post-migration testing of data quality and completeness.
3. Create and execute end-to-end integration testing and performance testing.
4. Develop and conduct user acceptance testing for data accuracy and required functionality. Resolve any issues identified during user acceptance testing and regression test to ensure functionality.
5. Create initial training materials and execute training for internal and external support staff.
6. Implement applications in production.
7. Maintain and adhere to the Risk Management and Mitigation Plan.

Deliverables:
1. Extract, Transform, Load (ETL) and other migration scripts (if needed).
2. Documented integration and performance testing results.
3. User acceptance test plan and testing results, including a requirements traceability matrix.
4. Issues and defects tracking log with resolutions.
5. Obtain user sign-off and successful test script execution.
6. End User training documentation and execution.
7. Knowledge transfer to NYSERDA in-house development team.
8. Fully functional and integrated solution on the Salesforce platform.
9. Risk Management and Mitigation Plan update.
10. Obtain NYSERDA sign-off on all Deliverables.

2.2.2 Custom Application Build

This type of engagement is the most complicated of the three build-types and is defined as a NYSERDA program with needs not already accommodated by and established in the existing NYSERDA Salesforce module library. This type of engagement could also require extensive custom development. Usually, but not always, this effort involves the retiring of a legacy system that NYSERDA is paying licensing fees for, and requires the archiving and migration of data *either* to the new Salesforce application *or* making available in some other fashion that leverages existing NYSERDA tools.

During these types of engagements, new modules may be identified, developed, and added to the NYSERDA library. Typically, there needs to be ground-up business process evaluation and re-engineering. Projects of this type can usually only leverage 40-80% of the functionality already built within the NYSERDA Salesforce platform. It is anticipated that 1-2 projects per year for the next 3 years may fall into this category. Data migration from legacy systems is anticipated for these builds.

The anticipated Tasks and Deliverables for this type of engagement may include, but are not limited to the following:

Part A: Requirements Definition and Design

Tasks:
1. Conduct business process review sessions with staff to ensure buy-in and adherence to established standardized processes wherever possible. Document any differences from standardized processes that are unique to the business unit and unavoidable.
2. Determine and document functional and data requirements.
3. Analysis of requirements to determine fit to existing architecture and modules to minimize customization and redundant functionality.
4. Where deemed necessary by NYSERDA, design custom objects, define record types, and establish common naming conventions based on functional requirements, data definitions and desired business processes.
5. Develop an integration plan for integrating with the CRM system, the Oracle PeopleSoft financial system (known as "NEIS"), the Informatica rules engine, the Data Warehouse, Data Mart, NYSERDA's Website and SharePoint (in Office 365).
6. Identify integration opportunities and plans for integration with other vendor systems as applicable to individual applications.
7. Establish a data migration plan for migrating and data from existing legacy systems into the Salesforce environment.
8. Size and document the types of data that will need to be collected, migrated, integrated or reported on.

Deliverables:
1. Current and Desired Process Documentation (use cases and process flow diagrams).
2. Functional Requirements Document.
3. Data Dictionary.
4. Application Configuration Design.
5. Integration Plan.
6. Data Collection, Integration and Reporting Plan.
7. Data Migration Plan.
8. Entity Relationship (ER) Diagrams or ERDs.
9. User Acceptance Test Plan.
10. Training and Knowledge Transfer Plan.
11. Risk Management and Mitigation Plan.
12. Obtain user sign-off for all business processes.
13. Obtain NYSERDA sign-off on all Deliverables.

Part B: Application Development and Integration

Tasks:
1. Develop the approved applications to meet the functional requirements.
2. Execute the approved Integration Plan.
3. Create unit test plans for source code and integration services and perform as necessary.
4. Establish roles and security configuration.
5. Maintain and adhere to the Risk Management Plan.
6. Update documentation on permissions sets with attention to complex relationships among permissions sets.

Deliverables:
1. Accurately configured test and production instances.
2. Well-documented source code, integration services and security configuration.
3. Unit testing documentation.
4. Data Dictionary updates.
5. Risk Management and Mitigation Plan updates.
6. Obtain NYSERDA sign-off on all deliverables.

7. Maintain User Permissions Sets Document.
8. Billing with sufficient detail to allow charge-backs to programs internal to NYSERDA.

Part C: Implementation and Quality Assurance

<u>Tasks</u>:
1. Execute Data Migration Plan.
2. Perform post-migration testing of data quality and completeness.
3. Create and execute end-to-end integration testing and performance testing.
4. Develop and conduct user acceptance testing for data accuracy and to test for required functionality. Resolve any issues identified during user acceptance testing and regression test to ensure functionality.
5. Create initial training materials and execute training for internal and external support staff.
6. Implement applications in production.
7. Maintain and adhere to the Risk Management and Mitigation Plan.

<u>Deliverables</u>:
1. ETL and other Migration Scripts.
2. Documented integration and performance testing results.
3. User Acceptance Test Plan and testing results, including a requirements traceability matrix.
4. Issues and defects tracking log with resolutions.
5. Obtain user sign-off and successful test script execution.
6. End User Training documentation and execution.
7. Knowledge transfer to NYSERDA's in-house development team.
8. Fully functional and integrated solution on the Salesforce platform.
9. Risk Management and Mitigation Plan update.
10. Obtain NYSERDA sign-off on all Deliverables.

2.2.3 Ongoing Development and Support

This type of engagement is largely classified as bug fixes and incremental enhancements. There are primarily three types of resources needed for this type of engagement, business analysts, developers, and quality assurance personnel. Working within NYSERDA's Salesforce cases, tickets would be assigned to partner resources for development after any pertinent analysis and requirements gathering had been completed. Other examples of potential enhancements can also include integrations with external data sources, augmentation of Business Analysis Tools, and integration of Salesforce Apps from the AppExchange.

The anticipated Tasks and Deliverables for this type of engagement may include, but are not limited to the following:

Part A: Application Development and Integration

<u>Tasks</u>:
1. Elicit, analyze and document the functional requirements.
2. Develop the enhancement to meet the functional requirements.
3. Apply system patches, and upgrades.
4. Maintain system documentation.
5. Create unit test plans for source code and integration services and perform as necessary.
6. Update documentation on permissions sets with attention to complex relationships among permissions sets.

   <u>Deliverables</u>:
1. Accurately configured test and production instances.
2. Well documented source code, integration services and security configuration.
3. Unit testing documentation.

4. Data dictionary update.
5. Obtain user sign-off on all business processes and testing.
6. Risk Management and Mitigation Plan update.
7. Obtain NYSERDA sign-off on all Deliverables.
8. Maintain User Permissions Sets Document.
9. Billing with sufficient detail to allow charge-backs to programs internal to NYSERDA.

Part B: Implementation and Quality Assurance

Tasks:
1. Perform post-migration testing of data quality and completeness.
2. Create and execute end-to-end integration testing and performance testing.
3. Develop and conduct user acceptance testing for data accuracy and required functionality. Resolve any issues identified during user acceptance testing and regression test to ensure functionality.

Deliverables:
1. Documented integration and performance testing results.
2. User acceptance test plan and testing results, including a requirements traceability matrix.
3. Issues and defects tracking log with resolutions.
4. Fully functional and integrated solution on the Salesforce platform.
5. Obtain user sign-off on all business processes and testing.
6. Risk Management and Mitigation Plan update.
7. Obtain NYSERDA sign-off on all Deliverables.

2.3 Engagement Requirements

Once under contract, the selected Proposer(s) (hereinafter referred to as "the Contractor") will be fully responsible for driving the successful completion of the project by utilizing a management approach and software development methodology suitable for the design and build nature of this engagement. NYSERDA will make available a cross-functional team to support the project throughout its lifecycle including a dedicated business analyst and a dedicated project manager to manage the contract, facilitate project activities, and communicate with upper management and staff. This project will undergo Independent Verification and Validation (IV&V) throughout its lifecycle.

The Contractor will be expected to be on-site at NYSERDA's offices in Albany for most of the Requirements Definition and Design phases of the project, for periodic progress meetings and demonstrations, for certain implementation and training activities, and for other key events. NYSERDA will provide on-site work space and computers, if necessary, to all project team staff. It is expected that much of the development will be conducted off site.

The cost structure of the project will consist of a time and materials basis, with maximum specified hourly rates for each team role. NYSERDA will allow at its discretion, use of off-shore technical resources. So hourly rates should disclose both on-shore and off-shore rates, as well as approximate weightings of on-shore to off-shore usage for each category of project.

2.4 Service Provider Qualifications

Proposers must demonstrate skill and expertise in developing successful integrated and customized Salesforce solutions, including the successful completion of no less than three (3) (but ideally at least six (6)), *non-CRM* Salesforce projects involving system architecture, custom application development, and external system integration. Details of this experience must be provided as part of the Technical Proposal described in Section 3, *Proposal Content and Format* of this RFP.

In addition, NYSERDA prefers the following qualifications:
- Salesforce Alliance Partner (Gold Level or above preferred).

- Staff certified on the Salesforce platform (e.g., administrator, developer, architect, implementation expert).
  Experience working in a related business area (e.g., energy programs, government, construction and finance industry).

3. Proposal Content and Format

Unnecessary attachments beyond those sufficient to present a complete, comprehensive, and effective response will not influence the evaluation of the proposal. The proposal must be in the following format:
- Section I: Executive Summary.
- Section II: Technical Proposal.
- Section III: Cost Proposal.

Cost information must **not** be included in the Technical Proposal section.

3.1 Executive Summary

Provide a brief description of the overall approach and work effort. Please limit the Executive Summary to no more than three (3) pages in length.

3.2 Technical Proposal

3.2.1 Technical Approach

Proposers should submit a Statement of Work that describes the proposed approach to performing the work and accomplishing the objectives of each type of work identified in section two and corresponding subsections of this RFP. Where appropriate, Proposers are encouraged to include schematics and diagrams that provide both conceptual and technical descriptions of the proposed solutions.

The approach should address, at a minimum, the following:
- Overall approach to customized Salesforce implementation projects.
- Overall approach to Salesforce implementation projects leveraging previously developed code.
- Proposed system development methodology.
- Approach for project discovery and requirements definition.
- Approach for integrating with existing external systems.
- Approach for migrating data in a cloud-based environment.
- Approach to training and deployment.

Additionally, the Proposer should provide hardware and operating system specifications for the proposed solution sufficient to enable NYSERDA to determine whether it will be necessary for the authority to procure additional hardware and/or operating system software. Any such hardware and/or operating system software will be procured separately from this RFP.

3.2.2 Company Experience and References

Describe company qualifications and prior experience implementing customized Salesforce solutions. Identify and describe all (no less than three (3) but ideally at least six (6)) completed *non-CRM* Salesforce projects and provide, at a minimum, information regarding:
- Type of Salesforce implementation.
- Project start and end dates.
- Parameters indicating project size and complexity (e.g., number of end-users and locations, annual revenues, duration).
- Duration of any ongoing support or training relationships after initial deployment.
- Integration requirements with external systems.
- Type of client (e.g., government, non-profit, private) and industry sector.

Provide a minimum of three (3) reachable references that can verify all offered experience. NYSERDA reserves the right to request information from any source so named, and further reserves the right to contact additional references (including appropriate references not specifically named by the Proposer) to completely verify all offered experience, as well as to request additional references. Failure to provide reachable and responsive references will lead to the downgrading of a proposal's experience score. If the Proposer's team includes subcontractors, they must be identified and at least one (1) additional reference for each subcontractor must be provided.

3.2.3 Staffing Plan and Team Profile

Provide a proposed staffing plan that includes:
- Overall staffing approach to cover all facets of the project. Assume for purposes of sizing there will be two (2) Custom Application Builds per year, twenty (20) Rapid New Program Builds Based on Previously Developed Application Modules per year, and ongoing support to cover all new build activities plus ten (10) existing program applications.
- Project organization chart for section 2.2.1 Rapid New Program Build Based on Previously Developed Application Modules (including size, composition of team(s), and the percentage of onshore versus off-shore resources).
- Project organization chart for section 2.2.2 Custom Application Build (including size, composition of team(s), and the percentage of onshore versus off-shore resources).
- Proposed number of Developers and QA resources including the percentage of onshore versus off-shore resources for section 2.2.3 Ongoing Support and Development (including size and composition of team).
- For subcontractors, a description of the specific need for the expertise and the arrangements for achieving subcontracting.
- Role description for each specified role, inclusive of job duties, minimum expected experience, and any relevant Salesforce certifications that role should have.

Provide a profile/résumé – limited to no more than two (2) pages – for each proposed primary team member. Each profile/résumé should include, at a minimum:
- Name.
- Proposed role on this project.
- Number of years of relevant experience.
- Description of relevant experience.
- Relevant certifications.

3.2.4 Management Approach

Describe the proposed approach to managing the project. The management approach should, at a minimum, address the following:
- Project management methodology including a change control process, cost management approach, risk management plan, document control methodology, and a communication plan.
- Proposed problem resolution/escalation process, including identification of the Engagement Manager.

3.3 Cost Proposal

The Cost Proposal sets forth the fees for performing the work described in this RFP and provides a resource schedule consistent with the level of effort identified in the Technical Proposal. Proposers must complete the Cost Proposal Worksheet (Attachment C) which shall include the fully loaded on-site and off-site hourly rates per resource type to be used. For purposes of cost comparison rates should be provided for the following roles:
- Technical Architect.
- Solution Architect.
- Project Manager.

- Technical Lead.
- Integration Architect.
- Data Migration Specialist.
- Business Analyst.
- UX/UI Lead.
- UX/UI Developer.
- Trainer.
- Admin.
- On-shore Developer.
- Off-shore Developer.
- On-shore QA.
- Off-shore QA.

Additional roles and rates may be noted, but will not be used in comparing costs across proposers.

Proposers are to submit fully loaded hourly rates that reflect applicable labor, overhead and fee costs including but not limited to printing, secretarial, program entry, computer charges, and postage. Direct costs such as equipment, specialized testing or other external costs must be detailed in the required budget.

NYSERDA will accept as a direct charge only that travel required to perform the statement of work. Details indicating the need for proposed travel including the estimated number of person-trips required, destinations, mode and cost of transportation, and number of days per trip for each destination must be included in the budget.

Sub-contract expenses must be included in the budget. For each sub-contractor explain the specific technical area in which such service is to be used and identify the contemplated consultants. State the number of days and the hours per day of such service estimated to be required and the consultant's quoted rate per day. Explain any administrative hours needed to manage sub-contractors and include those hours in the direct labor category. NYSERDA does not accept a percentage-based mark-up on subcontractor tasks.

4. Proposal Evaluation

Proposals that meet solicitation requirements will be reviewed by a Scoring Committee using the Evaluation Criteria**.** At NYSERDA's discretion, proposers may be requested to interview with all or part of the Scoring Committee to address any potential questions or clarifications outlined in the proposals. Proposers will be notified if they are requested to attend an interview.

4.1 General Selection Process

All proposals will be reviewed and evaluated by a Scoring Committee selected by NYSERDA. The Scoring Committee will score each Technical and Costs Proposals according to the criteria and scoring process described herein. The total proposal score will be calculated using the formula stated below. At NYSERDA's discretion, proposers may be requested to interview with all or part of the Scoring Committee to address any potential questions or clarifications outlined in the proposals. Proposers will be notified if they are requested to attend an interview.

4.2 Evaluation Process

The evaluation will be conducted in a comprehensive and impartial manner as set forth herein using the following criteria:

	Title	Scoring Method
1	**Mandatory Requirements and Minimum Qualifications**	Pass/Fail
2	**Technical Proposal**	70%
3	**Cost Proposal**	30%

4.2.1 Mandatory Requirements Review

NYSERDA will review submitted proposals for the mandatory requirements and minimum qualifications set forth in this RFP. Mandatory Requirements review shall generally consist of:
- From section 3, is the proposal broken into 3 sections with an Executive Summary no more than 3 pages in length?
- From section 3.2, is there a description of no less than three (3) completed non-CRM Salesforce projects?

4.2.2 Technical Proposal Score

Technical proposals shall be evaluated on the following:
- Has the Proposer demonstrated a clear understanding of the objectives, scope of services, and requirements of the RFP?
- Does the proposal exhibit objectivity, responsiveness, experience, and ability to provide services cost-effectively?
- Does the proposer demonstrate an effective approach to implementing the Salesforce build activities in the RFP?
- Does the proposer demonstrate an effective development methodology?
- Does the proposer demonstrate the ability to execute the integration and data migration activities set forth in the RFP?
- Does the proposer demonstrate an effective methodology for discovery, requirement definition, training and deployment?
- Does the proposer demonstrate the ability to manage and coordinate the scope of services set forth in the RFP?
- Does the Proposer demonstrate operational excellence, industry expertise, transformation capabilities, and adaptability?
- Does the proposer demonstrate relevant experience and technical expertise?
- Does the proposer demonstrate the necessary background and historic performance with delivering prior Salesforce implementations?
- Does the proposer provide adequate references for prior Salesforce implementations?
- Does the proposal sufficiently address all of the tasks as outlined in the scope of work (Section 2)?
- Does the proposer identify a single lead that will insure program consistency and budget compliance?
- Do the résumés reflect the ability to deliver the services of the RFP?
- Are key personnel's education, experience, and capability relevant to the RFP?
- Does the proposer show a balance of technical, development, training, administrative or other expertise necessary to accomplish the objectives of the RFP?

4.2.2 Cost Proposal Score
Cost Proposals shall be evaluated generally on the following:

- How cost effective is the proposal?
- Is the example Proposal Budget responsive, comprehensive, and clear?

- Are billing rates reasonable and appropriate?
- Does the budget reflect or demonstrate the ability to deliver high quality cost effective services across New York State?
- Are a sufficient number of staff with appropriate the skills assigned to the tasks?

4.3 Additional Selection Considerations

NYSERDA may consider the following program policy factors in making award selection decisions; the degree to which the:
- Proposed approach optimizes the use of available funding.
- Proposal promotes job creation and/or preservation in New York State when making award selection decisions.
- Proposer has demonstrated the ability to implement continuous process improvements and continue to drive down costs over time.
- The degree to which pricing and hourly rates are in line with the rest of the market.

The award selection process contains multiple steps including an initial eligibility review, ranking by a Scoring Committee of subject matter experts, and considerations such as program policy factors to make the selection decisions.

The number of proposers selected for contracts will be determined by the number of providers required to provide all sought after services efficiently and effectively relative to the expected volume and workload, while ensuring statewide and sector-wide coverage.

NYSERDA will negotiate contracts for services in fulfillment of the needs of this RFP on the basis of demonstrated competence, qualifications, and rates. Contract negotiations may include the proposer's fee schedules to ensure work is accomplished at fair and reasonable rates. NYSERDA reserves the right to negotiate among finalists to assure services, and to assure access to specific expertise. A contract will not guarantee any specific amount of work, but may contain a maximum dollar amount.

The amount of work assigned to the service provider(s) will depend on, but not be limited to, particular expertise, current NYSERDA workload and prioritization of efforts, and the ability of the service provider(s) to provide high quality, cost effective, and timely services.

5. General Conditions

Proprietary Information - Careful consideration should be given before confidential information is submitted to NYSERDA as part of your proposal. Review should include whether it is critical for evaluating a proposal, and whether general, non-confidential information, may be adequate for review purposes. The NYS Freedom of Information Law, Public Officers law, Article 6, provides for public access to information NYSERDA possesses. Public Officers Law, Section 87(2) (d) provides for exceptions to disclosure for records or portions thereof that "are trade secrets or are submitted to an agency by a commercial enterprise or derived from information obtained from a commercial enterprise and which if disclosed would cause substantial injury to the competitive position of the subject enterprise." Information submitted to NYSERDA that the proposer wishes to have treated as proprietary, and confidential trade secret information, should be identified and labeled "Confidential" or "Proprietary" on each page at the time of disclosure. This information should include a written request to except it from disclosure, including a written statement of the reasons why the information should be excepted. See Public Officers Law, Section 89(5) and the procedures set forth in 21 NYCRR Part 501 https://www.nyserda.ny.gov/About/-/media/Files/About/Contact/NYSERDA-Regulations.ashx. However, NYSERDA cannot guarantee the confidentiality of any information submitted.

Omnibus Procurement Act of 1992 - It is the policy of New York State to maximize opportunities for the participation of New York State business enterprises, including minority- and women-owned business enterprises, as bidders, subcontractors, and suppliers on its procurement Agreements.

Information on the availability of New York subcontractors and suppliers is available from:
Empire State Development
Division for Small Business
625 Broadway
Albany, NY 12207

A directory of certified minority- and women-owned business enterprises is available from:
Empire State Development
Minority and Women's Business Development Division
625 Broadway
Albany, NY 12207

New York Executive Law Article 15-A - NYSERDA is required under the law to promote opportunities for maximum feasible participation of certified minority-and women-owned business enterprises and the employment of minority group members and women in the performance of NYSERDA contracts. The MWBE participation goals and obligations of the selected Contractor are set forth in the Sample Agreement.

New York State Executive Law Article 17-B, NYSERDA recognizes its obligation under the law to promote opportunities for maximum feasible participation of certified service-disabled veteran-owned business enterprises (SDVOB) in the performance of NYSERDA contracts. Executive Law Article 17-B and its associated regulations require, among other things, that NYSERDA establish goals for maximum feasible participation of New York State Certified SDVOBs in the performance of New York State contracts. The SDVOB participations goals and obligations of the selected Contractor are set forth in the Sample Agreement.

State Finance Law sections 139-j and 139-k - NYSERDA is required to comply with State Finance Law sections 139-j and 139-k. These provisions contain procurement lobbying requirements which can be found at https://online.ogs.ny.gov/legal/lobbyinglawfaq/default.aspx . Proposers are required to answer questions during proposal submission, which will include making required certification under the State Finance Law and to disclose any Prior Findings of Non-Responsibility (this includes a disclosure statement regarding whether the proposer has been found non-responsible under section 139-j of the State Finance Law within the previous four years).

Tax Law Section 5-a - NYSERDA is required to comply with the provisions of Tax Law Section 5-a, which requires a prospective contractor, prior to entering an agreement with NYSERDA having a value in excess of $100,000, to certify to the Department of Taxation and Finance (the "Department") whether the contractor, its affiliates, its subcontractors and the affiliates of its subcontractors have registered with the Department to collect New York State and local sales and compensating use taxes. The Department has created a form to allow a prospective contractor to readily make such certification. See, ST-220-TD (available at   http://www.tax.ny.gov/pdf/current_forms/st/st220td_fill_in.pdf). Prior to contracting with NYSERDA, the prospective contractor must also certify to NYSERDA whether it has filed such certification with the Department.

The Department has created a second form that must be completed by a prospective contractor prior to contacting and filed with NYSERDA. See, ST-220-CA (available at http://www.tax.ny.gov/pdf/current_forms/st/st220ca_fill_in.pdf). The Department has developed guidance for contractors which is available at http://www.tax.ny.gov/pdf/publications/sales/pub223.pdf .

Contract Award - NYSERDA anticipates making one or multiple awards under this solicitation. A contract may be awarded based on initial applications without discussion, or following limited discussion or negotiations pertaining to the Statement of Work. Each offer should be submitted using the most favorable cost and technical terms. NYSERDA may request additional data or material to support applications. NYSERDA will use the Sample Agreement to contract successful proposals. NYSERDA may at its discretion elect to extend and/or add funds to any project funded through this solicitation. NYSERDA reserves the right to limit any negotiations to exceptions to standard terms and conditions in

the Sample Agreement to those specifically identified in the checklist questions. Proposers should keep in mind that acceptance of all standard terms and conditions will generally result in a more expedited contracting process. NYSERDA expects to notify proposers in approximately four (4) weeks from the proposal due date whether your proposal has been selected to receive an award. NYSERDA may decline to contract with awardees that are delinquent with respect to any obligation under any previous or active NYSERDA agreement.

Accessibility Requirements - If awardees from this solicitation will be posting anything on the web, or if the awardee will produce a final report that NYSERDA will post to the web, the following language must be included.   NYSERDA requires contractors producing content intended to be posted to the Web to adhere to New York State's Accessibility Policy. This includes, but is not limited to, deliverables such as: documents (PDF, Microsoft Word, Microsoft Excel, etc.), audio (.mp3, .wav, etc.), video (.mp4, .mpg, .avi, etc.), graphics (.jpg, .png, etc.), web pages (.html, .aspx, etc.), and other multimedia and streaming media content. For more information, see [NYSERDA's Accessibility Requirements](#).

Limitation - This solicitation does not commit NYSERDA to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. NYSERDA reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in NYSERDA's best interest. NYSERDA reserves the right to reject proposals based on the nature and number of any exceptions taken to the standard terms and conditions of the Sample Agreement. NYSERDA reserves the right to disqualify proposers based upon the results of a background check into publicly available information and the presence of a material possibility of any reputational or legal risk in making of the award.

Disclosure Requirement - The proposer shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States, and shall describe circumstances for each. When a proposer is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of NYSERDA after the award of a contract, NYSERDA may exercise its stop-work right pending further investigation, or terminate the agreement; the contractor may be subject to penalties for violation of any law which may apply in the particular circumstances. Proposers must also disclose if they have ever been debarred or suspended by any agency of the U.S. Government or the New York State Department of Labor.

6. Attachments

Attachment A: Article 15-A (MWBE) Contract Provisions (non-construction contract)
Attachment B: Article 17-B (SDVOB) Provisions for Solicitation Documents (non-construction)
Attachment C: Cost Proposal Worksheet
Attachment D: Sample Agreement
Attachment E: Information Security Policies and Procedures Manual

The following request REQ 3634 was submitted on May 15, 2017 by wjf
Paste Amendment Text Here