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Electric Reliability Council of Texas, Inc. (ERCOT)

Contract Administration and Procurement

Request for Proposal

For

Professional Services for

Privileged Account Management (v2)

Date of Release: August 17, 2017

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1. GENERAL INFORMATION

1.1 RFP Objective

The objective of ERCOT in this procurement is to identify and contract with a qualified vendor to provide professional services to implement CyberArk solution. CyberArk is currently deployed at ERCOT. This project will re-architect the implementation based on best practices, upgrade and harden CyberArk appliances, upgrade CyberArk software to current release, and onboard privileged accounts for Windows, AIX, and Linux servers. After all the servers and their accounts are on-boarded, a proof of concept will be performed to onboard a subset of routers and Oracle databases.

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 approximately 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 43,000 miles of transmission lines and 550 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 through March 2019 or as necessary to fulfill the goals of this RFP.
Any contract issued as a result of this solicitation is subject to cancellation, without penalty, either in whole or in part, for breach of contract. Such a contract may also be canceled by ERCOT for convenience upon a thirty (30) day written notice.

1.3.2   Contract Elements

The term "contract" means the contract was awarded as a result of this RFP and all exhibits attached hereto. At a minimum, the following documents will be incorporated into the contract: this RFP and all attachments and exhibits; any modifications, addendum, or amendments issued in conjunction with this RFP; and the successful Respondent's proposal. Respondent, if selected, must execute ERCOT's Master Agreement. The actual work to be performed and the compensation for such work will be documented in a Statement of Work. If the Respondent currently has an active Master Agreement with ERCOT, only a new Statement of Work will be required.

1.4 Basic Philosophy: Contracting for Results

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

1.5 Legal and Regulatory Constraints

1.5.1   Conflicts of Interest

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

1.5.2   Former Employees of ERCOT

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

1.5.3   Interpretive Conventions

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

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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:

Lisa Sanchez

2705 West Lake Drive

Taylor, Texas 76574

(512) 248-6544

Fax: (512) 248-3118

Lisa.Sanchez@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	Thursday, 8/17/2017
Optional Notice of Intent to Propose Due	Monday, 8/28/2017
Vendor Questions Due	Thursday, 8/31/2017
Response to Vendor Questions Posted	Thursday, 9/7/2017
Vendor Proposals Due	Thursday, 9/21/2017
Vendor Presentations (if needed)	October 2017
Anticipated Contract Award	November 2017
Anticipated Contract Start Date	12/14/2017

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

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to Propose. Vendors not submitting the Notice of Intent to Propose will not receive changes, amendments, or answers to questions regarding this Request For Proposal.

1.9 RFP Cancellation/Non-Award

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

1.10 Right to Reject Proposals

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

1.11 No Reimbursement for Costs of Proposals

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

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2   SCOPE AND REQUIREMENTS

2.1 Project Scope Overview

ERCOT is seeking Professional Services to assist implementing CyberArk using a risk based approach. CyberArk components that ERCOT is currently licensed for include:
- Enterprise Password Vault (EPV)
- Privileged Session Manager (PSM)
- Management Portal/Web Access
- Master Policy
- Secure Digital Vault
- Discovery and Audit

Currently only the Management Portal/Web Access, Enterprise Vault, and Secure Digital Vault are used in a limited capacity.

Goals of the project include restricting lateral movement, isolate high value assets, and monitor behavior. Restricting lateral movement includes assigning unique passwords on every server and implementing one-time passwords. ERCOT will use CyberArk to isolate access to sensitive assets and target systems. Behavior monitoring will include identifying changes in behavior for high privileged accounts as well as detecting credential theft by integrating CyberArk with ERCOT's SIEM tool. Assets that are in scope for the project are all servers; Windows, Linux, and AIX only at the OS level. Appliances running on the targeted operating systems will be review and may be removed from scope.

The risk based approach will be iterative for each server type. Each iteration includes:
- Discovery and Baseline
- CyberArk Platform Architecture
- Security Review and replacing the current CyberArk appliances
- Upgrade CyberArk software to most current release available
- Platform Health Check and Assessment
- Onboard Privileged Accounts for the Operating System Servers in scope
- Break Glass Architecture and implementation

2.1.1   Discovery and Baseline

- Execute reoccurring DNA scans
- Identify gaps in coverage in PAM solution and passwords that are managed
- Identify disconnected and other privileged accounts
- Account Identification
- Identify safe design/platform design
- Create AD groups (configured Directory Mapping)
- Provision AD groups to safes

2.1.2   CyberArk Platform Architecture and Security Review

- Existing platform architecture review
- Validate existing ERCOT configuration

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- Identify conceptual and architectural requirements
- Capture hardening recommendations and requirements
- Current appliance are at end of life in 2017

2.1.3 Upgrade CyberArk in two environments; iTest and PRD. ERCOT has two PRD datacenters that run in Active/Passive mode. For each environment:

- Install and harden new appliances
- Install current software release
- Test functionality for password changes
- Create workflows for risk mitigation

2.1.4 The Health Check and Assessment includes:

- Perform Health Check after upgrade to assess performance of the vault
- Provide recommendations for optimal performance and overall security best practices

2.1.5 Onboard Privileged Accounts

- Disconnected privileged accounts
- Domain accounts with one-time password
- Server Local Admin accounts

2.1.6 Break Glass Architecture and Implementation

- In the event that both datacenters are unavailable, ERCOT must have a method to retrieve accounts and passwords for assets
- Break Glass process must be implemented and tested

2.2 General Requirements

The Service Provider will be required to produce an architectural design, and business continuity planning and design, and perform implementation of the solution based on Privileged Access Management best practices. Requirements include but are not limited to the following.

2.2.1 Perform an assessment of current state of privileged accounts

2.2.2 Architect solution for Best Practices

2.2.3 Architect a break glass procedure in case both Vaults are down; must be able to access passwords in case of emergency

2.2.4 Infrastructure design and implementation to support high availability for two production datacenters and one non-production environment

2.2.5 Integrate CyberArk with Active Directory for the following functions:

                          2.2.5.1 User Authentication

                          2.2.5.2 Transparent User Management / Identity Management Integration

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2.2.5.3 Auto Detection of active directory domain joined systems through LDAP Query

2.2.6 Design naming standards and safes

2.2.7 Design technology specific platforms and their workflows, password management, policy settings, and create exceptions within the Master Policy for situations where one set of accounts may need different controls

2.2.8 Design and implement workflows for onboarding new assets and decommissioning assets. During the course of ongoing CyberArk administration, data (new ID's and systems) will require addition to the system through one of the following methods:

2.2.8.1 Manual Entry through Web Interface

2.2.8.2 Bulk Upload via CSV file

2.2.8.3 Automatic Detection from Active Directory

2.2.8.4 Automatic Detection from VMware VCenter

2.2.9 Implement Extract Vault Data (EVD) into evidence database to be used for compliance reporting

2.2.10 Develop reports that are required to include Admin Level Operations Reports (client), Operational Reports (PVWA), and Audit/Compliance Reports. Some custom reports may be required to include data extracted from the EVD utility

2.2.11 Implement SNMP Health Monitoring for Vault Servers and integrate with OpenView.

2.2.12 Configure the PAS solution to communicate with an ERCOT SMTP server. The integration of SMTP will allow the system to provide e-mail notification alerts regarding health, operational failure, and access workflows

2.2.13 Session recording data must be gathered when end-users establish a PSM session to a remote system while interacting with a password object

2.2.14 Enable Single Sign On in the Dev, Test and Production environments

2.2.15 At the end of all phases related to servers, perform a proof of Concept for Cisco Routers and Oracle databases

2.2.16 Develop and maintain documentation related to physical and logical architecture, system operations run books, etc.

2.2.17 Perform Transfer of Knowledge to ERCOT resources

2.2.18 In their responses to this RFP, respondents must describe in detail the methodology and approach to meeting the requirements of this RFP

2.2.19 Respondents must include a Gantt chart or Project schedule for completing each set of deliverables, key milestones, or scope requirement described herein

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2.2.20 The awarded supplier must provide a Project Manager or lead who has decision-making authority and will assume responsibility for coordination, control, and performance of this effort.

2.2.21 Any changes to key personnel associated with the subsequent contract must be submitted in writing and approved in writing by ERCOT

2.2.22 The awarded supplier must provide an organizational chart and list of the supplier's corporate chain-of-command, as well as any established procedures for contacting individuals within that chain-of-command

2.3 Qualifications

At a minimum, below are the expected qualifications that are expected of the awarded supplier and their key personnel.

2.3.1 The Service Provider will be required to provide individuals that have a minimum of 5 years hands-on experience architecting, designing, and implementing the following requirements

2.3.2 These individuals must be employees of the company for a period of at least 2 years

2.3.3 The Service Provider will be required to provide individuals with hardware implementation and hardening experience with a minimum of 5 years

2.4 Deliverables

The Service Provider is to provide a current state assessment, risk based implementation approach, implementation of an updated infrastructure, current release of software configured to support the requirements, workflows for onboarding new assets and accounts, workflows for decommissioned assets and accounts, business continuity plan, training, documentation, and transfer of knowledge to ERCOT staff.

2.4.1 Perform an assessment of current state of privileged accounts

2.4.2 Architect and implement solution for Best Practices

2.4.3 Architect and implement Business Continuity plan

2.4.4 Architect and implement Infrastructure design with high availability

2.4.5 Design and implement technology specific platforms and their workflows, password management, policy settings, and create exceptions within the Master Policy for situations where one set of accounts may need different controls.

2.4.6 Design and implement workflows for onboarding new assets and decommissioning assets.

2.4.7 Implement Extract Vault Data (EVD) into evidence database to be used for compliance reporting

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2.4.8   Develop reports that are required to include Admin Level Operations Reports (client), Operational Reports (PVWA), and Audit/Compliance Reports. Some custom reports may be required to include data extracted from the EVD utility.

2.4.9   Implement SNMP Health Monitoring

2.4.10 Configure the PAS solution to provide e-mail notification alerts regarding health, operational failure, and access workflows

2.4.11 Implement session recording

2.4.12 Implement one time password

2.4.13 Break Glass Architecture and implementation

2.4.14 Enable Single Sign On in the Dev, Test and Production environments

2.4.15 Perform a proof of Concept for Routers and Oracle database

2.4.16 Documentation related to physical and logical architecture, system operations run books, administration, and maintenance tasks

2.4.17 Perform Transfer of Knowledge to ERCOT resources

3   GENERAL INSTRUCTIONS AND RESPONSE REQUIREMENTS

3.1 Notice of Intent to Propose

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

3.2 Vendor Questions and Comments

All questions and comments regarding this RFP must be submitted electronically to the email address contained in Section 1.6 (ERCOT Point of Contact). All questions must reference the appropriate RFP page and section number. In order to receive a response, vendor questions and comments must be received no later than the deadline set forth in Section 1.7 (Procurement Timeline). Inquiries received after the due date may be reviewed by ERCOT but will not receive a response. Answers to vendor questions will be emailed to the point of contact listed on the Notice of Intent to Propose. A respondent must inquire in writing as to any ambiguity, conflict, discrepancy, exclusionary specification, omission or

other error in this RFP prior to submitting a proposal. If a respondent fails to notify ERCOT of any error, ambiguity, conflict, discrepancy, exclusionary specification, or omission, the respondent shall submit a proposal at its own risk and, if awarded the contract, shall have waived any claim that the RFP and Master Agreement were ambiguous and shall not contest ERCOT's interpretation. If no error or ambiguity is reported by the deadline for submitting written questions, the respondent shall not be entitled to additional compensation, relief, or time by reason of the error or its later correction.

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

3.3 Modification or Withdrawal of Proposal

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

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

3.4 News Releases

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

3.5 Incomplete Proposals

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

3.6 ERCOT Use of Vendor Ideas

- ERCOT reserves the right to use any and all ideas presented in any proposal that are not the respondent's proprietary information and so designated in the proposal. The respondent's proprietary materials do not include information that *is already published or available to the public, or subsequently becomes available;*
- is received from a third party who, to ERCOT's knowledge, is not in breach of *any obligation of confidentiality; or*
- is independently developed by personnel or agents of ERCOT without reliance on the respondent's proprietary materials;

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3.7 Additional Information

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

3.8 Instructions for Submitting Proposals

3.8.1 Submission

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

3.8.2 Additional Requirements

All proposals must be:

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

3.9 Format and Content

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

(1) Part 1 – Business Proposal; and

(2) Part 2 – Cost Proposal.

3.9.1   Part 1 -- Business Proposal

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The Business Proposal must include:

- Section 1 – Transmittal Letter;
- Section 2 – Executive Summary;
- Section 3 – Corporate Background and Experience;
- Section 4 – Methodology and Services Approach;
- Section 5 – Assumptions;
- Section 6 – Appendices;
- Section 7 – Vendor Information and Other Required Forms.

Section 1 -- Transmittal Letter

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

The transmittal letter must include:

1. Disclosure of all pending, resolved, or completed litigation, mediation, arbitration, or other alternate dispute resolution procedures involving the respondent (including subcontractors,) and its client(s) within the past 24 months.

2. Disclosure of all affiliations with, or ownership relationships with, any ERCOT Market Participant or its affiliates.

3. A description of any personal or business interest that may present an actual, potential, or apparent conflict of interest with the performance of the contract and an explanation of how the respondent can assure ERCOT that these relationships will not create an actual conflict of interest.

4. A list of key personnel previously employed by ERCOT in accordance with the requirements of Section 1.5.2.

5. A complete list of all exceptions, reservations, and limitations to the terms and conditions of the RFP.

6. Signed copies of the Professional Services Agreement, NDA, IRS W-9, and Vendor Information Form located here: http://www.ercot.com/about/procurement/index.html.

7. Additionally, if the nature of this RFP solicitation involves an Information Technology purchase, please review and acknowledge the "Cyber Security Requirements" document, also located here: http://www.ercot.com/about/procurement/index.html

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

1   Does the solution include an application that will generate electronic information to be saved or stored within such application, whether hosted off-site or within ERCOT's current IT infrastructure?

    If YES, proceed to question 2.

    If NO, no further questions are required as this does not pose any RIM Program concerns.

2   Does your solution utilize proprietary electronic document formats?

    If YES, provide additional detail for RIM evaluation (what format(s) and access requirements).

    If NO, provide additional detail for RIM evaluation (what format(s)).

3   Can your product meet ERCOT's RIM program requirements[1] for Records and information generated or stored by the system including destruction at the end of their lifecycle?

    If YES, provide additional detail for RIM evaluation.

    If NO, initiate additional discussion.

Section 2 -- Executive Summary

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

Section 3 -- Corporate Background and Experience

Respondent Background and Experience

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

- Respondent's full organization, company, or corporate name;
- Headquarter address;
- Type of ownership (e.g. partnership, corporation);
- If respondent is a subsidiary or affiliate and the name of the parent organization;
- State where the respondent is incorporated or otherwise organized to do business;

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[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.

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- Federal taxpayer identification;

- Name and title of person who will sign the contract; and

- Name and title of person responsible for responding to questions regarding the proposal, with telephone number, facsimile number, and email address.

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

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

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.

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

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Respondents must complete the following required forms:

1. Nondisclosure Statement

2. Vendor information form

3. Except for current ERCOT suppliers who have an active Master Agreement with ERCOT or who have completed the Vendor Information Form (VIF) within the last six months, all Respondents must provide a completed Supplier Vendor Information Form along with the proposal.

4. If the anticipated contract value with ERCOT is equal to or >$250,000.00, the respondent must include the two (2) most recent two (2) years audited financial statements (include unaudited statements if supplier is unaudited). Publically-held companies must include or provide a link to the most recent Forms 10-K and 10-Q filings.

3.9.2   Part 2 -- Cost Proposal

The Cost Proposal must be based on the Scope of Work described in Section 2. This section should include any business, economic, legal, or practical assumptions that underlie the Cost Proposal.

Respondents may separately identify cost-saving and cost-avoidance methods and measures and the effect of such methods and measures on the Cost Proposal and Scope of Work.

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

Cost Proposal		
Cost not included in respondents pricing proposal to ERCOT are the sole responsibility of the respondent.	Estimated Number of Hrs to Complete	Total Cost
Project Deliverables and Costs		
Deliverable 1 – DELIVERABLE as required in 2.4.1	XX	$0.00
Deliverable 2 – DELIVERABLE as required in 2.4.2	XX	$0.00
Deliverable 3 – DELIVERABLE as required in 2.4.3	XX	$0.00

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	TOTAL FIXED COST:	$0.00

3.10 Multiple Responses

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

3.11 Joint Proposals

Two or more companies may join together and submit a joint proposal in response to this RFP. A joint proposal must completely define the responsibilities each company proposes to undertake. Also, the joint proposal must designate a primary respondent who will be responsible for the delivery of all goods, services, and requirements as specified in the RFP, and a single authorized official from the primary respondent to serve as the sole point of contact between ERCOT and the joint proposers. Any contract resulting from a joint proposal must be signed by an authorized agent or officer of each company. Each company included in the submission of a joint proposal will be jointly and severally liable during the term of the contract.

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4 Evaluation

4.1 Evaluation of Proposals

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

4.2 Evaluation Criteria

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

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

2. The vendor's fees or cost structure.

4.3 Oral Presentations and Site Visits

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

4.4 Discussions with Respondents

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