2019 NEW YORK POWER AUTHORITY
SUPPLIER EXPO
WELCOME FROM

Joseph Kessler, EVP & Chief Operating Officer, Utility Operations
NYP A & Its Vision

John Canale
Vice President, Strategic Supply Management
What Does SRM Mean To Suppliers?

Eric Alemany
Director, Supplier Relationship Management
Project Management
Utility Operations
Patricia Lombardi
Vice President, Project Management
## Project & Construction Management

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<th>Generation &amp; Transmission</th>
<th>SGT Strategic Initiatives</th>
<th>Project, Business Development</th>
<th>Interconnects / Transmission Expansion</th>
<th>Outreach</th>
<th>Other</th>
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<tr>
<td>NIA LPGP LEM</td>
<td>Sensor Deployment</td>
<td>SmartPath</td>
<td>CPV – Dolson Ave</td>
<td>STL OPRHP Facilities</td>
<td>White Plains (WPO) Facility Management</td>
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<tr>
<td>T-LEM</td>
<td>Communications Backbone</td>
<td>North Country Battery Storage</td>
<td>Rochester Area Reliability Project</td>
<td>Utica Discovery Center</td>
<td>WPO Utility Upgrades</td>
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<td>Next Generation Niagara</td>
<td>Emerg. Energy Control Center</td>
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<td>WNY – Empire State Line</td>
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<td>WPO Garage Expansion</td>
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<td>Equipment Rep/Upgrades</td>
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<td>Infrastructure Improvements</td>
<td>Digital Substation</td>
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- CPV – Dolson Ave
- Rochester Area Reliability Project
- WNY – Empire State Line
- STL OPRHP Facilities
- Utica Discovery Center
- Visitor Center Upgrades
- Niagara Scenic Parkway (RM Pkwy Removal)
- WPO Garage Expansion
- White Plains (WPO) Facility Management
- WPO Utility Upgrades
Large Capital Program
Continued significant investments in NYPA’s utility operations to ensure grid performance & reliability

Utility Operations Major Programs
Total Investment
($3.6 Billion)

<table>
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<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>Transmission</td>
<td>$736.5</td>
<td>$897.0</td>
<td>$1,033.1</td>
<td>$907.9</td>
</tr>
<tr>
<td>Generation</td>
<td>$239.5</td>
<td>$369.8</td>
<td>$472.8</td>
<td>$344.1</td>
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</tbody>
</table>

NYPA Capital Investments
(In $ Millions)

- Utility Operations Major Programs
- NYPA Total Capital
### Large Major Capital Programs

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Estimated (In $ Millions)</th>
<th>Approved (In $ Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Moses Life Extension &amp; Modernization (LEM)</td>
<td>1,100.0</td>
<td>224.0</td>
</tr>
<tr>
<td>Transmission LEM (Capital)</td>
<td>726.0</td>
<td>726.0</td>
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<tr>
<td>Moses-Adirondack Smart Path Reliability Project</td>
<td>484.0</td>
<td>142.7</td>
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<tr>
<td>Lewiston Pump Generating Plant LEM</td>
<td>460.0</td>
<td>460.0</td>
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<tr>
<td>Marcy to New-Scotland Electric Upgrade Project (AC Transmission Proceeding)</td>
<td>281.6</td>
<td>28.1</td>
</tr>
<tr>
<td>Robert Moses Superstructure Bridge Replacement</td>
<td>190.0</td>
<td>1.7</td>
</tr>
<tr>
<td>Communications Backbone Program</td>
<td>153.0</td>
<td>100.3</td>
</tr>
<tr>
<td>Sensor Deployment Program</td>
<td>107.8</td>
<td>107.8</td>
</tr>
<tr>
<td>Niagara Power Project Fire Alarm &amp; Safety Systems Program</td>
<td>37.6</td>
<td>37.6</td>
</tr>
<tr>
<td>North Country Energy Storage</td>
<td>29.8</td>
<td>29.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,569.8</strong></td>
<td><strong>$1,858.0</strong></td>
</tr>
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**TOP 10 INITIATIVES**

Our largest projects represent ~60% of our total capital spending on utility operations *

* Utility operations excludes Energy Efficiency & Canals
Delivery Model Variations

1.0 Design-Bid-Build
- Cost certainty is a primary factor
- Separate Designer and Builder
- NYPA requires heavier involvement, and may develop the design (e.g., critical system)

2.0 Design Build (a.k.a. EPC)
- Speed / total project cost are primary factors
- Opportunities for cost efficiencies
- One responsible party to manage

2.1 Turnkey

2.2 Furnish Deliver Install (FDI)

2.3 Progressive

2.4 Design Selection

2.5 Design Build Manager

Typical Design Build Delivery Models for use by NYPA

Examples:
- Utility Ops: 20 MW Battery Storage project
- Energy Efficiency: NYC HHC project
- Example: Robert Moses LEM Controls
Engineering & Construction Management, Clean Energy Solutions

Dominick Luce
Vice President, Engineering & Construction Management
Engineering & Construction Management Functions

- Engineering & Construction (QA/QC Program)
- NYC Implementation
- SENY Implementation
- Statewide Implementation
- Project Controls & Operations (PMO)
Evolution of Technologies & Offerings

1986
Watt Busters
Efficient lighting upgrades for our upstate customers

1990
HELP Program
Efficient lighting upgrades for governmental customers in NYC & Westchester County

1990-2000
Turnkey Implementation
Pumps, Motors, Boilers, Chillers & BMS

2000-2005
Renewables
Solar PV, Cogeneration, Wastewater

2005-2010
Expanded focus
Demand Control Ventilation, Wireless Controls, HVAC

2010-2015
Expanded focus
Solar Thermal, Microgrid

2015-2019
Expanded focus
Exterior LED Lighting, Advanced Cooling Towers, Charging Stations, Design Build, ESPC, O&M Services
Program Highlights

Completed
Throughout NYS since 1990

$3 BILLION Invested
* $1 Billion in the past 5 years

Over 2,300 projects implemented

Nearly 1.2 MILLION tons of GHG Reduction

Current Pipeline

$1.9 Billion

$945M in Development
$990M in Construction

Services

• Facility Audits
• Building Energy Modeling
• Energy Master Plan
• Retro-Commissioning
• Engineering & Design
• Equipment Procurement
• Construction Trade Management
• Environmental Services
• Third Party Commissioning
• Special Inspections
• Project Financing
Program Initiatives

**Design Build**
- Alternate implementation methods
- Increase innovation
- Increase collaboration
- Expedited project schedule

**Cycle Time**
- Increase productivity
- Streamline processes

**Digitization**
- Digital Tools
  - Primavera Project Management
  - Digital Design Review
- Reduce Cycle Time
- Data analytics for energy optimization
Sustainable NYPA

Brandon Hardman
Project Analyst, Energy Climate | Sustainability
SUSTAINABILITY AT NYP A

- Identified as a core value that defines the way NYP A fulfills its mission and executes its strategic vision
- Integrates economic, social and environmental performance for long-term value creation
SUSTAINABILITY PLAN

- Launched in January 2019
- Defines a company-wide strategy to address climate change and minimize the environmental impact of operations
- Establishes goals and targets for individual program areas
- Aligns with and supports NYPA’s decarbonization strategy and New York State clean energy and climate policies
CREATING A MORE SUSTAINABLE SUPPLY CHAIN

PROGRAM GOAL

- Improve sustainability practices of strategic suppliers
- Identify products with lower environmental life-cycle impacts

CURRENT INITIATIVES

Partnered with Strategic Supply Management (SSM) to integrate sustainability criteria into the vendor selection process
EVolveNY Program

Leonel Rosario
Associate Project Engineer
NYPA’s EVolve NY Program

EVolve NY Fast Charger Expansion Through 2020
Charging electric vehicles in as little as 20 minutes

NYPAs EVolve NY Program

NYPAs will own and operate the DCFC
Eliminate range-anxiety by installing up to 200 DCFC (150 kW)
Sites will each have an average of 4 chargers
Targeting 30 mile intervals along key interstate corridors, as well as select urban hubs
Focus on Driver Convenience near key highways with access to amenities
First phase of projects: $40M

**Strategic DCFC Roll Out**

**EVolve NY Fast Charger Expansion Through 2020**
Charging electric vehicles in as little as 20 minutes

**Goal:** Eliminate EV range-anxiety by installing up to **200 DCFC 150kW chargers** targeting 30 mile intervals along key interstate corridors, as well as select urban hubs

**EV Model Community**

**Goal:** Create and scale a seamless EV customer journey in a NYPA distribution Muni(s)/Co-op(s) to accelerate EV market share within a target geography

**Airport Charging Hubs**

**Goal:** Substantially de-risk the market, enable private sector participation and increase EV adoption within 200+ mile radius of NYC by building out critical EV infrastructure at key airport sites
DCFC – second generation machines (150 kW)
Procurement Insights: Responding to RFPs, Bid Evaluations and Award

Michele Romagnuolo
SSM Category Manager, Major Projects
AGENDA AND CONTENT

» SOLICITATION MECHANISMS
» RFP AND PROPOSAL EVALUATION PROCESS
» RESPONDING TO RFP
» RFP EVALUATION PROCESS
» BIDDER RESPONSIBILITIES
» QUESTIONS AND ANSWERS
The Authority utilizes different mechanisms to identify and qualify potential suppliers, solicit bids and ultimately engage them in project opportunities. Following are the key mechanisms currently used:

**RFI:** Request for Information (RFI) process is an informal or formal process (“Project Sunlight”) used to solicit general information about the suppliers, its products, services, technologies, capabilities, as well as gather market intelligence and other useful information for the Authority.

**RFQ:** For complex/large projects or for new technologies, the Authority may opt to “qualify” suppliers prior to the issuance of a formal proposal. The RFQ (Request for Qualifications) process is used solicit prospective bidders. The invitation is advertised in the same manner as the RFP. However, pricing is not requested or of a consideration.

**RFP:** The Request for Proposal (RFP) process is a formal process used to solicit proposals for specified Scopes of Work. These will either be issued as Open Bids, in which case the opportunity will be advertised, or will be directed as a pool of potential bidders identified through the RFQ process.

Responding to the Authority’s solicitations **MUST** be submitted through SAP Ariba. Assistance in navigating the Ariba system is provided by Ariba and the Authority.

All correspondence during the "Bids Restricted Period” must be addressed to the Authority’s Strategic Supplier Management (SSM) representative, e.g. M. Romagnuolo.
The Evaluation Criteria is developed early in the process, to ensure that all required information is submitted with any Proposals.

The Evaluation Criteria is then used following the submission of the Proposals to determine which bidder “best meets” the RFP’s Requirements, Objectives and/or Intent.
Standard technical and commercial requirements include but are not limited to:

**Safety Culture and Past Performance** – The Bidder’s proposal shall include a comprehensive and project specific Health and Safety Plan (H&SP), including but not limited to EMRs, Safety manuals and procedures, Environmental Response, Helicopter Services safety plan, Confined Space planning, etc.

**Subcontracting Goals** – The Bidder’s commitment to meet and exceed MWBE and SDVOB subcontracting goals as set forth in the RFP.

**Diversity Practices** – Including demonstrated commitment to outreach, mentoring, and development growth of NYS certified MWBEs, and SDVOBs.

**Contract Terms & Conditions** – Standard and specific terms and conditions, e.g. Claims, Damages, Insurances, Liquidated Damages, Payment Terms, Termination and other clauses pertaining to the project are included in the RFP. An ”exception free proposal” is sought after.

**Financial Viability and Credit Worthiness** – Audited financials for the last 3 to 5 years is required in addition to demonstrating “creditworthiness” to support the project. Bonding capacity

**Qualifications and Experience** – Demonstrated resources, equipment, capability, and other qualifications and experience specific to the work.
Project’s specific requirements include but are not limited to:

- **Business Processes** – Demonstration of robust, standard and provide business processes to support the Work, including, but not limited to: Project Management, Construction Management, Procurement/ Subcontractor Management, QA/ QC Program, etc.

- **Execution Plan & Approach to Work** – Proposed approach and project plans address all NYPA requirements and demonstrates the ability to satisfy all project deliverables. This includes, but in not limited to: Mobilization & Demobilization Planning, Site Staging, Project Team structure, proposed Design Planning, Permitting, etc.

- **Cost Competitiveness** – The Bidder’s proposed costs and demonstration of the overall “best value” for NYPA.

- **Project Schedule** – The Bidder’s proposal will include proposed project schedule(s) to effectively meet or exceed all identified project milestones, that takes into account any and all potential constraints (e.g. Weather, NYPA Outage Scheduled, Maintenance Schedules, etc.).
Evaluation Process – The process is standardized to ensure that the Evaluation is impartial and consistent among all vendors even if there are different evaluators. Quantitative and qualitative scoring are used.

Scoring the Bids – Prior to the receipt of Proposals, the Evaluation Team will review the Evaluation Criteria and finalize the potential Weights for each Evaluations Factors.

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>CRITERIA DESCRIPTION</th>
<th>WEIGHT</th>
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</thead>
<tbody>
<tr>
<td><strong>1. COMMERCIAL/ STRATEGIC REQUIREMENTS</strong></td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td>A. Safety Program and Performance</td>
<td>Safety Commitment, Records of Past Performance, Plan and the Proposed Safety Approach; Demonstrating Understanding of the Safety Requirements,</td>
<td>60%</td>
</tr>
<tr>
<td>B. Schedule Planning Compatibility with NYPA</td>
<td>Proposed schedule/ plans align with identified NYPA requirements.</td>
<td>40%</td>
</tr>
<tr>
<td>C. Overall Company Stability</td>
<td>Financial Stability Balance Sheet Health, Credit Limits; Ability to Bond) and the Overall Company Size, Locations, # of Employees, Field Technical Support, etc.</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL COMMERCIAL/ STRATEGIC REQUIREMENTS EVALUATION WEIGHT (SECTION)</strong></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td><strong>2. PROJECT EXECUTION/ TECHNICAL REQUIREMENTS</strong></td>
<td></td>
<td>50%</td>
</tr>
<tr>
<td>A. Design/ Specification Compatibility</td>
<td>Proposed design meets and/ or exceeds identified NYPA requirements.</td>
<td>45%</td>
</tr>
<tr>
<td>B. Overall Project Plan/ Approach</td>
<td>Bidder’s overall project plan and approach to both the engineering, fabrication, delivery, and/ or construction of the work in accordance to NYPA’s expectations.</td>
<td>30%</td>
</tr>
<tr>
<td>C. Project Team</td>
<td>Identified project team has experience, apparent capability, certifications, etc. to effectively implement the proposed solution.</td>
<td>15%</td>
</tr>
<tr>
<td>D. Subcontractor Management</td>
<td>Proposed subcontractors, including the process for identification and management</td>
<td>10%</td>
</tr>
<tr>
<td><strong>TOTAL PROJECT EXECUTION/ TECHNICAL REQUIREMENTS EVALUATION WEIGHT (SECTION)</strong></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td><strong>3. COST EVALUATION</strong></td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>A. Cost and Value - Total Cost Evaluation</td>
<td>Total cost, including labor, materials, overhead expenses to perform the work.</td>
<td>100%</td>
</tr>
<tr>
<td><strong>TOTAL COST EVALUATION WEIGHT (SECTION)</strong></td>
<td></td>
<td>100%</td>
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</table>
Submitting a complete, well organized and addressing all the requirements, including the use of naming convention of the submitted documents is critical to bidder’s success. Other insights include:

» **Understand the Requirements** – Ensure the proposal addresses a requests requirements.

» **Level of Detail** – Ensure sufficient information has been provided to effectively represent the proposed solution/ offering.

» **Experience** – Link experience to delivery of the contract. Ensure evidence provided that all criteria are met.

» **Consistency** – Ensure provided information is consistent across responses.

» **Completeness and Clarity** – Ensure all required information is submitted. If requested information is referenced in other parts of your responses, ensure this is noted and clear.

» **Concise** – Avoid superfluous or irrelevant information, or marketing materials, unless its requested.

» **Timeliness** – Ensure noted **ALL** deadlines, e.g. pre-bid meeting, bidders questions, bids due date are met.