

December 16, 2014

**MEMORANDUM TO THE TRUSTEES**

**FROM THE PRESIDENT and CHIEF EXECUTIVE OFFICER**

**SUBJECT: Procurement (Services) and Other Contracts –  
Business Units and Facilities –  
Awards, Extensions and/or Additional Funding**

**SUMMARY**

The Trustees are requested to approve the award and funding of the multiyear procurement (services) and other contracts listed in Exhibit “A,” as well as the continuation and/or funding of the procurement (services) contracts listed in Exhibit “B,” in support of projects and programs for the Authority’s Business Units/Departments and Facilities. Detailed explanations of the recommended awards and extensions, including the nature of such services, the bases for the new awards if other than to the lowest-priced bidders and the intended duration of such contracts, or the reasons for extension and the projected expiration dates, are set forth in the discussion below.

**BACKGROUND**

Section 2879 of the Public Authorities Law and the Authority’s Guidelines for Procurement Contracts require the Trustees’ approval for procurement contracts involving services to be rendered for a period in excess of one year.

The Authority’s Expenditure Authorization Procedures (“EAPs”) require the Trustees’ approval for the award of non-personal services, construction, equipment purchase or non-procurement contracts in excess of \$3 million, as well as personal services contracts in excess of \$1 million if low bidder, or \$500,000 if sole-source, single-source or non-low bidder.

The Authority’s EAPs also require the Trustees’ approval when the cumulative change-order value of a personal services contract exceeds \$500,000, or when the cumulative change-order value of a non-personal services, construction, equipment purchase, or non-procurement contract exceeds the greater of \$1 million or 25% of the originally approved contract amount not to exceed \$3 million.

**DISCUSSION**

**Awards**

The terms of these contracts will be more than one year; therefore, the Trustees’ approval is required. Except as noted, all of these contracts contain provisions allowing the Authority to terminate the services for the Authority’s convenience, without liability other than paying for acceptable services rendered to the effective date of termination. Approval is also requested for funding all contracts, which range in estimated value from \$135,500 to \$10 million. Except as

noted, these contract awards do not obligate the Authority to a specific level of personnel resources or expenditures.

The issuance of multiyear contracts is recommended from both cost and efficiency standpoints. In many cases, reduced prices can be negotiated for these long-term contracts. Since these services are typically required on a continuous basis, it is more efficient to award long-term contracts than to rebid these services annually.

### **Extensions**

Although the firms identified in Exhibit “B” have provided effective services, the issues or projects requiring these services have not been resolved or completed and the need exists for continuing these contracts. The Trustees’ approval is required because the terms of these contracts will exceed one year including the extension, the term of extension of these contracts will exceed one year and/or because the cumulative change-order limits will exceed the levels authorized by the EAPs in forthcoming change orders. The subject contracts contain provisions allowing the Authority to terminate the services at the Authority’s convenience, without liability other than paying for acceptable services rendered to the effective date of termination. These contract extensions do not obligate the Authority to a specific level of personnel resources or expenditures.

Extension of the contracts identified in Exhibit “B” is requested for one or more of the following reasons: (1) additional time is required to complete the current contractual work scope or additional services related to the original work scope; (2) to accommodate an Authority or external regulatory agency schedule change that has delayed, reprioritized or otherwise suspended required services; (3) the original consultant is uniquely qualified to perform services and/or continue its presence and rebidding would not be practical or (4) the contractor provides a proprietary technology or specialized equipment, at reasonable negotiated rates, that the Authority needs to continue until a permanent system is put in place.

The following is a detailed summary of each recommended contract award and extension.

### **Contract Awards in Support of Business Units/Departments and Facilities:**

#### **Business Services**

##### ***Controller’s Office – Payroll***

The contract with **Ceridian HCM, Inc. (“Ceridian”)** (Q14-5618) would provide for payroll processing services, related tax filings and interface with the SAP Human Resources software application for all Authority employees, as well as meeting various reporting requirements, such as those of third-party service providers, including savings plans, benefits administrators, etc. Bid documents were developed by staff and were downloaded electronically from the Authority’s Procurement website by 22 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. One proposal was received from Ceridian, the current service provider, and was evaluated by staff, as further set forth in the Award

Recommendation documents. The Ceridian proposal offered two distinct solutions, DayForce (a cloud-based product) and Source 500 (the current “on-premise” solution). Ceridian’s DayForce solution was reviewed by the Authority’s Finance and IT staff. Based on management’s current concerns regarding cloud-based solutions, the low percentage (12%) of Ceridian’s clients that currently use the DayForce product and the Authority’s satisfaction with the current product (Source 500), the Authority has decided to remain with Ceridian Source 500, with an option to implement the DayForce product during the contract term if it is deemed to be economical, suits the Authority’s business requirements and cloud-related security and technology concerns are assuaged. Due to the complexity of the Authority payroll, the qualified vendor pool is limited. Reasons submitted by several of the other firms that downloaded the bid documents, but did not submit a proposal, included time constraints, it was not their scope of work, a corporate business decision was made not to bid or they downloaded the bid documents for information purposes only. Ceridian has demonstrated its unique qualifications by developing and implementing customized enhancements and upgrades to accommodate the Authority’s complex processing requirements. Furthermore, Ceridian has demonstrated its commitment to continue its favorable pricing and has quoted no increase to the current costs for the first three years of the new contract, and a maximum increase of 3% for the fourth and fifth years if the Authority remains with the current solution (or not-to-exceed 10% if the DayForce product is implemented). Based on the foregoing, staff recommends the award of a contract to Ceridian, which is qualified to provide such services, meets the bid requirements and has provided satisfactory service under the existing contract for such work. The new contract would become effective on or about April 1, 2015, for an intended term of up to five years, subject to the Trustees’ approval, which is hereby requested. Approval is also requested for the total amount expected to be expended for the term of the contract, \$1,040,000.

## **Economic Development & Energy Efficiency**

### ***Energy Efficiency***

At the Trustees’ meeting of October 15, 2014, staff recommended the award of competitively bid contracts to twelve firms (**Q14-5668**) to provide for various services in connection with the Statewide Energy Efficiency Program. The Trustees approved the award of contracts to ten of these firms (**Cannon Design Architecture and Engineering, P.C., The Daylight Savings Company, Ecosystem/LiRo Energy Group II, EME Consulting Engineering Group, LLC, ENERActive Solutions, Energy & Resource Solutions, Inc. dba ERS, Fulcrum Facilities Services, LLC dba The Fulcrum Group, Guth DeConzo Consulting Engineers, P.C., PRES Services, LLC dba PRES Energy and RCM Technologies, Inc.**) and an aggregate total amount of \$300 million. (The proposed awards to **LaBella Associates, DPC (“LaBella”) and Wendel Energy Services, LLC (“Wendel”)**, originally included in the aforementioned October Discussion Agenda (Item 5), were not adopted by the Trustees because they were unable to attain the required number of votes based on conflicts of interest filed by some of the Board members.) The Wendel award will be resubmitted for the Board’s consideration at a later date. The proposed award to **LaBella** is now resubmitted for the Board’s consideration with the intent of achieving the required number of votes for adoption. Approval of this request to award a contract to LaBella would enable the

Authority to utilize the firm's specialty skills, experience and expertise, as needed. The contract would become effective on or about January 1, 2015 for an intended term of approximately five years (through October 14, 2019, coterminous with the other ten previously-approved contract awards), subject to the Trustees' approval, which is hereby requested. LaBella would share in the previously-approved aggregate total. Such contract will also be closely monitored for utilization levels, available approved funding and combined total expenditures.

## **Enterprise Shared Services**

### ***Corporate Support Services***

The contract with **Ensign Engineering, PC ("Ensign") (Q14-5693)** would provide for professional engineering services for the Authority's Centroplex (aka "Clarence D. Rappleyea") Building. Services include, but are not limited to, providing as-built mechanical, electrical and structural record drawings for all projects assigned to the engineering consultant, such as designs for emerging projects and future improvements to the building relating to renovation, updating or leasing of space, as well as surveying spaces throughout the building, in order to assess the existing mechanical, fire protection and electrical conditions. Bid documents were developed by staff and were downloaded electronically from the Authority's Procurement website by 122 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. Nine proposals were received and evaluated, as further set forth in the Award Recommendation documents. Staff recommends the award of a contract to Ensign, the lowest-priced evaluated bidder, which meets the bid requirements and has provided satisfactory service under the existing contract for such work. The new contract would become effective on or about February 2, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the total amount expected to be expended for the term of the contract, \$325,000. It should be noted that Ensign is a New York State-certified Woman-owned Business Enterprise ("WBE").

### ***Human Resources***

The contracts with **Career Concepts, Inc. dba CCI Consulting ("CCI") and Eileen K. Ward & Associates dba E.K. Ward & Associates ("EK Ward") (Q14-5734)** would provide for executive coaching services to enhance the performance or accelerate the development of certain Authority employees who take on broader roles and work initiatives. Bid documents were developed by staff and were downloaded electronically from the Authority's Procurement website by 76 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. Eight proposals were received and evaluated, based on criteria that included, but were not limited to, the coaching process, initial assessment methodology, coaching success measures, coach profiles, statewide coach presence, fees and charges, hourly follow-up rates, and relevant industry experience, as further set forth in the Award Recommendation documents. Based on the foregoing, staff recommends the award of contracts to two firms, CCI and EK Ward, the most technically qualified bidders, which fully meet the Authority's bid requirements and whose proposals clearly demonstrate their strong expertise and experience, with reasonable pricing. It should be noted that EK Ward has provided very satisfactory quality service under an

existing contract for such work. The award of contracts to two firms would benefit the Authority by providing more flexibility, increasing its options to access the coaching networks of both firms, and thereby enabling the Authority to successfully match executive coaching requests and candidates with the most suitable and qualified business coaches for all Authority locations throughout the state. The new contracts would become effective on or about January 1, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the aggregate total amount expected to be expended for the term of the contracts, \$1 million. Such contracts will be monitored for utilization levels, available approved funding and combined total expenditures. It should be noted that EK Ward is both a NYS-certified Minority Business Enterprise ("MBE") and WBE.

### ***Information Technology***

The contracts with **SuccessFactors, an SAP Company, and Symphony Management Consulting ("Symphony") (Q14-5587)** would provide for the Human Capital Management ("HCM") Cloud Based Solution and related services (modules + hosting and implementation, respectively). Bid documents were developed by staff and were downloaded electronically from the Authority's Procurement website by 85 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. Five proposals were received and evaluated; of this number, three were from HCM cloud solution module and hosting providers and two were from implementation partners for one of the three hosting providers. Based on a detailed review, evaluation and thorough assessment of the bidders' proposals and additional information requested during the evaluation process, three firms were invited for product demonstrations and interviews. Based on the foregoing, and as further set forth in the Award Recommendation documents, staff recommends the award of contracts to two firms: **SuccessFactors**, the lowest-priced qualified bidder that meets or exceeds the bid requirements, to provide the HCM cloud solution modules as well as hosting services, **and Symphony**, the lower-priced bidder for implementation services. The SuccessFactors solution includes modules for Performance Management, Succession Planning, Compensation, Recruitment, Onboarding and Workforce Analytics / Planning. The contract with SuccessFactors would become effective on or about December 17, 2014 for an intended term of up to five years and the contract with Symphony would become effective on or about February 2, 2015 for an intended term of up to two years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the total amounts expected to be expended for the terms of the contracts, \$1,100,980 for SuccessFactors and \$800,000 for Symphony, respectively. It should be noted that implementation of this project would also support the Authority's Workforce Planning strategic initiative, for which additional consulting services have been included. It should also be noted that Symphony is a NYS-certified WBE.

### **Law**

Due to the urgent need to commence services, the contract with **Proskauer Rose LLP (4500251856)** became effective on October 15, 2014, for an interim award amount of \$52,500, subject to the Trustees' ratification and approval as soon as practicable, in accordance with the Authority's Guidelines for Procurement Contracts and EAPs. Such contract provides for legal

representation, advice and counsel to the Authority, and other related services, pertaining to collective bargaining and related labor and employment matters, as well as such other services, as may be requested by the Authority. On September 29, 2014, the International Brotherhood of Electrical Workers (“IBEW”) filed a Petition for Impasse with the New York State Public Employment Relations Board, resulting in an imminent need to retain the services of experienced labor counsel to assist the Authority in developing a strategy to represent its interests through these and subsequent proceedings, and to successfully resolve the outstanding labor disputes with the IBEW. Due to the time constraints involved, it was not feasible to solicit formal proposals and there is no guarantee that the bidding process would result in the identification of another firm or individual that is as qualified as the recommended firm. Proskauer Rose is a well-respected internationally known law firm with a reputation for excellence, especially in the area of labor law. The strength and depth of its labor and collective bargaining resources is unprecedented. The firm is uniquely qualified to act as a labor consultant to the Authority and to assist in developing a strategy for the Impasse Proceedings, collective bargaining and labor relations. Based on the foregoing, and as further set forth in the Award Recommendation documents, staff determined that an award to Proskauer Rose on a single-source basis was in the best interests of the Authority. The firm possesses the requisite experience, specialized skill, and resources to represent the Authority’s interests in these proceedings, as well as to provide assistance in arriving at a subsequent collective bargaining agreement. The intended term of this contract is up to three years (two-year award with an option to extend for one additional year), subject to the Trustees’ ratification and approval, which is hereby requested. Approval is also requested for the total amount expected to be expended for the term of the contract, \$175,000.

### **Operations / Operations Support Services**

#### ***Power Generation / Support Services***

The contracts with **AEIS, LLC dba Atlas Evaluation & Inspection Services (“AEIS”)** and **Lucius Pitkin, Inc. (Q14-5688; PO#s TBA)** would provide for on-call failure analysis and metallurgical examination and testing services in support of the Authority’s plants, projects, facilities and transmission lines statewide. Technical services include providing all equipment, materials and labor (including engineering services, as needed) required to sample, test and analyze metallic and other elements used in power plant equipment and components, in order to support failure analysis, material composition analysis, integrity of equipment element analysis and evaluation, chemical analysis of toxic materials and testing and verification of the Authority’s suppliers’ products to confirm that they meet their respective technical specifications. Types of testing include, but are not limited to, metallographic examinations, heat treatments, fracture and fatigue testing, tube to tubesheet pull testing, energy dispersive analytical X-ray, destructive / non-destructive testing of all types, corrosion testing, and cavitation / erosion testing. The work will be performed at the Authority’s facilities, construction sites, manufacturer’s plants or in the consultant’s laboratory, as needed. Bid documents were developed by staff and were downloaded electronically from the Authority’s Procurement website by 24 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. Four proposals were received and evaluated, based on their in-house qualifications, equipment, personnel, past experience, proximity to the sites and White

Plains Office, quality assurance and itemized pricing, as further set forth in the Award Recommendation documents. Based on the foregoing, staff recommends the award of contracts to two firms, **AEIS and Lucius Pitkin**, the two most technically qualified bidders, which meet the bid requirements. The award of contracts to two firms would afford the Authority more flexibility and cost-effective options, depending on the nature of the situation and specific testing requirements. Lucius Pitkin has provided satisfactory service under an existing contract for such work. The new contracts would become effective on or about January 1, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the aggregate total amount expected to be expended for the term of the contracts, \$3 million. Such contracts will be monitored for utilization levels, available approved funding and combined total expenditures. It should be noted that AEIS is both a NYS-certified MBE and WBE.

The contract with **Atlantic Testing Laboratories, Limited ("ATL") (Q14-5740; PO# TBA)** would provide for on-call testing and inspection services of various materials including, but not limited to, concrete samples, metal, paint coating, welds and soil, for the St. Lawrence/FDR Power Project and nearby substations and switchyards, on an "as needed" basis. The independent testing laboratory, as directed by the Authority's construction representative, would perform such verification testing or inspection services in connection with some site construction projects, to ensure that a material conforms to all requisite standards and contract requirements. Bid documents were developed by staff and were downloaded electronically from the Authority's Procurement website by 29 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. Two proposals were received and evaluated, as further set forth in the Award Recommendation documents. Staff recommends the award of a contract to ATL, the lower-priced qualified bidder, which fully meets the bid requirements and has provided satisfactory service under an existing contract for such work. The new contract would become effective on or about January 1, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the total amount expected to be expended for the term of the contract, \$500,000. It should be noted that ATL is a NYS-certified WBE.

The contract with **Evoqua Water Technologies LLC ("Evoqua"; formerly Siemens Water Technologies) (Q14-5625; PO# TBA)** would provide for demineralized water systems comprising rental of trailers and services in support of the Authority's Power Plants in the Southeastern New York ("SENY") region (viz., the 500 MW Plant, the Small Clean Power Plants and the Richard M. Flynn Plant, located in the New York City boroughs and on Long Island). Each division will have separate requirements to meet the respective plant's specifications. In addition to leasing specialized trailers (including the exchange of trailers, as necessary), services include, but are not limited to, developing and implementing a monthly and annual service/maintenance schedule to ensure system efficiency and minimize downtime, i.e., all necessary inspections, testing, and routine/scheduled preventative maintenance, as well as emergency service and repairs of all equipment, as needed. Bid documents were developed by staff and were downloaded electronically from the Authority's Procurement website by 21 firms, including those that may have responded to a notice in the New York State *Contract Reporter*. Two proposals were received and evaluated, as further set forth in the Award Recommendation documents. Staff recommends the award of a contract to Evoqua, the lower-priced evaluated

bidder, which meets the bid requirements, is qualified to perform the services and has provided satisfactory service under the existing contract for such work, successfully meeting the demineralized water needs of the SENY sites. The new contract would become effective on or about January 1, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the total amount expected to be expended for the term of the contract, \$10 million.

The contract with **H.O. Penn Machinery Company, Inc. ("H.O. Penn") (PO# TBA)** would provide for maintenance services, repairs and annual trailer road safety inspections for four Caterpillar standby emergency diesel generators stationed in the Southeastern New York area. The equipment was purchased by the Authority from H.O. Penn in 2005, as the result of a competitive bid, to provide for emergency restart of the Small Clean Power Plant LM6000 gas turbine generators following catastrophic events, as well as for use in other emergency events as may be needed throughout the state. H.O. Penn is the original equipment manufacturer's premier authorized dealer for this equipment, components, parts and service; their technicians are factory-trained and certified for all service conditions, including preventive maintenance and repairs; the main dispatch centers for these services are located in the Bronx and Holtsville, with 24-hour availability; their inventory of genuine Caterpillar parts is extensive; and H.O. Penn is the only authorized dealer to perform electronic diagnoses and software programming/updates in the system control panels. Furthermore, the contractor has offered a discounted hourly labor rate using 2012 pricing and has agreed not to increase this rate more than 3% per year. Based on the foregoing, and as further set forth in the Award Recommendation documents, staff recommends the award of a contract to H.O. Penn on a single-source basis. H.O. Penn is uniquely qualified to perform such work, meets or exceeds the Authority's requirements, and has consistently provided satisfactory service as the subcontractor for such work. The contract would become effective on or about January 1, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the total amount expected to be expended for the term of the contract, \$250,000.

In 1998, a competitively bid contract was awarded to **Software Sense Enterprises, Inc. ("SSEI")** to provide for a safety and clearance tagging system ("lockout/tagout") with an outage coordination feature for the Authority's generation and transmission facilities. The contract provided for specialized application software ("PTR-Plus!") to develop, issue and control safety clearances, as well as associated maintenance, training and related consulting services, including customized software interfaces to the Authority's Maintenance Resource Management ("MRM") work management software system (MAXIMO) and the Energy Control Center. The PTR-Plus! software has been successfully tailored to reflect the Authority's work practices, enabling employees to work safely on de-energized equipment. The software and its interfaces to other components of the MRM program have become essential to the work management and safety processes that have been established at the Authority. In order to provide for the continuation of such specialized services and support for this program, staff recommends the award of a new sole-source contract to SSEI, based on the firm's unique qualifications, expertise and knowledge of its proprietary lockout/tagout safety system. SSEI has successfully integrated the Authority's requirements into this software application in order to establish a safe electrical working environment and coordinate multiple concurrent outages. Services would include providing the operations and maintenance departments at each operating facility with continued 24/7

maintenance for this proprietary software product, as well as consulting services for ongoing software upgrades, custom revisions and specialized modifications to the PTR-Plus! application software and training, as the lockout/tagout work process is improved or otherwise revised, as needed, and as the forthcoming MAXIMO upgrade is also implemented. The new contract would become effective on or about March 1, 2015, for an intended term of up to five years, subject to the Trustees' approval, which is hereby requested. Approval is also requested for the aggregate total amount expected to be expended for the term of the contract, \$135,500.

## **Public, Governmental and Regulatory Affairs**

### ***Project Development & Licensing***

At the Trustees' meeting of October 15, 2014, staff recommended the award of competitively bid contracts to twelve firms (**Q14-5680**) to provide for consulting services to support Authority goals and initiatives in connection with generation and transmission project evaluation and analysis and Public Service Commission ("PSC") proceedings. The Trustees approved the award of contracts to nine of these firms (**Ecology and Environment Engineering, PC, ESS Group, Inc., Gomez and Sullivan Engineers, DPC, Henningson, Durham & Richardson Architecture and Engineering, PC, Louis Berger & Associates, PC, POWER Engineers Consulting, PC, Tetra Tech, Inc. The Chazen Companies and TRC Environmental Corporation**) and an aggregate total amount of \$5 million. (The proposed awards to **ARCADIS of New York, Inc. and CH2M HILL Engineering, PA**, originally included in the aforementioned October Consent Agenda (Item 2c-i), were not adopted by the Trustees because they were unable to attain the required number of votes based on conflicts of interest filed by some of the Board members; such awards will be resubmitted for the Board's consideration at a later date.) The proposed award to the third remaining firm, **Burns & McDonnell Consultants, PC**, was withdrawn from consideration and therefore was also not adopted in October. The Burns & McDonnell award is now resubmitted for the Board's consideration with the intent of achieving the required number of votes for adoption. Approval of this request to award a contract to Burns & McDonnell would enable the Authority to utilize the firm's specialty skills, experience and expertise, as needed. The contract would become effective on or about January 1, 2015 for an intended term of approximately five years (through November 14, 2019, coterminous with the other nine previously-approved contract awards), subject to the Trustees' approval, which is hereby requested. Burns & McDonnell would share in the previously-approved aggregate total. Funds will be allocated as specific projects or tasks are identified. Such contracts will be closely monitored for utilization levels, available approved funding and combined total expenditures.

## **Contract Extensions and/or Additional Funding:**

### **Economic Development & Energy Efficiency**

#### ***Energy Efficiency***

At their meeting of March 27, 2012, the Trustees approved the award of contracts to two firms, **Solar Electric Systems, Inc. (4600002527)** and **Solar Liberty Energy Systems, Inc. (4600002509)**, to provide for the furnishing, delivery and installation (including design, construction and start-up services) of roof-mounted solar photovoltaic (“PV”) systems at various Customer-designated sites within six geographic regions of New York State, as part of the Authority’s Energy Efficiency Program (formerly Energy Services Program) and Renewable Energy Plan. The Trustees also authorized funding in the aggregate amount of \$5 million to fund these projects. The contracts, which were competitively bid, became effective on April 1, 2012, for a term of up to five years. To date, \$5 million has been allocated to these contracts for such PV projects throughout the state. The City of New York (“City”) has requested the Authority’s assistance in the implementation of a \$28 million rooftop solar PV systems initiative, receiving partial funding from the New York State Research and Development Authority (“NYSERDA”). Solar Liberty was named as the proposed contractor by the City in the original application approved by NYSERDA. The aggressive schedule associated with the NYSERDA funding calls for systems to be installed by April of 2016 at approximately 24 New York City Schools located throughout the five boroughs, as pre-selected by the City. The Authority is in the process of preparing a new Request for Proposals to competitively bid and select firms for 17 of these project sites. Once proposals have been received and evaluated, the Trustees’ approval will be sought for the new contract awards. The initial group of seven sites (Phase 1) must be completed by June of 2015 in order to meet the City’s internal goals. To that end, the Trustees are requested to approve additional funding in the amount of \$5 million, thereby increasing the approved aggregate total to \$10 million, in order to proceed with these seven sites and meet the June 2015 deadline for Phase 1. Total commitments and expenditures for these contracts will continue to be tracked against the approved aggregate total and such contracts will be monitored for utilization levels, available approved funding and combined total expenditures. It should be noted that all costs will be recovered by the Authority.

### **Enterprise Shared Services**

#### ***Human Resources***

At their meeting of March 21, 2013, the Trustees approved the award of a competitively bid contract to **Pace University (4600002676)** to provide for the design and implementation of an on-site Masters of Business Administration (“MBA”) program for the Authority, for a term of up to three years, in the amount of \$1.4 million. In an effort to attract and retain high performing employees, as well as to optimize employee potential and organizational success, the Authority’s Talent Development group sought proposals for an accredited college or university to develop and deliver an MBA curriculum, on-site, in-person, and within a compressed period of 18-30 months, for approximately 20 high-performing Authority employees. With the successful completion of all required elements, program participants will be awarded an MBA degree that will not differentiate from any other MBA program the institution offers. The University

provides a streamlined admission process, with the ability to customize curriculum, administrative support, and on-site class instruction at the Authority's White Plains office, including aggregated reporting upon completion of course work. The contract became effective on July 1, 2013. The curriculum comprises ten modules, of which Pace has customized two, to reflect business needs/opportunities for the students to research and make specific recommendations to the Authority's senior management. Authority staff and management are satisfied with the program and would like to offer a second session of the MBA program to another group of high-performing employees. A two-year extension is therefore requested to enable the Authority to offer the additional session, as well as to customize additional modules for actual Authority-related issues, as needed, thereby optimizing employee potential and organizational success. The current contract amount is \$1.4 million; staff anticipates that additional funding in the amount of \$1.5 million will be required for the second session and for other services that may be provided during the extended term. The Trustees are requested to approve extension of the subject contract through June 30, 2018, as well as the additional funding requested, thereby increasing the total approved compensation limit to \$2.9 million.

### *Information Technology*

At their meeting of July 23, 2013, the Trustees approved the award of a competitively bid contract to **Starboard Consulting, LLC ("Starboard") (4500234693)** to provide for consulting services to support the MAXIMO application upgrade project, for a term of 18 months, in the amount of \$3 million. Such services include tasks associated with application configurations, interfaces, data migration, report development, testing and training. (By way of background, the Authority's Operations Business Unit utilizes the MAXIMO Enterprise Asset Management system as its primary tool for managing generation and transmission asset maintenance activities associated with the Authority's Maintenance Resource Management ("MRM") program, which, in turn, is integral to the reliability and availability of the Authority's generation and transmission assets.) As the project progressed, additional functionality and interfaces were identified as necessary to best leverage the Authority's investment in the upgrade, and to ensure optimal use of MAXIMO 7.5. These additional items will include: additional functionality and interfaces to incorporate CIMS NERC/CIP, OpsNet, and Fleet data and functionality into MAXIMO; additional interfaces with IntelaTrac, and a Learning Management System; as well as additional post go-live consulting services in 2016. An additional \$266,600 was subsequently authorized in accordance with the Authority's EAPs. A 16-month extension is therefore requested in order to complete the project. The current contract amount is \$3,266,600; staff anticipates that additional funding in the amount of \$500,000 will be required for the aforementioned additional services to be performed during the extended term. The Trustees are requested to approve extension of the subject contract through June 30, 2016, as well as the additional funding requested, thereby increasing the total approved compensation limit to \$3,766,600.

## Operations / Operations Support Services

### *Power Generation / Support Services*

At their meeting of September 28, 2010, the Trustees approved the award of a competitively bid contract to **Day & Zimmermann NPS, Inc. (“DZNPS”) (4600002330)** to provide for general maintenance support services for the Authority’s power plants in the Southeastern New York (“SENY”) region (including the 500 MW and Flynn Plants, as well as the Small Clean Power Plants, “SCPPs”), for a term of up to five years, in the amount of \$15 million. Such services generally consist of providing skilled craft labor to supplement and assist the Authority’s plant employees during periods of routine maintenance, scheduled outages, emergency shutdown or technical inspections, as directed by Authority management at the respective SENY facilities, and involve the following categories of work: general plant maintenance, plant modifications and corrections, and retrofit work. Additional funding in the amount of \$3 million was subsequently authorized in accordance with the Authority’s EAPs. Funding approved for this contract has been expended at an accelerated rate due to the need for DZNPS support for major unplanned work throughout the SENY region (e.g., 500MW Plant: three gas compressor failures, ACC upgrades following failure, severe winter upgrades, instrument air line upgrades, valve and chiller upgrades; SCPPs: ammonia line upgrades, SCR Catalyst frame repairs and upgrades, CO Catalyst change-outs, Harlem River SCPP cooling tower piping repairs, various gas compressor welding requirements; and Flynn/Brentwood: outage support, welders for HRSG repairs, maintenance support due to manpower shortages). The current Target Value is \$18 million; staff projects that additional funding in the amount of \$3 million will be required to cover costs associated with the day-to-day maintenance and SENY plant outages scheduled for the remainder of 2014, as well as any additional scheduled and unscheduled projects during the First Quarter of 2015, thereby increasing the approved compensation limit to \$21 million. Current funding will be insufficient for the remaining approved contract term, therefore these services are currently being rebid and the Trustees’ approval for the proposed new award is expected to be sought at the March 2015 meeting.

At their meeting of December 18, 2012, the Trustees approved the award of a competitively bid contract to **Innovative Automation, Inc. (“IAI”) (4600002618)** to provide for technical services to develop new and/or update existing Operating Procedures and System Descriptions for all systems and components essential to power operations at all substations and facilities in the Northern Region associated with the St. Lawrence/FDR Power Project (except the Robert Moses Power Dam, which was covered under a separate contract). As part of the Life Extension and Modernization (“LEM”) program for the St. Lawrence/FRD Project, the Authority updated the Operating Procedures and System Descriptions for equipment that was replaced and/or upgraded in order to ensure consistency and proper operation. As a follow-up to the LEM program, services provided under the subject contract would continue the process for the Northern Region and ensure region-wide consistency. The original award became effective on March 18, 2013, for a term of up to two years and in the amount of \$1,149,408. Additional funding in the amount of \$164,450 was subsequently authorized in accordance with the Authority’s Guidelines for Procurement Contracts and EAPs. Approximately one third of the work has been completed to date. Due to the re-prioritization of resources, work was suspended in 2014 and deferred to 2015. A two-year extension is now requested in order to allow sufficient time to complete the original scope of work. The current contract amount is \$1,313,858; if

required, additional funding will be authorized in accordance with the EAPs. The Trustees are requested to approve extension of the subject contract through March 17, 2017.

## **Public, Governmental and Regulatory Affairs**

### ***Project Development & Licensing***

At their meeting of December 15, 2011, the Trustees approved the award of a competitively bid time-and-materials contract to **Gomez and Sullivan Engineers, PC (“GSE”) (4600002481)** to provide for compliance and implementation services required to fulfill the Authority’s commitments made in connection with the relicensing of the Niagara Power Project, for a term of up to five years, and in the amount of \$5 million. The support of a compliance and implementation services consultant continues to be necessary in order to assist Authority staff with the ongoing implementation of such commitments by providing design development, permitting and contracting support and construction oversight, as well as maintenance planning and records turnover for all such projects. The contract became effective on February 29, 2012; although a number of implementation projects required by the new license, Comprehensive Settlement Offer and New York State Department of Environmental Conservation’s Section 401 Water Quality Certification have been completed, other such projects and activities have yet to be implemented. Much of this work is related to environmental Habitat Improvement Projects and Recreational Enhancement Projects in the vicinity of the Project and the Niagara River Basin. An additional \$500,000 was subsequently authorized in accordance with the Authority’s EAPs. The funding associated with the original award approval was less than the Authority’s initial estimates for implementation of the tasks associated with the relicensing, but was considered reasonable given the knowledge of the work scope at that time. The expenditure of previously authorized contract funds before the end of the contract term is primarily due to emergent work projects or tasks that were not identified or foreseen in the original scope of work, as well as the unanticipated engineering complexity for several major relicensing implementation projects. The current contract amount is \$5.5 million; staff estimates that an additional \$2.5 million will be required to provide for continued compliance and implementation services during the remaining approved contract term. The additional funding will provide for the execution of contract services using the favorable pricing terms already established under the contract and through previously established specialty subcontractor relationships. The GSE contract services have been instrumental in the Authority’s very successful implementation to date of Niagara Project relicensing commitments. GSE and their contracted partners and subcontractors are intimately involved in the design, planning, coordination and execution of ongoing work in progress, as well as in the effectiveness monitoring of constructed facilities for which they provided both design and construction oversight services. Their personnel are also integral to the Authority’s effective relationships that have been established with regulators and stakeholders who monitor and approve the Authority’s compliance and implementation efforts. Therefore, it would not be feasible or practical to rebid these services. The Trustees are therefore requested to approve the additional funding requested, thereby increasing the total approved compensation limit to \$8 million.

## FISCAL INFORMATION

Funds required to support contract services for various Business Units/Departments and Facilities have been included in the 2015 Approved O&M Budget. Funds for subsequent years, where applicable, will be included in the budget submittals for those years. Payment will be made from the Operating Fund.

Funds required to support contract services for capital projects have been included as part of the approved capital expenditures for those projects and will be disbursed from the Capital Fund in accordance with the project's Capital Expenditure Authorization Request.

## RECOMMENDATION

The Senior Vice President – Operations Support Services and Chief Engineer, the Senior Vice President – Power Generation, the Vice President – Environment, Health & Safety, the Vice President – Project Development & Licensing, the Acting Vice President – Project Management, the Acting Vice President – Procurement, the Vice President and Controller, the Vice President – Engineering, the Vice President – Energy Efficiency, the Vice President – Operational Performance, the Vice President – Human Resources, the Vice President – Information Technology and Chief Information Officer, the Assistant General Counsel – HR, Labor Relations and Litigation, the Director – Corporate Support Services, the Regional Manager – Western New York, the Regional Manager – Northern New York, the Regional Manager – Central New York and the Regional Manager – Southeastern New York recommend that the Trustees approve the award of multiyear procurement (services) contracts to the companies listed in Exhibit “A” and the extension and/or funding of the procurement (services) contracts listed in Exhibit “B,” for the purposes and in the amounts discussed within the item and/or listed in the respective exhibits.

For the reasons stated, I recommend the approval of the above-requested action by adoption of the resolution below.

Gil C. Quiniones  
President and Chief Executive Officer

## **RESOLUTION**

RESOLVED, That pursuant to the Guidelines for Procurement Contracts adopted by the Authority, the award and funding of the multiyear procurement services and other contracts set forth in Exhibit "A," attached hereto, are hereby approved for the period of time indicated, in the amounts and for the purposes listed therein, as recommended in the foregoing memorandum of the President and Chief Executive Officer; and be it further

RESOLVED, That pursuant to the Guidelines for Procurement Contracts adopted by the Authority, the contracts listed in Exhibit "B," attached hereto, are hereby approved and extended for the period of time indicated, in the amounts and for the purposes listed therein, as recommended in the foregoing memorandum of the President and Chief Executive Officer; and be it further

RESOLVED, That the Chairman, the Vice Chair, the President and Chief Executive Officer, the Chief Operating Officer and all other officers of the Authority are, and each of them hereby is, authorized on behalf of the Authority to do any and all things, take any and all actions and execute and deliver any and all agreements, certificates and other documents to effectuate the foregoing resolution, subject to the approval of the form thereof by the Executive Vice President and General Counsel.

**Procurement (Services) and Other Contracts – Awards**  
(For Description of Contracts See "Discussion")

<u>Bus Unit/ Plant Site</u>	<u>Company Contract #</u>	<u>Start of Contract</u>	<u>Description of Contract</u>	<u>Closing Date</u>	<u>Award Basis<sup>1</sup> Contract Type<sup>2</sup></u>	<u>Compensation Limit</u>	<u>Amount Expended To Date</u>	<u>Authorized Expenditures For Life Of Contract</u>
BUSINESS SERVICES - CONTROLLER'S OFFICE	<b>CERIDIAN HCM, INC.</b> Bloomington, MN (Q14-5618; PO# TBA)	04/01/15 (on or about)	Provide for payroll processing and related services for the Authority	03/31/20	B/S			\$1,040,000*
						*Note: represents total for up to 5-year term		
ECONOMIC DEVELOPMENT & ENERGY EFFICIENCY - ENERGY EFFICIENCY	<b>LABELLA ASSOCIATES, DPC</b> Rochester, NY (HQ) (Q14-5668; PO# TBA)	01/01/15 (on or about)	Provide for Statewide Energy Efficiency Program services with ten other B/A contracts for such services, approved by the Trustees 10/15/14	10/14/19 (coterminous with ten other B/A contracts for such services, approved by the Trustees 10/15/14)				\$ *
						*Note: included in the previously-approved aggregate total of \$300 million for ten other contracts for such services, over a 5-year term		
ENTERPRISE SHARED SERVICES - CORP SUPP SERVICES	<b>ENSIGN ENGINEERING, PC ♦</b> Bronx, NY (Q14-5693; PO# TBA)	02/02/15 (on or about)	Provide for engineering services (mechanical, electrical, structural design; etc) for the Centroplex Building	02/01/20	B/A			\$325,000*
						*Note: represents total for up to 5-year term		
ENTERPRISE SHARED SERVICES - HR	<b>Q14-5734; 2 awards:</b> <b>1. CAREER CONCEPTS, INC. dba CCI CONSULTING</b> Blue Bell, PA  <b>2. EILEEN K. WARD &amp; ASSOC. ♦ dba E.K. WARD &amp; ASSOC.</b> Williamsville, NY (PO#s TBA)	01/01/15 (on or about)	Provide for executive coaching services	12/31/19	B/P			\$1,000,000*
						*Note: represents aggregate total for up to 5-year term		

♦ M / WBE: New York State-certified Minority / Women-owned Business Enterprise (indicated by the ♦ symbol after the Company Name)  
 1 Award Basis: B= Competitive Bid; S= Sole Source; Si= Single Source; C= Competitive Search  
 2 Contract Type: P= Personal Service; S= (Non-Personal) Service; C= Construction; E= Equipment; N= Non-Procurement; A= Architectural & Engineering Service; L= Legal Service

**Procurement (Services) and Other Contracts – Awards**  
(For Description of Contracts See "Discussion")

EXHIBIT "A"  
December 16, 2014

<u>Bus Unit/ Plant Site</u>	<u>Company Contract #</u>	<u>Start of Contract</u>	<u>Description of Contract</u>	<u>Closing Date</u>	<u>Award Basis<sup>1</sup> Contract Type<sup>2</sup></u>	<u>Compensation Limit</u>	<u>Amount Expended To Date</u>	<u>Authorized Expenditures For Life Of Contract</u>
ENTERPRISE SHARED SERVICES - IT	<b>Q14-5587; 2 awards:</b>		Provide for Human Capital Management Cloud-Based Solution:					
	<b>1. SUCCESS FACTORS, an SAP Company</b> South San Francisco, CA	12/17/14 (on or about)	- HCM Cloud Solution modules + hosting services	12/16/19	B/S			<b>\$1,100,980*</b>
						*Note: represents total for up to 5-year term		
	<b>2. SYMPHONY MANAGE- MENT CONSULTING ♦</b> Charlotte, NC (PO#s TBA)	02/02/15 (on or about)	- implementation services	02/01/17	B/P			<b>\$800,000*</b>
						*Note: represents total for up to 2-year term		
LAW	<b>PROSKAUER ROSE LLP</b> New York, NY (4500251856)	10/15/14	Provide for legal repre- sentation, advice and counsel to the Authority In connection with col- lective bargaining and related labor and em- ployment matters	10/14/17 (2-year award with 1-year option to extend)	Si/L	\$52,500		<b>\$175,000*</b>
						*Note: represents total for up to 3-year term		
OPERATIONS SUPPORT SERVICES - ENGINEERING	<b>Q14-5688; 2 awards:</b>		Provide for on-call failure analysis and metallurgical examination and testing services					
	<b>1. AEIS, LLC</b> <b>dba ATLAS EVALUATION &amp; INSPECTION SERVICES ♦</b> Rahway, NJ	01/01/15 (on or about)		12/31/19	B/P			<b>\$3,000,000*</b>
						*Note: represents total for up to 5-year term		
	<b>2. LUCIUS PITKIN, INC.</b> New York, NY (PO#s TBA)							

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**Procurement (Services) and Other Contracts – Awards**  
(For Description of Contracts See "Discussion")

EXHIBIT "A"  
December 16, 2014

<u>Bus Unit/ Plant Site</u>	<u>Company Contract #</u>	<u>Start of Contract</u>	<u>Description of Contract</u>	<u>Closing Date</u>	<u>Award Basis<sup>1</sup> Contract Type<sup>2</sup></u>	<u>Compensation Limit</u>	<u>Amount Expended To Date</u>	<u>Authorized Expenditures For Life Of Contract</u>
OPERATIONS SUPPORT SERVICES - PROJ MGMT & STL	<b>ATLANTIC TESTING LABORATORIES, LTD</b> ♦ Canton, NY (Q14-5740; PO# TBA)	01/01/15 (on or about)	Provide for on-call testing and inspection services for concrete samples, metal, paint coating, welds, soil, etc. for the STL Project	12/31/19	B/S			\$500,000*
						*Note: represents total for up to 5-year term		
OPERATIONS - POWER GEN - SENY PLANTS	<b>EVOQUA WATER TECHNOLOGIES LLC</b> Fallsington, PA (Q14-5625; PO# TBA)	01/01/15 (on or about)	Provide for demineralized water systems (lease of trailers and services) for the SENY Plants	12/31/19	B/E			\$10,000,000*
						*Note: represents total for up to 5-year term		
OPERATIONS - POWER GEN - SENY REGION	<b>H.O. PENN MACHINERY CO., INC.</b> Bronx, NY (HQ) Holtsville, NY (Branch Office) (PO# TBA)	01/01/15 (on or about)	Provide for maintenance and repair of Caterpillar standby emergency diesel generators in SENY Region	12/31/19	Si/S			\$250,000*
						*Note: represents total for up to 5-year term		
OPERATIONS SUPPORT SERVICES - OPERATIONAL PERFORMANCE	<b>SOFTWARE SENSE ENTERPRISES, INC.</b> Saratoga Springs, NY (PO# TBA)	03/01/15 (on or about)	Provide for continuation of maintenance and consulting/programming services, as needed, to support proprietary software for safety & clearance system	02/28/20	S/S			\$135,500*
						*Note: represents total for up to 5-year term		
PUBLIC, GOV & REGULATORY AFFAIRS - PROJECT DEV. & LICENSING	<b>BURNS &amp; MCDONNELL CONSULTANTS, PC</b> Kansas City, MO (HQ) Wallingford, CT (Branch Office) (Q14-5680; PO# TBA)	01/01/15 (on or about)	Provide for consulting services for licensing and environmental permitting tasks	11/14/19 (coterminous with nine other contracts for such services, approved by Trustees 10/15/14)	B/P			\$ *
						*Note: included in the previously-approved aggregate total of \$5 million for nine other contracts for such services, over a 5-year term		

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**Procurement (Services) Contracts – Extensions and/or Additional Funding**  
 (For Description of Contracts See "Discussion")

EXHIBIT "B"  
 December 16, 2014

<u>Plant Site/ Bus. Unit</u>	<u>Company Contract #</u>	<u>Start of Contract</u>	<u>Description of Contract</u>	<u>Closing Date</u>	<u>Award Basis<sup>1</sup> Contract Type<sup>2</sup></u>	<u>Compensation Limit</u>	<u>Amount Expended To Date</u>	<u>Authorized Expenditures For Life Of Contract</u>
ECONOMIC DEVELOPMENT & ENERGY EFFICIENCY- ENERGY EFFICIENCY	<b>2 related contracts:</b>  <b>1. SOLAR ELECTRIC SYSTEMS, INC.</b> White Plains, NY <b>4600002527</b>  <b>2. SOLAR LIBERTY ENERGY SYSTEMS, INC.</b> Buffalo, NY <b>4600002509</b>	04/01/12	Provide for F/D/I of solar photovoltaic ("PV") systems statewide	03/31/17	B/C	\$5,000,000 (Aggregate Target Value*) *Note: includes originally approved aggregate amount of \$5 million + <b>CURRENT REQUEST for \$5 million</b>	\$524,993 (Released Amt)	<b>\$10,000,000*</b>
ENTERPRISE SHARED SERVICES - HR	<b>PACE UNIVERSITY</b> White Plains, NY <b>4600002676</b>	07/01/13	Provide for the design and delivery of an on- site MBA program for the Authority	06/30/18	B/P	\$1,400,000  *Note: includes originally approved amount of \$1.4 million + <b>CURRENT REQUEST for \$1.5 million</b>	\$1,398,790	<b>\$2,900,000</b>
ENTERPRISE SHARED SERVICES - IT	<b>STARBOARD CONSULTING, LLC</b> Longwood, FL <b>4500234693</b>	09/01/13	Provide for consulting services to support the MAXIMO Application Upgrade Project	06/30/16	B/P	\$3,266,600  *Note: includes originally approved amount of \$3 million + an additional \$266,600 authorized per the EAPs + <b>CURRENT REQUEST for \$500,000</b>	\$1,499,069	<b>\$3,766,600*</b>
OPERATIONS - POWER GEN - SENY PLANTS	<b>DAY &amp; ZIMMERMANN NPS, INC.</b> Philadelphia, PA <b>4600002330</b>	11/01/10	Provide for general maintenance support services for the 500 MW and Flynn Plants and the SCPPs	10/31/15	B/S	\$18,000,000 ("Target Value") *Note: includes originally approved amount of \$15 million + an additional \$3 million authorized per the EAPs + <b>CURRENT REQUEST for \$3 million</b>	\$15,065,549 (Released Amt)	<b>\$21,000,000*</b>

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**Procurement (Services) Contracts – Extensions and/or Additional Funding**  
 (For Description of Contracts See "Discussion")

EXHIBIT "B"  
 December 16, 2014

<u>Plant Site/ Bus. Unit</u>	<u>Company Contract #</u>	<u>Start of Contract</u>	<u>Description of Contract</u>	<u>Closing Date</u>	<u>Award Basis<sup>1</sup> Contract Type<sup>2</sup></u>	<u>Compensation Limit</u>	<u>Amount Expended To Date</u>	<u>Authorized Expenditures For Life Of Contract</u>
OPERATIONS SUPPORT SERVICES - PROJ. MGMT + STL	<b>INNOVATIVE AUTOMATION, INC.</b> York, PA <b>4600002618</b>	03/18/13	Provide for updating of the Operating Procedures and System Descriptions for substations in the STL/ Northern Region	03/17/17	B/P	\$1,313,858	\$574,704	<b>\$1,313,858*</b>
						*Note: includes originally approved amount of \$1,149,408 + an additional \$164,450 authorized per the EAPs. <b>If required, additional funding will be authorized in accordance with the EAPs.</b>		
PUBLIC, GOV & REGULATORY AFFAIRS - PROJ DEV & LICENSING + NIA	<b>GOMEZ &amp; SULLIVAN ENGINEERS, PC</b> Utica, NY <b>4600002481</b>	02/29/12	Provide for compliance and implementation ser- vices in connection with relicensing commitments for the Niagara Project	02/28/17	B/P	\$5,500,000 (Target Value)	\$5,500,000 (Released Amount)	<b>\$8,000,000*</b>
						*Note: includes originally approved amount of \$5 million <b>+ an additional \$500,000 authorized per the EAPs + CURRENT REQUEST for \$2.5 million</b>		

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