

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
1	RFP (main)	B	P 5 (P 12 of PDF)	Which of the user audiences listed will require training? Specifically, will the active and retired members, and other users need to be trained by the vendor?	All end users of the solution must be trained. See RFP E.2.6.2. While the Selected Vendor is required to provide training to clients (e.g., active and retired members), this training is not required to be in-person.
2	RFP (main)	E2	P 45-49 (P52-56 of PDF)	Can you estimate the size and nature of the training audience for each phased release?	As Respondents can propose different phasing approaches, each Respondent must propose an appropriate training approach. The training audience for each phase will depend on the released phases agreed upon by NYCERS. For total user population, refer to RFP Table 2 and assume approximately 350 internal business users will require product training.
3	RFP (main)	E2	P 45 – 49 (P52-56 of PDF)	Do you prefer that all users will be engaged (and will require training) prior to every release?	Yes. NYCERS prefers our users are engaged prior to every release. It is expected that all users impacted by any given release will be trained prior to release implementation.
4	RFP (main)	E2.5.2	P60-62 (P67-69 of PDF)	Are you expecting operational procedures and recommendations only for processes affected by the new system, or are you looking for a broader evaluation of all business processes and business unit structures?	Pension administration processes only (see Appendix 2). NYCERS expects the Respondents to focus the majority of process change and reengineering on alignment with the proposed solutions proven and/or “out-of-the-box” processes (see RFP E.2.5.1). NYCERS expects minimal, if any time, to be expended on evaluating and documenting the current state. If a Respondent believes significant time must be spent on the current state, the rationale and advantages to NYCERS in doing so must be explained in the Respondent’s proposal. NYCERS expects Respondents will provide a highly configurable product based on the requirements specified in the RFP.
5	RFP (main)	E2.6.2	P 64-65 (P71-72 of PDF)	Will the vendor be required to provide and manage a training environment that is populated with sufficient data to allow for meaningful hands on practice with every aspect of the system?	See RFP D.2.1. Yes. The Selected Vendor is expected to provide a UAT environment that is isolated from QA to support product training. The Selected Vendor should expect that NYCERS does not have test data and, therefore, should have the mechanisms to mask confidential data. Respondents should propose additional environment types, or multiple versions of the same environment, above what is required if it makes sense to do so.
6	RFP (main)	E2.6.2	P 64-65 (P71-72 of PDF)	What is the expected time interval between delivery of a phase version release (i.e., stable enough for UAT testing) and the time when training for users is expected to be delivered?	Respondents should propose appropriate timeframes, based on leading and proven practices, and reflect that information in their proposed project plan (see RFP E.3.3). NYCERS would expect Respondents to be experienced in determining optimal timing to deliver training to maximize effectiveness.

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7	RFP (main)	E2.6.2	P 64-65 (P71-72 of PDF)	How much time will trainers have to explore the system, develop practice activities, and prepare training materials?	See RFP E.3.3. Respondents are required to factor this into their overall project plan and therefore, specify the amount of time allocated.
8	RFP (main)	E2.6.2	P 64-65 (P71-72 of PDF)	Are current procedures and systems fully documented and up to date? Will this information be available to the vendor to ensure that training and OCM communications can relate new processes to current ones?	Respondents can anticipate NYCERS has documented procedures, which are largely up-to-date. Respondents should have limited expectations regarding the availability of documentation for its legacy system. NYCERS will make this information available to the Selected Vendor.
9	RFP (main)	E2.6.2	P 64-65 (P71-72 of PDF)	Are there any specific authoring tools or standards that must be followed when considering the development of online training assets?	There are no specific authoring tools or standards that must be followed.
10	RFP (main)	E2.11	P69 (p76 of PDF)	Do you intend for trainers and OCM specialists be retained as part of the hyper care team after launch?	Respondents should make an appropriate hypercare proposal, including how NYCERS users will be supported in the new ways of working as described in RFP E.2.10.
11	RFP (main)			What are the WBE goals for this contract?	There are no WBE goals for this contract. However, the use of WBE's are encouraged.
12	RFP (main)	B.4	15	Was the primary administration system in place now (PROD) provided by a vendor? Are there any vendors currently under contract that provide any related services?	PROD is a custom COBOL application, developed by NYCERS 30+ years ago. It is currently supported by a mix of NYCERS staff and consultants.
13	RFP (main)	B.4.1.4	17	The RFP notes that a contact center is planned for implementation. Will an outside vendor be providing the CCaaS and IVR solutions? Will an additional solicitation be released for this solution as well, or was one already issued?	CCaaS procurement is pending. See <a href="https://a856-cityrecord.nyc.gov/RequestDetail/20181005010">https://a856-cityrecord.nyc.gov/RequestDetail/20181005010</a> The CCaaS and IVR system project will be awarded to another vendor based on RFP responses.
14	RFP (main)	B.5	23	Will any of the Project Risk-Focused teams (Risk Consultant, IV and V, QA) be composed of or provided by outside vendors? If so, will there be separate solicitations released later for these services?	Yes. NYCERS will leverage outside partners to support the LRP. The Selected Vendor is expected to maintain the necessary resources on the project to manage and monitor project risks. The Selected Vendor is also expected to interact with and provide information to other third party vendors, such as the LRP Project Risk Consultant, QA Vendor, and IV&V vendor.
15	RFP (main)	A.1	P 2	How many outside partners will NYCERS retain for Risk Management and Project Management Oversight?	Refer to question #14 for response.
16	RFP (main)	F.2.1	P 78-81	Under Key Personnel, can one individual fill multiple roles, or is each role meant to be a different individual?	NYCERS requires each key role filled by a different qualified individual.

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					Respondents must make known which project resources will serve in each capacity listed.
17	RFP (main)	B.4.1.3	P 16	Confirm that clients (members, plan participants) will not log into the Respondent's self-service portal, and instead will log into a client facing portal that is a Salesforce site that will need to integrate with the pension administration solution?	<p>Yes, clients and employers will use the Salesforce CRM exclusively and not the Respondent's self-service portal. This is described in multiple places in the RFP (e.g., RFP B.4.1.3, RFP D.2.4).</p> <p>The Selected Vendor will be responsible for providing enterprise-grade, high performance, on-demand interfaces, fully compatible with Salesforce CRM (e.g., does not require use of third-party products, <a href="https://developer.salesforce.com/docs/atlas.en-us.api_rest.meta/api_rest/intro_what_is_rest_api.htm">https://developer.salesforce.com/docs/atlas.en-us.api_rest.meta/api_rest/intro_what_is_rest_api.htm</a>), to enable self-service functionality with the pension administration solution. The interfaces must enable self-service functionality in the Salesforce CRM at or greater than what would be provided if clients and employers were using the Respondent's own self-service portal directly. The Selected Vendor is expected to closely collaborate with the CRM project team to help ensure clients receive the optimal self-service experience.</p> <p>Respondents must anticipate building the necessary integration between the solution and Salesforce to ensure the necessary data exists to support the Salesforce CRM. If a Respondent proposes expanding the use of Salesforce CRM as part of their comprehensive pension administration solution, the Respondent will be responsible for implementing the Salesforce CRM changes associated with that.</p>
18	RFP (main)	B.4.1.3 D.2	P 16 35-41	Salesforce Integration: Are pension administration transactions performed by NYCERS staff (pension calculations, generating communications, processing deaths, processing pension payments, etc.) expected to be done via Salesforce screens that integrate with the pension administration solution? Or will NYCERS staff be allowed to login in directly to pension administration solution to perform pension administration transactions?	<p>Salesforce CRM currently provides NYCERS end users with a 360-degree view of information such as Client profile data, interactions, and recent transactions. The profile data (which consists of plan information) is derived from PROD and the information relating to a recent transactions is derived from both Filenet and PROD. Respondents should anticipate ensuring the necessary level of integration exists to support the CRM 360 view. However, the actual completion of transactions launched are expected to part of the solution proposed by Respondents.</p> <p>With the knowledge of NYCERS current Salesforce solution and the Respondent's proposed solution, the Respondent can propose where NYCERS staff log in to perform pension administration transactions.</p>
19	RFP (Main)  Appendix 1	A.  ALL  D39	1  N/A  7	Regarding the Target Outcomes - although bidders can understand NYCERS' desire to have Target Outcomes driven by the new System, any such outcomes would be the result of the efforts of many entities, vendors and NYCERS itself, outside the sole control of the systems integrator and the scope of the contract. Therefore, tying Target Outcomes solely to one vendor's remuneration may not be reasonable since the LRP	No. Appendix 1 defines the target outcomes. It is the responsibility of Respondents to coordinate the necessary effort and tracking of performance amongst all sub-contractors and related work to achieve the targeted outcomes of the project as defined in Appendix 1.

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	Appendix 6 – Required Deliverables			<p>vendor would not have full control of the inputs to the Target Outcomes (nor are current measurements for the as-is processes provided in the RFP). Two questions include:</p> <p>(1) Deliverable 39, the "Hypercare Completion Validation Report", requires reporting against "agreed upon success metrics". Does this mean the Target Outcomes identified in Appendix 1 of the RFP represent NYCERS' goals, with the actual outcomes governing payment release for the LRP vendor being mutually agreed upon?</p>	
20	RFP (Main) Appendix 1  Appendix 6 – Required Deliverables	A.  Appendix 6	1  7	(2) Additionally, regarding Target Outcomes: Can NYCERS provide the legacy baseline performance that will be used to measure future performance of the LRP solution for each Target Outcome?	Yes. Respondents can expect that NYCERS will provide baseline performance information to support targeted outcomes in most cases. See RFP Appendix 1 for information on available baselines (e.g., Table 2).
21	RFP (Main)	B.4.1.1	15	The RFP states that "...calculations cannot efficiently be performed by the existing pension administration system and must therefore be completed manually or on the individual staff member's PC, with the results being manually entered into PROD." Are all the manual tasks and processes known, catalogued, and documented?	Yes. All of our existing processes are known, inventoried and documented. However, NYCERS seeks to gain process efficiencies from the new pension administration system.
22	RFP (Main)	B.4.1.1	16	The RFP states that "...data fields no longer used by NYCERS were not always retired and frequently were reused for purposes other than those originally intended." Are all of these fields documented in the data dictionary referenced on page 18 as being maintained in PROD and identified as no longer used?	Yes. The Data Dictionary identifies data maintained in PROD and whether the data is in use. NYCERS continues to refine the Data Dictionary as part of its continuing data analysis.
23	RFP (Main)	4B.1.5	17	How many of these "Other Applications" are expected to live after the LRP project is fully implemented?	Respondents should indicate in their response what should happen to each of the applications listed in the RFP (e.g., Appendix 2) once the proposed solution is implemented (e.g., retire, integrate, etc.). NYCERS cannot know if a given Respondent's proposed solution may be able to replace an existing application. Respondents requiring additional information on "other applications" for their proposal should submit relevant specific questions in the follow-up written questions period (see RFP Section H).
24	RFP (Main)	B4.3	17	Is client data from PROD shared/replicated with the Salesforce CRM implementation? If yes, how is this technically achieved?	Yes. Client data is being achieved through integration with PROD via web services. It will be further discussed during Phase 0 with the Selected Vendor. For the purposes of RFP response, Respondents must propose an

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					approach to ensure all of the data required to support Salesforce is available real-time.
25	RFP (Main)	B4.3	20	How many RESTful APIs are currently being used by the CRM solution? Please provide a list of these APIs.	There are approximately 25 interfaces which, are subject to change. . Additional information will be made available to the Selected Vendor.
26	RFP (Main)	D.1.2	31	Are all business rules residing within COBOL code documented separate from the code?	No. Respondents should assume limited, if any, documentation is available and that such documentation may not be available for all business rules and may be outdated. NYCERS has the means to extract source code from the COBOL programs if required. Note: NYCERS does not intend to replicate all PROD business rules in the new solution.
27	RFP (Main)	D.2.1.1	36	The RFP States that "...NYCERS is exploring options to replace its current FileNet ECM solution" and "...all ECM related implementation effort (e.g., tasks, hours) must be specifically identified in both the Respondent's project plan and cost proposal. This is required because NYCERS may ultimately decide, at its sole discretion, to implement some or all of the new ECM solution without the selected Respondent". Two questions include: (1) Since ECM appears to be an optional element, should ECM be broken out as a separate phase in the project plan and cost proposal?	Respondents are required to include an ECM approach by either integrating with an existing NYCERS ECM or proposing a replacement ECM that works with the Respondent's proposed solution. Respondents should provide itemized cost in the price proposal template (see RFP D.2.1.1). An updated cost proposal template (Template F) has been provided to accommodate breakout of ECM implementation costs.
28	RFP (Main)	D.2.1.1	36	(2) How does NYCERS envision implementing "some" of the new ECM solution?	Refer to # 27 for response.
29	RFP (Main)	D.2.5	42	Can NYCERS provide a comprehensive list of federal and state electronic signature and records laws which govern NYCERS?	At this time, the New York City Law Department is still determining what e-signature standards apply to the City government. Until this is determined, you can use the New York State Electronic Signatures and Records Act as a guide. Regarding records retention, NYCERS has its own Records Retention and Destruction Policy that it adheres to. It is currently in the process of revising the policy, and will be provided to the Selected Vendor.

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30	RFP (Main)	E.2	45	<p>RFP Section E.2 specifies a phased implementation and states that "...releases should be phased in a way that minimizes any need to make significant changes to PROD" and "...release phasing should align with logical business and technical breakpoints and natural segmentations of the proposed solution". Three questions include:</p> <p>(1) Would you please provide any legacy system limitations or constraints to achieving these NYCERS goals and any related analysis or recommendations completed internally or by third-parties?</p>	<p>PROD is loosely organized by business process and/or by tier, however this is not universal. NYCERS will make appropriate information available to the Selected Vendor.</p> <p>See RFP E.2 (e.g., Table 8) for phasing requirements. As each proposed solution maybe architected differently, it is assumed there is no "one-size-fits-all" phasing that will be most efficient across all solutions. As such, there is no detailed analysis on potential phasing. Respondents' prior experience with pension systems should have created an awareness that certain processes have dependencies (e.g. buyback and transfers are dependent upon service crediting). NYCERS has provided 31 Use Cases and Respondents must recommend an approach for phasing out the System in a manner that is clear to NYCERS as to what functionality specifically is included in each proposed phase. Respondents should explain in detail why their proposed phasing approach is most advantageous to NYCERS. NYCERS and the Selected Vendor will use Phase 0 to further refine the phased approach and identify any limitations or constraints.</p>
31	RFP (Main)	E.2	45	(2) Does NYCERS have a draft of project phasing to best achieve these goals?	Refer to # 30 for response.
32	RFP (Main)	E.2	45	(3) If not, how would NYCERS envision the project phases being organized? Are there any related analysis or recommendations completed internally or by third-parties?	Refer to # 30 for response.
33	RFP (Main)	E.2.4	55	Will NYCERS confirm that NYCERS will be responsible for the extraction of all data from legacy production systems during the Data Conversion process?	NYCERS will not be responsible for the extraction of any data from the legacy system during the data conversion process. In the RFP Respondents are advised that they are permitted to engage sub-contractors for the purpose of data conversion and data bridging.
34	RFP (Main)	E.2.4.2	58	The RFP states that "... it is possible NYCERS may require the selected Respondent to support and perform data cleansing, as needed." Is it NYCERS' intent to have LRP vendors manually update production records?	Respondents will not be responsible for manually updating production records. Respondents may be required to populate a default value or initialization value as defined during design sessions.
35	RFP (Main)	E.2.6.2	64	<p>The RFP states that "...Respondents must provide a comprehensive training strategy for all end-users of the solution (e.g., staff, employers, clients)". Two questions:</p> <p>(1) Can NYCERS provide the number of NYCERS staff expected to be trained? Please provide details on their job roles and a corresponding organizational chart.</p>	Please refer to question # 1. NYCERS will provide organizational charts and roles to the Selected Vendor.

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36	RFP (Main)	E.2.6.2	64	(2) As the RFP text above references the training of employers and clients, is the scope of training for the LRP vendor limited to the LRP solution components? Does it exclude the training of clients on any CRM-based portals?	Yes. Respondent's scope of training is limited to the LRP solution components. If a Respondent proposes expanding the use of existing NYCERS application(s) (e.g., Salesforce CRM) as part of their comprehensive pension administration solution, the Respondent will be responsible to provide training in those application(s) as well. Please refer to question # 1.
37	RFP (Main)	F2.1	79	Are all mandatory key personnel considered full time? For example, would the Risk Manager be considered a full-time position?	Refer to RFP F.2.1. NYCERS expects Project Management resources will be full-time and onsite throughout the project. Beyond this, Respondents are expected to propose key personnel details necessary to successfully implement the LRP as proposed and that they believe would be compelling. Regarding the Risk Manager role, NYCERS intends to focus extensively on risk management throughout LRP implementation (e.g., RFP B.5). Respondents are expected to respond accordingly in their proposal.
38	RFP (Main)	F2.1	79	Can mandatory key personnel hold multiple roles, for example, the Solution Architect and Software Product lead?	No. NYCERS requires each key role to be filled by a different qualified individual.
39	RFP (Main)	I.2	91	<p>The RFP states "...NYCERS does not guarantee assignment of personnel or other resources, including both individuals directly employed by NYCERS and any contractors NYCERS may employ outside of the selected Respondent, to the project." In addition, the RFP states that "...NYCERS reserves the right to change, reduce, or increase NYCERS assigned resources at any time, for any reason, and without advance notice to the Respondent, before and during the project." The following are four (4) related questions regarding NYCERS staffing:</p> <p>(1) Please confirm that NYCERS fully understands and embraces that it is essential to the success of the LRP project that NYCERS staff be fully engaged and provide ongoing participation in key project activities such as requirements confirmation, design, conversion, testing, and change management.</p>	<p>(1) NYCERS understands staff participation is important. However, Respondents should anticipate that short of defining requirements, it should have the ability to gear up project resources as required when NYCERS resources fall short.</p> <p>(2) (4) NYCERS is planning to assign SME's to the project and back-fill these positions to the extent possible.</p> <p>(3) NYCERS is also committed to providing project resources for UAT. However, Respondents are expected to comply with the provisions in Appendix A-1 and also provide NYCERS with the necessary resources and support to coordinate and facilitate that effort.</p> <p>Building upon RFP I.2., The Selected Vendor is exclusively responsible for the delivery of the project within the agreed upon timetable. NYCERS expects Respondents to purposefully design their proposal and adequately resource their teams with highly skilled and experienced resources to minimize reliance on NYCERS staff and to demonstrate that to NYCERS in their response.</p> <p>NYCERS expects Respondents to propose a highly capable, qualified team, with proven significant experience implementing solutions like LRP for public pension organizations like NYCERS. It is also expected Respondents' teams will not operate in isolation and will be able to leverage Respondents'</p>

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					<p>firm's broader expertise and experience frequently as described by the Respondent in their response to RFP Section C.</p> <p>For example, the Selected Vendor may staff its own team with pension SMEs who can quickly develop a deep understanding of NYCERS' pension plan rules and their implications to the proposed solution, minimizing the need to rely on NYCERS staff for some information.</p> <p>The Selected Vendor is expected to bring proven business processes to the table on day 1, minimizing the need to leverage NYCERS staff to design processes from scratch (e.g., RFP Section D), and has provided a realistic project schedule as required (e.g., RFP Section E.3.3 p72-3).</p> <p>The RFP states that Respondents may engage a sub-contractor for Change Management, as NYCERS has limited resources to carry out the required planning and activities.</p>
40	RFP (Main)	I.2	91	(2) Please confirm that NYCERS is committed to applying adequately sized and skilled staff necessary to support the key needs of such a project.	Refer to # 39 for response.
41	RFP (Main)	I.2	91	(3) If NYCERS staff are not available to complete their project responsibilities, such as User Acceptance Testing, how does NYCERS envision the vendor being able to plan resources and meet the project schedule?	Refer to # 39 for response.
42	RFP (Main)	I.2	91	(4) In our experience, it is not possible for client staff to simultaneously perform day-to-day operational and additional system design and implementation project work. To that end, is NYCERS currently backfilling staff or planning on backfilling positions?	<p>Please refer to question # 39 for response.</p> <p>If a Respondent requires more information on NYCERS staff to inform their proposal, those questions must be submitted in the follow-up written questions period prior to the deadline in RFP Table 18. Questions should be appropriately detailed, specific and precise in nature. Any responses to NYCERS staff-related questions shall not supersede RFP I.2.</p>
43	RFP (Main)	I.2	91, 40, 45	The RFP appears to restrict the Respondent's ability to plan an effective project schedule as NYCERS seems to be unwilling to put firm dates in place for such critical path components of the solution such as the contact center and Salesforce CRM completion. Would NYCERS be willing to commit to certain critical path components that are key dependencies in the schedule, with the option to issue mutually agreeable change orders in the event these dates change?	<p>NYCERS provided transparency on planned technology changes. NYCERS already has dates in place for these changes. The Salesforce CRM project as described in Appendix 3 as well as the CCaaS project are expected to be completed prior to the onboarding of the Selected Vendor.</p> <p>All change requests are subject to terms and conditions set forth in the RFP package (e.g., RFP I.18).</p>



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44	RFP (Main)	I.19	96	<p>Assumptions are necessary to ensure a mutual understanding when requirements are ambiguous. In our experience, we have found the best practice during a procurement process is to have Respondents provide a summary of assumptions so the buyer understands the Respondent's intent and what was included in the Respondent's price. Two questions include:</p> <p>(1) Without identification of those assumptions, how does NYCERS intend to lock down scope?</p>	<p>(1) (2) Per RFP I.19, NYCERS intends to lock down the scope by providing Respondents two opportunities within the RFP process for question and answer periods. Assumptions must be surfaced during the question and answer period. Respondents are required to use the written question periods to obtain clarifications on all elements of the RFP, thereby eliminating any ambiguities from the Respondent's perspective solidifying the scope to be delivered in the proposal (e.g., RFP I.25). The written questions process ensures all Respondents see the same information.</p> <p>All Respondents must provide a firm fixed price for the entire scope as solicited in the RFP, any addendum, and reflecting consideration of all written question responses (as stated above). This creates a uniform basis for scoping and pricing for all Respondents. Respondents are responsible for outlining in sufficient detail in their written response what their proposal provides and how it meets the uniform set of RFP requirements provided to all Respondents.</p>
45	RFP (Main)	I.19	96	<p>(2) We believe it is in NYCERS best interest to allow assumptions. Will NYCERS reconsider its position and allow the Respondent to provide a summary of assumptions?</p>	<p>Refer to # 44 for response.</p>
46	RFP (Main)	I.29	99	<p>Regarding the proposed payment schedule, as currently drafted in the RFP, the vendor will not be able to recover cost and receive payment for over 45% of the professional fees until after Hypercare and extended warranties. This puts an extraordinary cash flow burden on Respondents. Would NYCERS consider leaving the payment schedule open to negotiation based on the vendor's proven ability to deliver?</p>	<p>Any exceptions to the payment schedule must be submitted as RFP exceptions (see RFP G.3). Respondents are reminded that the Selected Vendor will be contractually bound by all aspects of this entire RFP package, without negotiation, except where RFP exceptions were provided with the Respondent's proposal using Template G (see RFP G.3). This includes the payment schedule.</p> <p>Regarding the payment schedule:</p> <ul style="list-style-type: none"> <li>• NYCERS believes it is in its best interest that the payment structure reflects the importance of actual delivery of an enterprise-grade solution and helps ensure Respondents provide a realistic proposal and that the Selected Vendor is motivated to deliver the LRP solution as originally proposed.</li> <li>• The RFP provides Respondents some influence over payment frequency via the Respondent's proposed phasing approach (e.g., RFP E.2).</li> </ul> <p>If a Respondent chooses to submit RFP exceptions related to the payment schedule, such exceptions must be specific (e.g., specific alternative payment % breakdown). Exceptions written in a manner that effectively leaves the payment schedule ambiguous or otherwise open to negotiation will not meet RFP (e.g., G.3) requirements.</p>

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47	RFP (Main)	General	N/A	Please provide additional information regarding the current CRM project, given the interdependencies of LRP and CRM. Five questions include: (1) Is the CRM implementation project on-schedule? Please describe the progress to-date and future schedule.	The Salesforce CRM project as described in Appendix 3 is expected to be completed prior to the onboarding of the Selected Vendor.
48	RFP (Main)	General	N/A	(2) When is the MNYCERS portal currently scheduled to be migrated to Salesforce for Active and Retired members?	Refer to # 47 for response.
49	RFP (Main)	General	N/A	(3) Is NYCERS on-track to achieve the business objectives outlined in the CRM RFP?	Yes. NYCERS is currently on track with achieving our business objectives.
50	RFP (Main)	General	N/A	(4) What NYCERS staff are committed to the CRM project?	NYCERS has committed adequate staff to the CRM project, which would be completed prior to the onboarding of the Selected Vendor.
51	RFP (Main)	General	N/A	(5) To date, what are NYCERS' key learnings from the CRM project that would be helpful for the LRP?	The purpose of the Q&A period is to afford Respondents an opportunity to gain clarity on requirements of the LRP RFP.
52	RFP (Main)	General	N/A	Given the significant number of dependencies and integration points with the CRM project, as well as the CRM vendor having access to information not available to RFP respondents, the LRP RFP would appear to provide an inherent advantage for the CRM vendor. How does NYCERS intend to mitigate any inherent advantage and potential conflicts of interest, as this vendor may be generating specifications to be delivered by the LRP project?	The scope of services for CRM and LRP are distinct. The CRM vendor is not generating specifications to be delivered by the LRP project. As with all procurements, NYCERS will determine the award of the RFP based on the most responsive and responsible Respondent.
53	RFP (Main)	General	N/A	Given the interdependencies with the CRM project, Contact Center project, and other related contracts, would NYCERS provide the full contracts, all amendments and deliverables for all related contracts?	This request should be made in writing to NYCERS FOIL Officer.
54	RFP (Main)	General	N/A	The RFP includes several non-standard terms and conditions, including onerous language, such as (a) non-committal of NYCERS staff to the LRP project and (b) automatic extensions of project schedule for dependencies outside of the LRP vendor's control. These onerous terms transfer significant risk to the LRP vendor. Did NYCERS consider the financial impact of including onerous language and non-standard terms?	Please submit specific questions about any particular terms and conditions in the follow-up written questions period (see RFP Section H). In addition, the RFP exceptions mechanism is available to Respondents (see RFP G.3).
55	Appendix 2	1.1.2	9	The RFP indicates that "...the System will have the ability to process and analyze City Agency payroll data..." How is City Agency payroll data going to be transmitted to NYCERS?	See LRP RFP: Appendix 2, Section 5, Table 9 for details.

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56	Appendix 5	General	N/A	Although most vendors are willing to sign up to a reasonable number of SLAs with a commercially reasonable penalty exposure, RFPs that contain overly extensive and onerous SLAs are deterrents to highly qualified bidders seeking to provide cost effective proposals. Would NYCERS consider allowing Respondents to clarify certain SLAs, adjust the measurement criteria, and include a commercially reasonable cap on any damages?	Yes, NYCERS will consider proposed SLAs. Please submit any specific questions about particular SLAs in the follow-up written questions period (see RFP Section H). In addition, the RFP exceptions mechanism is available to Respondents (see RFP G.3).
57	Appendix 5	1	1	This appendix states that "...SLAs apply to the entire solution, including all products and/or services (including third party products) being proposed by the Respondent." Is this intended to encompass the components being developed by other vendors (e.g., the ECM and/or Salesforce components)?	The SLA will apply to all software proposed by Respondents in the delivery of specified requirements. For example, this would include a proposed ECM replacement or if Respondents propose to leverage Salesforce to deliver on requirements. Please submit SLA-specific questions in the follow-up written questions period (see RFP Section H). The reason the Respondent is inquiring should be made clear as is done in the "Client End-User Satisfaction" SLA question (# 58) below.
58	Appendix 5	1	2	How would the "Client End-User Satisfaction" SLA apply to the LRP vendor when the client portals are being implemented on the Salesforce platform?	Portions will apply. For example, if client end-user satisfaction is low due to slow response times, cycle time, and/or failures that upon review are attributable to poor performance of LRP vendor provided interfaces, the LRP vendor will be responsible.
59	Appendix 5	1	2	Please confirm that the SLAs only apply to the LRP vendor-provided solution and not to components being supplied by another vendor (e.g. Salesforce).	Refer to # 57 and #58 for a response.
60	Template C: RTM	General	General	In Template C, RTM, there are a number of requirements that include the Phrase "The System will integrate with the CRM to display..." or "The System will have the ability to integrate with the CRM to allow...". Will NYCERS (potentially leveraging a separate contract with the CRM vendor) be fully responsible for all design, configuration, development, testing and deployment on the Salesforce platform even if the change is required by the LRP solution?	<p>The Selected Vendor is responsible for developing a comprehensive set of enterprise-grade integrations that the Salesforce can leverage. The Selected Vendor will not be responsible for modifications or enhancements to the Salesforce CRM user interface to display data coming from the pension system. The exception being if the Selected Vendor proposed expanding the use of the Salesforce CRM as part of their pension administration solution, the Selected Vendor will be responsible for modifications or enhancements to the Salesforce CRM.</p> <p>As stated in RFP D.1, the Selected Vendor will be required to implement the ability for the CRM solution (via the public-facing portal) to provide, at minimum, all of the same features and functionality inherent within the self-service portal component of the proposed pension administration solution, as well as enabling all functionality described in Appendix 3.</p> <p>For example, NYCERS has requested the Selected Vendor not replicate functions such as pension calculations, business rules, error handling, etc., resident within the pension administration solution in the CRM system. The</p>

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
					CRM should be able to leverage data created in the pension administration system.
61	Template C	TECH070	10. Technical	Please provide a listing of NYCERS security policies and standards.	<p>See following list, which is subject to change: Acceptable Use; Access Control; Wireless Network and Device Policy; Vulnerability Policy and Standards; Encryption Policy; Equipment Disposal; Mobile Computing; Password Policy; Enterprise Policy; Anti-Malware Policy; Change Management; Data Classification; Data Distribution; Email Use; End of Life Policy; Fax Policy; Firewall Governance; Physical Security; Remote Access; System Development Lifecycle; Development Lifecycle; System Administration; Data Exchange Policy. Some of the policies can be found here:</p> <p><a href="https://www1.nyc.gov/site/doitt/business/it-security-requirements-vendors-contractors.page">https://www1.nyc.gov/site/doitt/business/it-security-requirements-vendors-contractors.page</a></p> <p>In addition, Respondents' solutions must comply with the Citywide Privacy Protection Policies and Protocols found here:</p> <p><a href="https://www1.nyc.gov/assets/moip/downloads/pdf/citywide_privacy_protection_policies_and_protocols.pdf">https://www1.nyc.gov/assets/moip/downloads/pdf/citywide_privacy_protection_policies_and_protocols.pdf</a></p> <p>The above list of security policies and standards will be made available to the Selected Vendor during Phase 0.</p>
62	Template C	TECH071	10. Technical	Please provide a listing of NYCERS data classification standards and policies.	NYCERS Data Classification standards and policies will be made available to the Selected Vendor during Phase 0.
63	Template C	TECH078	10. Technical	TECH078: "The solution will be configured to assign tasks to a user or group of users based on security policies." Is this the same as role-based access to modules in the LRP?	Yes. This is the same as role-based access to system modules.
64	Template C	TECH087	10. Technical	<p>"The solution will ensure the system and all relevant system data and outputs (e.g. audit logs) meet or exceed all standards necessary to be considered admissible as evidence in US Federal, NYS and NYC criminal and civil courts."</p> <p>Can NYCERS provide a complete listing of these standards?</p>	<p>Standards include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• The Federal Rules of Evidence</li> <li>• New York Evidence (Can be found in The Guide to New York Evidence)</li> <li>• New York Civil Practice Law and Rules</li> <li>• NYS Criminal Procedure Law</li> <li>• Any Federal, New York State, or New York City case law associated with evidence</li> </ul>
65	Template C	TECH094	10. Technical	What are NYCERS' existing BI tools with which the integration is required?	None. The data in the pension administration solution must be generally accessible by third party applications.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
66	Template C	TECH102	10. Technical	<p>“The solution will ensure that all components are compliant with all accessibility regulations applicable to NYCERS (e.g., NYC Administrative Code 23-802).”</p> <p>Can NYCERS provide a listing of all applicable accessibility regulations as required by NYCERS?</p>	<p>Applicable regulations include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• The Americans with Disabilities Act</li> <li>• New York City Local Law 26 (NYC Admin. Code 23-802)</li> <li>• WCAG 2.0 level AA</li> <li>• Section 508 of the Rehabilitation Act of 1973</li> </ul>
67	Template C	TECH104	10. Technical	<p>The solution will include native mobile applications that provides access to the majority of system functions to both internal and external users on widely used mobile operating systems (e.g. Android, iOS) and optimized for common mobile formats (e.g. smartphone, tablet). Two questions:</p> <p>(1) Is NYCERS requiring a native mobile application(s) for the LRP solution?</p>	<p>(1) No. NYCERS is not requiring a mobile application for the LRP solution. NYCERS requires that the data to support NYCERS Mobile Application is available to support functionality used by active members and retirees. However, the Selected Vendor must provide interfaces that can easily be leveraged by the CRM mobile application to effectively provide Client’s no less than the functionality that would be available in the Selected Vendor’s proposed pension administration mobile application solution. See response to # 17 for additional information.</p> <p>While a mobile application is not required, Respondents are responsible for demonstrating their proposed solution is aligned with leading practices with regard to staff users and mobile applications (e.g., front-office customer service).</p>
68	Template C	TECH104	10. Technical	<p>(2) Can NYCERS confirm the LRP vendor is not providing mobile applications for external users?</p>	<p>Correct. NYCERS will not require the Selected Vendor to provide a mobile application for external users.</p>
69	Template C	TECH120	10. Technical	<p>The System will have the ability to provide rule-based risk assessment (e.g., rule-based capability for compliance, business policy enforcement and suspicious activity detection). Can NYCERS provide additional details on this requirement?</p>	<p>The proposed solution should be able to identify staff transactions, data and other system events that may indicate potential fraud, such as numerous transactions from the same IP address to multiple NYCERS accounts. The proposed solution should be able to demonstrate leading capabilities in this area.</p>
70	Template F: Cost Proposal	Ongoing Costs – Support Tab	5.	<p>It appears the rates quoted in Tab 5: Ongoing Costs refer only to the annual post-implementation support costs after the full solution (all phases) are deployed; Two questions:</p> <p>(1) How should the Respondent quote post-implementation support services for the partial solution after implementation of any phase prior to the final implementation?</p>	<p>The Selected Vendor is expected to support NYCERS with comparable services during project implementation for any partial/phased releases as part of the firm fixed price. NYCERS is particularly interested in understanding from Respondents how they will tailor their solution management and support offering, specifically for the NYCERS solution and the degree to which each Respondent’s offering will add value above and beyond standard support and maintenance services, such as those commonly offered by product vendors. Refer to RFP E.2.11.</p>
71	Template F: Cost Proposal	Ongoing Costs – Support Tab	5.	<p>(2) With the understanding from E.2.11, the Respondent has the freedom to tailor support. Two questions:</p> <p>(a) Can NYCERS provide a summary of any support responsibilities that NYCERS will accept responsible for?</p>	<p>NYCERS expects every Respondent to propose appropriate support based on their experience and leading practices, including proposing post-implementation support responsibilities that NYCERS should assume.</p>

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
	RFP (Main)	E.2.11	69.		
72	Template F: Cost Proposal  RFP (Main)	Ongoing Costs – Support Tab  E.2.11	5.  69.	(b) What is the minimal scope of services NYCERS is requiring vendors to be responsible for during post-implementation support?	Refer to # 71 for response.
73	RFP (main)	B.4	15	Was the primary administration system in place now (PROD) provided by a vendor? Are there any vendors currently under contract that provide any related services?	Refer to # 12 for response.
74	RFP (main)	B.4.1.4	17	The RFP notes that a contact center is planned for implementation. Will an outside vendor be providing the CCaaS and IVR solutions? Will an additional solicitation be released for this solution as well, or was one already issued?	Refer to # 13 for response.
75	RFP (main)	B.5	23	Will any of the Project Risk-Focused teams (Risk Consultant, IV and V, QA) be composed of or provided by outside vendors? If so, will there be separate solicitations released later for these services?	Refer to # 14 for response.
76	RFP (main)	D.1.5	43-44	“Respondents to propose long-term ECM solutions that are most compatible with the new pension administration system”: Where in the response template should we include our approach? Template E does not appear to contain a section for this topic.	As with other solution components Respondents may propose that would integrate with the core pension administration solution, the proposed ECM component should be discussed throughout Respondents’ proposal where appropriate (e.g., in response to functional and technical requirements). NYCERS does require implementation costs for ECM to be broken out (see response to # 27).
77	Template E	2.2	11	“Provide an overview of your relevant customer history (at minimum public pension organizations). Detailed customer history is to be provided in RFP Template A (Customer History).”: should the customer history in this section include subcontractor customer history as well?	Yes.
78	Template B	1	1	“All Respondents must provide six (6) references that meet the requirements set forth in the RFP using the format provided in this template”: May bidders include references from subcontractors?	No. Please refer to RFP C.3.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
79	RFP 07152019-LRP	D.2.2	37	As part of the proposal response, is NYCERS expecting the supplier to provide the hardware cost?	Yes. All costs required to implement and operate the proposed solution must be included in Respondents' cost proposals. NYCERS reserves the right to source any components/elements and/or services from parties other than the Selected Vendor (see RFP I.21).
80	RFP 07152019-LRP	E.2.8	66	Supplier assumes that only a Bill of Material with quantity and product description is required. Will the installation and configuration of infrastructure (servers, OS, network devices, storage, backup) for the new PAS be done by NYCERS IT or by supplier?	Respondents are to assume they will be responsible for installation and configuration of any required infrastructure. The tasks and associated effort by resource must be clearly identified in Respondents' resource-loaded project plan (see RFP E.3.3).
81	RFP 07152019-LRP	B.4.1.3	16	The section B.4.1.3 Salesforce CRM Implementation states that Salesforce CRM will enable the delivery of comprehensive multi-channel services for both internal and external users. The rest of the RFP and Appendix 2 talks specifically about client facing self-service portal being implemented using Salesforce with no reference to internal users. Does NYCERS expect Salesforce CRM to be used in the pension administration system used by internal users in any capacity?	See #17 for response.
82	RFP 07152019-LRP	B.4.1.3	16	If the response to the question above is yes, please clarify in what capacity NYCERS expect the Salesforce CRM to be used?	Refer to # 17 for response.
83	RFP 07152019-LRP	D.1.4	32	The RFP Section D.1.4 details security and fraud prevention. As the Salesforce CRM will be the sole customer interface, what specific aspects of this section are expected to be met by the new LRP?	Respondents must create an appropriate response to RFP D.1.4 based on their solution and address all elements in that section. Respondents must also look at security and fraud prevention as it may pertain, for example, to secure system coding and/or security of data exchanges between integration points.
84	RFP 07152019-LRP	General		Who is responsible for making changes to Salesforce CRM to access the new Pension Administration System (PAS)?	Refer to # 17 for response.
85	RFP 07152019-LRP	General		If the response to the question above is the PAS vendor, what are the contractual commitments of the CRM vendor to work with the PAS Vendor and NYCERS for successful implementation of LRP?	Refer to # 17 for response.
86	RFP 07152019-LRP	B.4.1.1 PROD	15-16	We understand that there are 1100 COBOL programs supporting the PROD application. Please specify the number of modules having core business functionalities out of this 1100 Cobol modules.	NYCERS estimates 700 modules include core business functionalities. This is subject to change. Additional information will be discussed with the Selected Vendor in Phase 0. Note: NYCERS does not intend to replicate what is in PROD in the new solution.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
87	RFP 07152019-LRP	B.4.1.1 PROD	15-16	We understand that there are 1100 COBOL programs supporting the PROD application. Please specify the Lines of Code (LOC) or complexity distribution for each of these 1100 Cobol modules.	NYCERS estimates 800K lines of 'PROCEDURE DIVISION', 100K lines of COBOL 'IF' statements, and 30K lines of COBOL 'PERFORM' statements. This is subject to change. Additional information will be discussed with the Selected Vendor in Phase 0. Note: NYCERS does not intend to replicate what is in PROD in the new solution.
88	RFP 07152019-LRP	B.4.1.1 PROD	15-16	We understand that there are 700 Vision Report programs supporting the PROD application. Please specify the Lines of Code (LOC) or complexity distribution for each of these 700 Vision Report programs.	NYCERS estimates 95K lines of code across QUICKJOBS. This it is subject to change. Additional information will be discussed with the Selected Vendor in Phase 0. Note: NYCERS does not intend to replicate what is in PROD in the new solution.
89	RFP 07152019-LRP	B.4.1.1 PROD	15-16	We understand that there are 700 Vision Report programs supporting the PROD application. Please specify the total number of reports that are created from these 700 Vision Report programs.	NYCERS estimates 700 reports. This is subject to change. Additional information will be discussed with the Selected Vendor in Phase 0. Note: NYCERS does not intend to replicate what is in PROD in the new solution.
90	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	Please confirm the following statement is correct: The archival solution will store reference data and will have a simple User Interface (UI) to support viewing functionality. The proposed solution will be able to access and leverage archived data (in view only mode) from the data warehouse as and when required.	No, a simple UI to support viewing functionality of archive data is not correct. For example, some non-member payroll data that is archived may need to be leveraged to complete transactions (e.g., new enrollments) and cannot be limited to view only (see RFP D.1.1).
91	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	What areas of data standardization be required to be done as a part of conversion and migration? (Example: Address record standardization needed if any).	The Selected Vendor should expect to standardize legacy data in the proposed solution, regardless of if NYCERS currently standardizes that data. NYCERS requires the Selected Vendor to standardize any data that should be standardized based on commercially reasonable standards (e.g. address), and the Selected Vendor's experience and expertise in the pension space.  In addition, NYCERS has been performing Data Quality Assurance as outlined in the RFP. For example, NYCERS is working on address standardization with online validation. In particular, exploring opportunities to standardize free form text instances (for example international addresses and phone numbers).
92	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	Are there any data redundancies present in the current Legacy system that need to be resolved as a part of migration and archival?	Yes. Respondents should assume there may be significant data redundancies. Note, NYCERS is attempting to identify data redundancies as part of Data Quality Assurance as outlined in the RFP.
93	RFP 07152019-LRP	B.4.3 Data E 2.4 Data	17-21 and 55-58	If the response to the question above is yes, please provide examples of data redundancies that will need to be resolved.	NYCERS will make appropriate information available to the Selected Vendor.



#	RFP Document Name	Section / Reference	Page(s)	Question	Response
		Conversion and Migration			
94	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	Does NYCERS have any data de-personalization processes (for PII data) for the current legacy system (PROD) that can be leveraged for the project?	No. NYCERS expects Respondents to have this capability.
95	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	If the response to the question above is yes, please provide the details of this process.	Not applicable.
96	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	NYCERS has created 500 data correction rules and 250 of them pertaining to in-flight data correction, and requires the selected respondent to help finish data cleansing if needed (refer Section E.2.4.2). Please explain how NYCERS implements the corrections – via manual update or through program execution?	Depending on the nature of the update, both manual and program execution methods have been used.
97	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	NYCERS has created 500 data correction rules and 250 of them pertaining to in-flight data correction, and requires the selected respondent to help finish data cleansing if needed (refer Section E.2.4.2). Should there be need for further corrections on the already corrected rules/ fields, would NYCERS be open to sharing the code base so it can be extended?	NYCERS will make appropriate information available to the Selected Vendor.
98	RFP 07152019-LRP	B.4.3 Data E 2.4 Data Conversion and Migration	17-21 and 55-58	NYCERS has created 500 data correction rules and 250 of them pertaining to in-flight data correction, and requires the selected respondent to help finish data cleansing if needed (refer Section E.2.4.2). How many data corrections does NYCERS estimate the vendor will need to complete?	NYCERS cannot predict how many data corrections may remain at project start.
99	RFP 07152019-LRP	B.4.1.2/3/4 Current Technology Landscape	15-16	Pertaining to Enterprise Integration/Middleware solution, is an enterprise service bus being currently used?	No.
100	RFP 07152019-LRP	B.4.1.2/3/4 Current Technology Landscape	15-16	If the response to the question above is no, would NYCERS want the vendor to propose a solution?	Yes. If the Respondent's proposed solution requires enterprise integration/middleware, NYCERS expects such component(s) to be included.
101	RFP 07152019-LRP	B.4.1.2/3/4 Current	16-17	Salesforce CRM and CCaaS (replacing IVR) have been mentioned in the RFP. What are the implementation timelines for these solutions?	Refer to # 43 for response.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
		Technology Landscape			
102	RFP 07152019-LRP	B.4.3 Data	17-21	<p>NYCERS cannot determine with complete certainty which archived data will need to be leveraged in the future to support their core business processes. Therefore, it is critical that all archived data is available for NYCERS to leverage on-demand. NYCERS will consider proposals that include use of the Respondent's proposed solution as a data archive. However, NYCERS does not anticipate that it will be worthwhile to undertake additional data cleansing efforts on archived records (e.g., long-deceased members).</p> <p>What is the SLA in bringing the data from the Archive database to the Primary database?</p>	NYCERS expects the data to be returned from the archive database to the primary database in real-time. Any exceptions to this should be noted.
103	RFP 07152019-LRP	B.4.3 Data	17-21	<p>NYCERS cannot determine with complete certainty which archived data will need to be leveraged in the future to support their core business processes. Therefore, it is critical that all archived data is available for NYCERS to leverage on-demand. NYCERS will consider proposals that include use of the Respondent's proposed solution as a data archive. However, NYCERS does not anticipate that it will be worthwhile to undertake additional data cleansing efforts on archived records (e.g., long-deceased members).</p> <p>What cleansing process has NYCERS considered since the data would be uncleaned?</p>	NYCERS does not anticipate cleansing most archived data. However, Respondents should include in their proposal an approach, based on Respondent's prior experience with other pension systems for cases that may require cleansing, for example, non-membership data.
104	RFP 07152019-LRP	E.2.4.3 Handling of Data that cannot be cleansed	58	Please provide some examples of the type of data that cannot be cleansed but would need to be migrated to the new LRP.	At this time, NYCERS is not aware of any data that cannot be cleansed for migration. However, Respondents should expect to perform in-flight data corrections as part of the conversion process. In-flight data corrections may be a result of mock-data runs. Based on Respondents' prior experience with data conversion, Respondents should propose an approach.
105	RFP 07152019-LRP	Section D.2.4	46	Is there real-time integration framework in the new Salesforce and Contact Center implementation for auditing, logging and exception handling that could be leveraged by the LRP vendor?	A real-time integration framework will exist between Salesforce and Contact Center. NYCERS cannot determine if this integration can be leveraged by a Respondent's solution.
106	RFP 07152019-LRP	Section D.2.4	46	If the response to the question above is yes, please share details of this framework.	NYCERS will make appropriate information available to the Selected Vendor.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
107	RFP 07152019-LRP	Applications B.4.1	15-17	Is there any test scenario repository available for PROD, FileNet, CCaaS (Contact Center), Current key pension administration related applications?	No. Respondents are encouraged to tailor a testing strategy that is in alignment with their solution. Please refer to Appendix A-1 and RFP Appendix 6, Table 1 (e.g., D22-D25).
108	RFP 07152019-LRP	Applications B.4.1	15-17	If NYCERS has any existing regression test bed/ re-usable test cases that could be leveraged by the LRP vendor, please provide details on the Regression pack volume by business function.	NYCERS does not have existing regression test bed/re-usable test cases. The Selected Vendor is required to provide all necessary environments, including a regression test bed. Please refer to Appendix A-1.
109	RFP 07152019-LRP	Salesforce CRM Implementation B.4.1.3	16	What existing infrastructure is available for Mobile Testing in NYCERS?	NYCERS does not currently have infrastructure in place for mobile testing. Our current mobile app is cloud based.
110	RFP 07152019-LRP	Salesforce CRM Implementation B.4.1.3	16	Is there a mobile lab with devices or simulators available?	No.
111	RFP 07152019-LRP	Salesforce CRM Implementation B.4.1.3	16	Will the mobile testing infrastructure or lab noted in the questions above be available for use by the testing team of the LRP vendor?	Not applicable.
112	RFP 07152019-LRP	Testing E.2.3	51-56	What are the existing QA tools in the current landscape? (Example UFT/Selenium for Test Automation, HP Load Runner/Jmeter for Performance Testing, Perfecto for Mobile Testing, HP ALM/Rally for Test Management / TFS etc.)	Selenium and Jmeter.
113	RFP 07152019-LRP and Vendor Question Responses 02-23-2018	B.4.1.1 PROD Response - 69	15-16	The current PROD system consists of 800 VSAM files, but as per the response to questions from the RFP from 2018, there were only 103 VSAM files having ~6500 data elements to support the core business functionalities. Please confirm the number of VSAM files that will be included as part of the conversion?	Approximately 125 out of 800 VSAM PROD have operational data. The remainder generally contain backup, report, and non-LRP related files.
114	RFP 07152019-LRP	D.1.4 Security and	32	This section indicates that NYCERS expects a comprehensive set of security and fraud prevention features.	Yes, there is a mandate that requires security and fraud prevention features.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
		Fraud Prevention		Is there a mandate from the City/State/Federal government or NYCERS policy that requires this?	
115	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	32	If the answer to the question above is yes, please provide details on these mandates or policies.	Mandates and policies include, but are not limited to: <ul style="list-style-type: none"> <li>• New York City Local Laws 245 and 247</li> <li>• New York City Executive Order #28, July 11, 2017</li> <li>• Citywide Privacy Protection Policies and Protocols</li> </ul>
116	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	32	This section speaks that NYCERS expects a comprehensive set of security and fraud prevention features.  Is there an existing security testing tool already in place?	No.
117	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	32	If the response to the question above is yes, please provide the name and description of the testing tool?	Not applicable.
118	RFP 07152019-LRP	D.2.1 Application Architecture	35-36	While the website is expected to be navigable across different browsers and devices (desktop, mobile and tablet), does NYCERS have a preferred list of browsers and devices (iOS, android etc.) which should be used to test the website?	Yes. NYCERS expects the proposed solution to function as designed in the top five (5) utilized desktop browsers and top five (5) utilized mobile browsers at any given time. It is assumed the underlying base pension administration product keeps current with web browser market changes.
119	RFP 07152019-LRP	D.2.1 Application Architecture	35-36	Will the LRP vendor QA team have access to the Legacy PROD environment on the mainframe for testing purposes?	The Selected Vendor QA Team will have access in a non-production environment.
120	RFP 07152019-LRP	E.2.3 Testing	51-56	What is the peak/maximum number of concurrent users that will be accessing the application?	NYCERS Business units consist of approximately 300 users. NYCERS does not currently capture metrics on concurrent connections.
121	RFP 07152019-LRP	E.2.3 Testing	51-56	Does NYCERS own any Performance testing tools (Ex: Load Runner, NeoLoad) that can they be leveraged by the LRP vendor?	No.
122	RFP 07152019-LRP	E.2.3 Testing	51-56	If the response to the question above is yes, please provide the name and description of these tools.	Not applicable.
123	RFP 07152019-LRP	E.2.3 Testing	51-56	Does NYCERS own any Application Performance Monitoring tool ( Ex: Dynatrace, AppDynamics etc.) that can be leveraged by the LRP vendor?	No.
124	RFP 07152019-LRP	E.2.3 Testing	51-56	If the response to the question above is yes, please provide the name and a description of these tools.	Not applicable.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
125	RFP 07152019-LRP	E Scope of Services	44	Does NYCERS have any baseline performance benchmark values of the existing PROD (current Pension Administration) system to be used for comparison of Performance impact?	Yes.
126	RFP 07152019-LRP	E Scope of Services	44	If the response to the question above is yes, please describe the values that can be made available.	NYCERS will make this information available to the Selected Vendor.
127	RFP 07152019-LRP	F.2. Respondent's Project Staffing	77	Is the 33% offshoring allowed in the RFP in respect to scope or in respect to cost?	The 33% offshoring allowed is with respect to the number of proposed resources. For instance, if a Respondent lists 100 resources in Template F, worksheet 3a, a maximum of 33 of those resources may be proposed to work off-shore.
128	RFP 07152019-LRP	Section D.2.4	46	Is there any batch Integration required for the new CRM?	Batch integration for the CRM is planned to be limited to exchange of records that have changed (e.g., "database deltas"). For the pension administration solution real-time integration is preferred.
129	RFP 07152019-LRP	E.2.4	56	In regard to the production data quality for data conversion and migration testing, can the LRP vendor assume source data profiling and test data mock-up as part of the data testing scope?	No. The Selected Vendor will be responsible for source data profiling and test data mock-up as part of the data testing scope.
130	RFP 07152019-LRP	E.2.4	56	If the response to the question above is yes, what percentage of the project completion can be assumed for the purposes of estimation?	Not applicable.
131	RFP 07152019-LRP	E.2.4	56	Does NYCERS have licenses for commercial data testing automation tools that can they be leveraged by the vendor?	Yes. NYCERS has a data quality assurance tool that allows profiling of data in SQL Server.
132	RFP 07152019-LRP	E.2.4	56	If the response to the question above is yes, please provide the name and a description of the tools.	IBM Infosphere Information Analyzer.
133	RFP 07152019-LRP	B.4.1.1	16	Will NYCERS allow the LRP vendor to run its automated tools against the PROD COBOL programs to extract the business rules?	NYCERS will provide a copy of PROD's COBOL program code to the Selected Vendor. The Selected Vendor can run its automated tools against the copy in a non-production environment. Note: NYCERS does not intend to replicate what is in PROD in the new solution.
134	RFP 07152019-LRP	B.4.1.3	16	Self-service capabilities listed in section 2.3.1 Client Service Management in Appendix 03_CRM_Implementation_Reference will be considered for integration between CRM and new pensions system. Please confirm this understanding is correct.	Yes. Refer to RFP E.2.
135	RFP 07152019-LRP	D.1.1	31	What are the different types of data that will be required to be retrieved from Archive by the new system from time to time?	Examples include Beneficiaries, Non-Member data, Deceased Members, and Deceased Pensioners. Note this is not a complete list.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
136	RFP 07152019-LRP	D.1.1	31	In case the vendor decides to only integrate to (and not propose an) archive solution, is NYCERS expecting to use the new LRP system to view archive data?	Refer to # 90 for response.
137	RFP 07152019-LRP	E.2.6 Training	63	Does NYCERS have an in-house LMS (learning management system) to host training content?	Yes.
138	RFP 07152019-LRP	E.2.6 Training	63	If the response to the question above is yes, please provide the name and description of this system.	Cornerstone. See <a href="http://www.cornerstoneondemand.com">www.cornerstoneondemand.com</a> .
139	RFP 07152019-LRP	E.2.5 Organizational Change Management	59	Does NYCERS expect the Respondent's OCM solution to comply with any frameworks used within your organization today (ADKAR, Kotter, etc.)?	NYCERS does not currently use any particular framework. NYCERS prefers to leverage our LMS, Cornerstone, to the highest degree possible.
140	RFP 07152019-LRP	E.2.5 Organizational Change Management	59	Does NYCERS expect the respondent's OCM solution to address communications, training, and readiness needs for its external (employers, members) users too?	No. NYCERS does not expect to leverage Respondents' OCM solution for external users.
141	RFP 07152019-LRP	E.2.5 Organizational Change Management	59	If the response to the above question is yes, please describe the number and types of stakeholders that will be included as part of this requirement.	Not applicable.
142	RFP 07152019-LRP	E.2.5 Organizational Change Management	59	Does NYCERS expect change management and training content to be available in language(s) other than US English?	No. English only.
143	RFP 07152019-LRP	E.2.5 Organizational Change Management	59	If the response the question above is yes, please explain what languages will be required.	Not applicable.
144	RFP 07152019-LRP	A.1. Project Expectations Executive Summary	2	In regard to the requirement to work with independent 3 <sup>rd</sup> party Risk Manager, please describe the responsibilities of the third party risk manager.	See RFP B.5.
145	RFP 07152019-LRP	A.1. Project Expectations	2	In regard to the requirement to work with independent 3 <sup>rd</sup> party Risk Manager, please describe the interfaces, reports, activities,	Respondents are expected to have a robust risk management plan based on their prior experience. .

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
		Executive Summary		resources, and scope impact the LRP vendor will have to comply with.	<p>The Selected Vendor should expect to engage with NYCERS governance and risk management resources regularly and frequently. Interfaces are shown in the governance chart RFP B.5 Figure 7.</p> <p>The Selected Vendor will have to comply, contribute and fully cooperate with risk-related activities, including, but not limited to, providing transparency into work in progress, risk meetings and reports and providing information to advance work by other LRP related vendors (e.g., <a href="https://a856-cityrecord.nyc.gov/RequestDetail/20190503012">https://a856-cityrecord.nyc.gov/RequestDetail/20190503012</a>).</p>
146	RFP 07152019-LRP	Executive Summary	1	The RFP requires the new LRP system interface with PROD – NYCERS proprietary custom in-house applications. How many interfaces will be required?	The interface with PROD is based on the need for bridging data between systems. The number of interfaces will be determined as part of the development of each individual phase. NYCERS would expect the nature and number of required interim interfaces with PROD to vary by Respondent (e.g., based on each Respondent’s specific proposed phasing and integration architecture). Variations are also expected based on a Respondent’s proposal to either keep or retire specific existing applications once the proposed solution is fully implemented.
147	RFP 07152019-LRP	Executive Summary	1	In regard to a new contact center being established with new infrastructure, when will this be implemented?	The CCaaS implementation is expected to be completed prior to pension administration solution implementation project start.
148	RFP 07152019-LRP	Executive Summary	1	In regard to a new contact center being established with new infrastructure, please describe what technology and processes should we assume will be included in the new contact center?	NYCERS is in contract negotiations and cannot confirm the technology being used until the contract is fully executed. If the contract is executed before proposals are due, NYCERS will post a subsequent answer via City record.
149	RFP 07152019-LRP	Executive Summary	1	In regard to a new contact center being established with new infrastructure, please describe the connectivity requirements between this center and the LRP.	Refer to # 148 for response.
150	RFP 07152019-LRP	Executive Summary	1	Will redundant systems / 2 instances of vendor software for the 2 separate NYCERS data centers be required?	NYCERS requires the solution be architected for high availability and meets or exceeds NYCERS RTO and RPO requirements (see RFP E.2.8). As such, Respondents are expected to propose appropriate redundancy based on RFP E.2.8 and leading practices for mission critical enterprise applications.
151	RFP 07152019-LRP	D.1	32	As part of the requirement for Fraud Prevention, please describe NYCERS possible use cases for fraud prevention and the applications where it needs to be applied.	Examples include, but are not limited to, mitigating the risks of potential financial fraud that may apply to use cases related to loans, survivor benefits, and pension payroll (see RFP Appendix 2).
152	RFP 07152019-LRP	D.1	32	As part of the requirement for Fraud Prevention, please describe any current fraud prevention system in use by NYCERS.	NYCERS does not currently have a fraud prevention system. NYCERS uses best practices such as separation of duties, least privilege, and access controls that are applied as a process. Additionally, NYCERS utilizes data leakage prevention system to detect and prevent fraudulent activities.

#	RFP Document Name	Section / Reference	Page(s)	Question	Response
153	RFP 07152019-LRP	D.2.4	40	In table 7, it is mentioned that Microsoft AD is being used for single sign on. Please explain the architecture for this use case.	NYCERS is using Microsoft Azure AD for connections to cloud services to foster authentication/SSO.
154	RFP 07152019-LRP	D.2.4	40	In table 7, it is mentioned that Microsoft AD is being used for single sign on. Have you leveraged Integrated Windows Authentication with IIS for this purpose?	Refer to # 153 for response.
155	RFP 07152019-LRP	D.2.4	40	Pertaining to Thycotic, please describe the current version and information on target systems presently integrated with Thycotic for privilege identity management.	NYCERS will provide this information to the Selected Vendor.
156	RFP 07152019-LRP	D 2.5	41	Please describe any encryption mechanism currently enabled to protect sensitive data using Disk level encryption.	NYCERS will provide this information to the Selected Vendor.
157	RFP 07152019-LRP	D 2.5	41	Please describe any encryption mechanism currently enabled to protect sensitive data using Application Level Encryption.	NYCERS will provide this information to the Selected Vendor.
158	RFP 07152019-LRP	D 2.5	41	Please describe any encryption mechanism currently enabled to protect sensitive data using Field/Volume level Encryption.	NYCERS will provide this information to the Selected Vendor.
159	RFP 07152019-LRP	D 2.5	41	Please describe any encryption mechanism currently enabled to protect sensitive data Database level encryption.	NYCERS will provide this information to the Selected Vendor.
160	RFP 07152019-LRP	D 2.5	41	Please describe any encryption mechanism currently enabled to protect sensitive data using File Level encryption.	NYCERS will provide this information to the Selected Vendor.
161	RFP 07152019-LRP	D 2.5	41	Please describe any encryption mechanism currently enabled to protect sensitive data using Removable Media Level encryption (Ex: Backup tapes, USB storage devices, etc.).	NYCERS will provide this information to the Selected Vendor.
162	RFP 07152019-LRP	D 2.5	41	How are the encryption keys being stored?	NYCERS will provide this information to the Selected Vendor.
163	RFP 07152019-LRP	D 2.5	42	Please confirm if there is a defined data discovery process in place for identifying sensitive data on a regular basis for Structured (databases, flat files, multimedia files and metadata associated with them, etc.)	NYCERS has the capability to perform data discovery across some systems (undefined).
164	RFP 07152019-LRP	D 2.5	42	Please confirm if there is a defined data discovery process in place for identifying sensitive data on a regular basis for unstructured data (SharePoint, exchange, images, etc.)	NYCERS has the capability to perform data discovery across some systems (undefined).



#	RFP Document Name	Section / Reference	Page(s)	Question	Response
165	RFP 07152019-LRP	D 2.5	42	Please specify the use cases for deployment of PKI infrastructure for User/Device Authentication.	PKI was not mentioned in the RFP section.
166	RFP 07152019-LRP	D 2.5	42	Please specify the use cases for deployment of PKI infrastructure for Digital Signatures.	PKI was not mentioned in the RFP section.
167	RFP 07152019-LRP	D 2.5	42	Please specify the use cases for deployment of PKI infrastructure for SSL Certificates.	PKI was not mentioned in the RFP section.
168	RFP 07152019-LRP	D 2.5	42	Please specify the use cases for deployment of PKI infrastructure for File Encryption.	PKI was not mentioned in the RFP section.
169	RFP 07152019-LRP	D 2.5	42	Please specify the use cases for deployment of PKI infrastructure for Secure email.	PKI was not mentioned in the RFP section.
170	RFP 07152019-LRP	D 2.5	42	Are there any additional PKI infrastructure use cases beyond those mentioned above that need to be considered in-scope for this RFP response?	PKI was not mentioned in the RFP section.
171	RFP 07152019-LRP	E 2.4.2	58	For the Data Cleansing requirement, what technology or tools could be made available to the LRP vendor to leverage for data cleansing, obfuscation or masking of data?	IBM Infosphere Information Analyzer.
172	RFP 07152019-LRP	Salesforce CRM Implementation B.4.1.3	16	What responsibility will the LRP vendor have with regard to testing of non-LRP components (IVR, CCaaS, CRM, etc.)?	<p>The Selected Vendor will have, at minimum, testing responsibility for interfaces to non-LRP components. If, when NYCERS tests non-LRP components (e.g., Salesforce CRM), and it is determined that tests fail due to pension administration solution interface(s), the Selected Vendor shall be responsible for remedying such interface defects. This includes supporting non-LRP component testing and collaborating with non-LRP teams as needed to expedite remediation of any interface defects at no additional cost to NYCERS. The Selected Vendor is expected to closely collaborate with non-pension administration system project teams to ensure successful testing.</p> <p>If a Respondent proposes expanding the use of any particular non-pension administration components as part of its solution, the Respondent will be responsible for implementing the changes in those systems, including testing.</p>
173	RFP	General		Do the PPB rules take precedence over all other agreements, SOW, or contracts in all cases as part of this project?	No. PPB rules define what is required for all of the agreement and contracts. They must be followed so that the contract is in line with the City's procurement policies.

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174	RFP 07152019-LRP	B.4.3	17-19	<p>Section B.4.3 indicates that NYCERS is currently in the process of cleansing data. The section also indicates that this effort will continue during the implementation of the pension administration system. To help understand the data conversion and migration volumes, could you provide additional information on the following:</p> <p>How long back is the data being cleansed for and when will the activity be complete?</p>	<p>The data cleansing effort is based on testing the accuracy and completeness of our data utilizing user defined business rules across all Tiers. NYCERS expects the data cleansing effort will continue. Please refer to RFP B.4.3 and E.2.4.</p>
175	RFP 07152019-LRP	B.4.3	17-19	<p>Section B.4.3 indicates that NYCERS is currently in the process of cleansing data. The section also indicates that this effort will continue during the implementation of the pension administration system. To help understand the data conversion and migration volumes, could you provide additional information on the following:</p> <p>What are the system integrator expectations for converting the old data?</p>	<p>The Selected Vendor will be responsible for all aspects of legacy data conversion and migration (see RFP E.2.4).</p>
176	RFP 07152019-LRP	B.4.4	21	<p>Section B.4.4 indicates that NYCERS envisions having the capability to generate and remit pension benefit checks independently. As a part of the implementation, is NYCERS's vision to discontinue FISA's activity for generating benefit's checks?</p>	<p>NYCERS does not plan to discontinue FISA's activity for generating benefit checks. NYCERS wants to expand its check generation capabilities.</p>
177	RFP 07152019-LRP	E.2.6	63	<p>Section E.2.6 – Training – indicates that respondents will be developing and delivering training to all end-users (clients, staff, etc.). We understand that Salesforce CRM is the Self Service solution that is being implemented by NYCERS for client interaction.</p> <p>Please clarify NYCERS's vision for clients on the type of access and corresponding training for the pension administration system.</p>	<p>Refer to # 1 for response.</p>
178	RFP 07152019-LRP	B.1.4.3	16	<p>Does NYCERS envision the system of source for transactional data submitted by Customers (e.g., members, retirees, partners) through Salesforce to be Salesforce or the Legacy Replacement Project solution?</p>	<p>NYCERS expects the pension administration solution to be the system of record (source). The Salesforce CRM is envisioned as the client and employer portal UI. Respondents must explain any material technical details regarding this model that impact their proposed solution in their proposal that might impact the Salesforce CRM solution.</p>

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179	RFP 07152019-LRP	B.1.4.3	16	Does NYCERS anticipate requiring Salesforce and the Legacy Replacement Project solution staying in synch with regards to data?	<p>Yes. NYCERS envisions the Salesforce CRM portal will leverage the proposed pension administration solution via a set of on-demand interfaces, thereby eliminating any need for the Salesforce CRM to maintain a copy of data residing in the pension administration solution that would need to be synced at any point. NYCERS expects this integration to provide real-time data.</p> <p>If a Respondent believes some pension administration solution data must also reside in the Salesforce CRM and, therefore, be synced, this approach must be explained in detail.</p>
180	RFP 07152019-LRP	B.1.4.3	16	Given that Salesforce will be the sole customer facing portal, what training does NYCERS anticipate needing retraining of customers with the implementation of the Legacy Replacement Project?	Respondents will be responsible for providing training to all end users on Salesforce to the extent in which the Respondent's approach adds functionality, such as for internal users, expands online or mobile applications available, or expands available data in Salesforce (refer to response to question # 1).
181	RFP 07152019-LRP	E.2.5.1	60	NYCERS is requesting a process reengineering approach across multiple stakeholder groups, including external customers. Our understanding is that Salesforce implementation will have resulted in processes established to serve external customers. Does NYCERS want process change approach to reassess the implemented processes for Salesforce?	Salesforce CRM processes generally align with PROD processes and/or standard processes within Salesforce. It is envisioned some portion of those processes may need to change given NYCERS' goal is to adopt as many of the leading aspects of the proposed solution as possible (see RFP B.5). NYCERS expects Respondents to put forth a thoughtful approach that maximizes NYCERS' ability to adopt leading pension administration processes.
182	RFP 07152019-LRP	E.2.5.1	61	What roles does NYCERS anticipate filling with internal employees for transition efforts during process and organizational shifts (e.g., major releases)?	Please be more specific and submit role-specific questions during the follow-up written questions period (see RFP Section H).
183	RFP 07152019-LRP	E.2.5.1	61	NYCERS is requesting skills assessment of stakeholder groups, including internal employees. Can NYCERS clarify if any discussions with union representatives and / or civil service have occurred regarding potential 3 <sup>rd</sup> party skills assessments?	<p>Discussions with union representatives and / or civil service are premature at this stage and will be conducted prior to any skills assessment.</p> <p>Note: any skills assessment is to be limited to NYCERS' staff ability to successfully adopt the proposed pension administration solution.</p>
184	RFP 07152019-LRP	E.2.6.2	64	NYCERS notes that training should not adversely impact business operations and requires that no more than 20% of staff in a given unit be away for "any given time". What timeframe does NYCERS anticipate measuring to?	If a unit is staffed by 30 people, there should be a sufficient number of training sessions planned so that no more than 6 of those individuals are required to be in the same training session at the same time.
185	RFP 07152019-LRP	B.1	7	The proposal describes "select and implement an IT Service Management tools" and we see ServiceNow is currently integrated with the existing system (see Figure 3 on page 20). What is the scope of the existing ServiceNow implementation	The Selected Vendor will not be responsible for implementing IT Service Management tools and there is no envisioned integration between ServiceNow and the pension administration solution.

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				and should it be considered for extension to future systems (e.g. as described in E.2.8)?	
186	RFP 07152019-LRP	B5	24	Section B5 Governance: In terms of maturity of project management process and usage and completeness of those capabilities in Planview: In reference to the Change Control Process, Risk Review and Escalation Process, etc. in Figure 5, Pg 24, Should respondent assume all other project management processes are supported by Planview and are thorough and acceptable to NYCERS or will leading practice project management processes need to be defined, agreed and configured in NYCERS Planview tool?	Yes, leading practice project management processes need to be defined, agreed to and configured in NYCERS Planview tool. See RFP E.5., Respondents shall be responsible for providing comprehensive project management services designed to manage the successful implementation of the project. Respondents are expected to independently review Planview PPM Pro functionality ( <a href="http://www.planview.com">www.planview.com</a> ).
187	RFP 07152019-LRP	B5	24	Section B5 Governance: In terms of maturity of project management process and usage and completeness of those capabilities in Planview: In reference to the Change Control Process, Risk Review and Escalation Process, etc. in Figure 5, Pg 24, Should respondent plan to prepare/maintain risk/issue registers, change control logs, status reports, etc. externally/outside of Planview?	Refer to # 186 for response.
188	RFP 07152019-LRP	E3	69	Section E.3 Project Management: In terms of maturity of project management process and usage and completeness of those capabilities in Planview: Are NYCERS project resources and leadership stakeholders accustomed to managing projects in and consuming status updates from Planview?	Yes. NYCERS has trained some staff on Planview as it is implemented at NYCERS, and will continue to train project management and leadership stakeholders in this tool.
189	RFP 07152019-LRP	E3	69	Section E.3 Project Management: In terms of maturity of project management process and usage and completeness of those capabilities in Planview: Should respondent assume existing Planview status reports are thorough and acceptable or will status reports need to be defined, agreed, and configured in Planview?	Planview will be the repository for all project artifacts. Respondents are required to propose a format for artifacts such as the status report, which are then expected to be uploaded in Planview for the duration of the project. Respondents will be required to produce all project artifacts in a file format compatible with Planview. Regarding project management, Respondents must propose what is necessary for them to successfully implement a complex project such as the LRP. Respondents are not to treat NYCERS project management processes and Planview as limiting factors. See response to # 186.
190	RFP 07152019-LRP	E3	69	Section E.3 Project Management: Can you describe what information is being shared between Planview and JIRA (e.g. - including details about the interfaces in terms of the capabilities supported by Planview, the capabilities supported by JIRA, the data passed in interfaces, the frequency of data transfer, etc.)	Jira is used for QA testing and defect resolution. It does not interface or share data with Planview at this time.

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191	RFP 07152019-LRP	E.2.5	59	Section E.2.5 Organizational Change Management: The selected Respondent will be expected to work closely with NYCERS OCM resources to plan, manage, and carry out OCM activities related to LRP. How many OCM resources will NYCERS be providing to support LRP?	The RFP informs all Respondents of the ability to sub-contract for OCM activities. Respondents should expect that NYCERS has limited OCM resources. In their proposal, Respondents should outline the types, skills, and quantities of Respondent and NYCERS' OCM resources proposed to successfully implement the project, based on prior experience on similar projects.
192	RFP 07152019-LRP	E.2.5.1	60	Section E.2.5.1 Provide an impact and risk analysis (with mitigations) for transitioning from the current state to the future to-be processes. Must cover all stakeholder types (e.g., staff, employers, clients). How many stakeholder types will be included in the impact and risk analysis?	Information on stakeholder types is provided in multiple places in the RFP, including Section B and Appendix 2 (e.g., use case).
193	RFP 07152019-LRP	E.2.6.2	63	It is critical that the selected Respondent plan, manage, and deliver training activities and materials designed to prepare both the NYCERS Project Team to successfully participate in implementation of the new solution, and all end-users of the new solution (e.g., staff, employers, clients) to utilize solution functionality as it is released.  What is the scope of the training to be delivered (e.g., how many staff, employers and clients does NYCERS envision will require training?)	Refer to # 1 for response.
194	RFP 07152019-LRP	E.2.6.2	63	It is critical that the selected Respondent plan, manage, and deliver training activities and materials designed to prepare both the NYCERS Project Team to successfully participate in implementation of the new solution, and all end-users of the new solution (e.g., staff, employers, clients) to utilize solution functionality as it is released.  What is the process for delivering training for those who may not be able to access computer based training?	See RFP E.2.6.2. Respondents are expected to employ multiple training formats. Presumably Respondents are experienced in training, including situations where some individuals may not be able to access a particular training format or method or otherwise may not be able to effectively learn from a particular training format, even if they have access to it. This expertise and experience is expected to be apparent in the Respondent's training proposal.
195	RFP 07152019-LRP	E.2.6.1	64	Project Team Training: It is preferred that the respective leads from the selected Respondent's team for each project area deliver the training.  Please further define the scope of the Project Team training (e.g., how many project team members does NYCERS envision will be on the team)?	Respondents will have different project staffing approaches that by their nature will envision different involvement of NYCERS staff (subject to RFP I.1). Respondents should design project team training based on their specific proposal.
196	RFP 07152019-LRP	E.2.6.1	64	Project Team Training: It is preferred that the respective leads from the selected Respondent's team for each project area deliver the training.	NYCERS expectation is that Respondents propose an effective project team training approach. As the project team will interact frequently with the

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				Is the expectation that all team members will attend Instructor Led Training?	Selected Vendor's team leads, NYCERS assumes they would be significantly involved in project team training.
197	RFP 07152019-LRP	B.4.1.3	16	The section B.4.1.3 Salesforce CRM Implementation states that Salesforce CRM will enable the delivery of comprehensive multi-channel services for both internal and external users. The rest of the RFP and appendix 2 talks specifically about client facing self-service portal being implemented using Salesforce with no reference to internal users. Does NYCERS expect Salesforce CRM to be used in the pension administration system used by internal users in any capacity?	Respondents are to assume staff must be able to perform all pension administration functions described in this RFP via the Respondent's proposed solution.
198	RFP 07152019-LRP	B.4.1.3	16	If the response to questions above is yes please clarify in what capacity it expects it to be used?	Refer to # 197 for response.
199	RFP 07152019-LRP	General		Who will be responsible for making changes to the mobile application / channel to allow it to talk with the Pension Administration System during and after LRP implementation?	The Selected Vendor is responsible for providing interfaces that the mobile application can leverage, but not changes to the mobile application itself.
200	RFP 07152019-LRP	D.2.4 Table 7	40	ACI Worldwide offers several products. Which product is expected to integrate with the LRP?	NYCERS uses ACI Worldwide as a third party payment vendor to process electronic payments through their Electronic Check Payment service and their VISA/Mastercard Payment Processing service. Respondents may propose an alternative to ACI Worldwide. All integrations to ACI Worldwide or an alternative must be encrypted and are required to assume all PCI risks.
201	RFP 07152019-LRP	D.2.4 Table 7	40	In regard to the question above about ACI Worldwide, can we assume that the product integrating with the LRP supports recurring payments?	Yes, however, NYCERS expectation is that the pension administration solution supports recurring payments even if the payment processor does not.
202	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	32	In regard to static data-based identification – please describe the functionality to be included as part of application development process in regard to the existing databases and processes.	Respondents should make an appropriate proposal based on their experience and expertise to address RFP D.1.4. Additional information will be discussed with the Selected Vendor during Phase 0.
203	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Endpoint profiling (EP) – please define the term 'endpoint' as used in this context.	In this case endpoint is the users' entry point – the goal is to ensure that users; identity has been corroborated based on the device they're using to access their NYCERS account information and/or transmit data to NYCERS.

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204	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Behavior analytics – please describe in detail the use case for this functionality.	There should be a mechanism to determine if a user is acting in a malicious manner and/or trying to commit fraud through a review of their online activity (through any channel).
205	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Host security controls – antivirus, antimalware, EDR, etc.	NYCERS has all standard controls - anti-malware, endpoint security, and host-based intrusion prevention systems. NYCERS will provide detailed information to the Selected Vendor.
206	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Network security controls – firewalls, intrusion systems, WAF etc.	NYCERS has Firewalls, intrusion prevention systems, Wireless network controls, internet and email security. NYCERS will provide detailed information to the Selected Vendor.
207	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Vulnerability management controls – application scanning, infra scanning, patch management, DAST/SAST, pen testing etc.	NYCERS has Vulnerability management and penetration testing tools, web application vulnerability scanning (DAST). NYCERS will provide detailed information to the Selected Vendor.
208	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Security monitoring – UBEA, SIEM, Threat intelligence, etc.	NYCERS has SIEM and threat intelligence awareness feeds. NYCERS will provide detailed information to the Selected Vendor.
209	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Identity and access management – identity manager, access manager, privilege management, etc.	NYCERS will provide detailed information to the Selected Vendor.
210	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Data protection – encryption, PKI, certificate management, database activity monitoring, etc.	NYCERS will provide detailed information to the Selected Vendor.
211	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please share the security controls with inventory details (make, model, quantity, version, etc.) exists today such as Cloud security – O365, AWS/Azure native, AD, etc.	NYCERS will provide detailed information to the Selected Vendor.

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212	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Does provider need to reuse any of the existing security systems, tools and technologies (or) to propose new including its license / software/ hardware bill of materials? Please confirm.	Respondents should propose tools that integrate with the proposed solution, as appropriate.
213	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please define the security regulations that the new LRP platform must adhere to - such as PCI.	Refer to # 61 and # 115 for response.
214	RFP 07152019-LRP	D.1.4 Security and Fraud Prevention	33	Please describe the cyber security staff/functions that will be retained by NYCERS and should not be included when responding to this RFP.	Respondents are required to submit a proposal that addresses RFP D.1.4.
215	Appendix 2	Figure 1	4	(NYCERS conceptual business architecture), all of the business functionality falls under a) New Client Management b) Active client management c) Retired Client Management d) Client information management. This functionality can be accessed by Clients, NYCERS staff, Employer Agencies and Oversight agencies. Our understanding is that NYCERS would like to exclusively use Salesforce for Clients self-service functionality to access functions from the above mentioned business processes. Salesforce CRM need not be used for business functionality used by NYCERS staff, Employer Agencies and Oversight agencies. These stakeholders (NYCERS staff, employer agencies, Oversight agencies) will use the Pension Administration System designed and developed using vendor specific technologies. Please confirm the understanding is correct.	Salesforce CRM will be the exclusive client-facing self-service portal and employer portal for NYCERS (see RFP B.4.1.3). If a Respondent proposes expanding the use of Salesforce CRM as part of their comprehensive pension administration solution, the Respondent will be responsible for implementing the Salesforce CRM changes associated with that.
216	Appendix 2	General		Under the narrow and specific circumstance in which Salesforce is mandated, its use and utility is limited to provide the user interface and channel interface. The Salesforce will access the business functionality provided by the vendor using their technology through standard interfaces such as Restful API or Web API. Please confirm our understanding is correct.	Yes.
217	Appendix 3	General		The Appendix 3 (CRM implementation reference) expects vendors to accommodate for delays in implementing Salesforce or accommodate for Salesforce not containing the functionality as stated in the RFP in their pricing. Do we have to account for another CRM or no CRM scenario as well?	No. Proposals are to account for Salesforce CRM as the exclusive client-facing self-service portal and employer portal for NYCERS (see RFP B.4.1.3). The Salesforce CRM implementation is expected to be completed prior to pension administration solution implementation project start.



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218	Appendix 3	General		Appendix 3 explains how HATS and MyNYCERS applications are being replaced by Salesforce CRM with data coming from NYCERS Legacy. Our understanding is that when vendor completes implementation of their system, the data for CRM will start coming from Vendor's PAS rather than NYCERS legacy data stores. The Vendor has to make necessary accommodation in terms of Restful API or Web API to enable CRM to access the data. Please confirm that our understanding is correct.	Refer to # 60 for response.
219	Appendix 3	General		RFP and Appendix 3 state that ARMA (Accenture Retirement Mobile Application) will be used as the mobile channel. Who would be responsible for making changes to ARMA to talk with Pension Administration System during and after LRP implementation?	Refer to # 67 for response.
220	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) LexisNexis, encryption, scheduling, correspondence generation, workflow, fax generation etc., are part of CRM implementation. What is NYCERS expectation with LRP vendors in terms of responsibility with respect to the functionalities that are mentioned in this Figure 1?	Respondents are to clearly explain what components of Appendix 3, Figure 1 they would leverage or not leverage as part of their solution and clearly explain why. As such, responsibility will vary based on the specifics of each Respondent's proposal.  If particular components would be leveraged across both the Salesforce CRM and the proposed pension administration solution, how the Respondent envisions that to occur must also be explained.
221	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) LexisNexis, encryption, scheduling, correspondence generation, workflow, fax generation etc., are part of CRM implementation. Does NYCERS expect us not to use those functions in the Pension Administration System (PAS) such as Business Process Engine (BPM) for workflow and correspondence engine for letter generation etc.?	NYCERS expects business rules (see RFP D.1.2) and workflow functionality (see RFP D.2.1.1) to be part of the proposed pension administration solution. Beyond this, Respondents should describe what existing NYCERS applications, if any, would be leveraged (e.g., Appendix 2, Appendix 3) by the proposed pension administration solution. This may include proposing the Salesforce CRM ultimately migrate from integrating with component(s) in Appendix 3, Figure 1 to a component of the pension administration solution. Similar to how the Salesforce CRM will ultimately integrate with the proposed pension administration solution instead of PROD.
222	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) LexisNexis, encryption, scheduling, correspondence generation, workflow, fax generation etc., are part of CRM implementation. Do you expect us to use those functionalities from Figure 1, if there are overlapping functionality that is part of LRP vendors PAS?	Refer to # 220 and # 221 for response.
223	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) LexisNexis, encryption, scheduling, correspondence generation,	Refer to # 220 and # 221 for response.

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				<p>workflow, fax generation etc., are part of CRM implementation. In regard to the questions directly above, this applies to broader set of overlapping functionality between CRM architecture and LRP Vendors architecture. Which takes precedence?</p>	
224	Template C RTM	Tab 10 – Technical	TECH088	<p>In regard to the following RTM, Technical requirements, they seem to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?</p> <p>RTM, Technical requirement TECH088 states “The solution will support features (e.g. CAPTCHA) that help prevent use of automated scripts (e.g. robots) on public facing functions.”</p>	<p>Respondents are responsible for explaining in Template C why they will not meet any given requirement, this includes why they believe a requirement does not apply to their proposed solution. This will be dependent on the Respondent’s proposed solution.</p> <p>For instance, if a Respondent is proposing a cloud-based solution where the staff portal login page is reachable by anyone on the Internet (i.e., public facing) TECH088 may apply. Or perhaps it is appropriate for the proposed solution to provide additional protection against automated scripts that are able to bypass any security within the Salesforce CRM public-facing UI at the interface level.</p> <p>In this area, as with all aspects of the RFP, NYCERS expects Respondents to demonstrate their understanding and willingness to provide a solution that conforms to leading practices for an enterprise-grade solution.</p>
225	Template C – RTM	Tab 10 - Technical	TECH089	<p>In regard to the following RTM, Technical requirements, they seem to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?</p> <p>RTM, Technical requirement TECH089 states “The solution will support features to help secure user accounts, including, but not limited to:</p> <ul style="list-style-type: none"> <li>- Automatically locking user accounts (e.g. Client Profile) after a set number of failed login attempts within a pre-defined period of time.</li> <li>- Preventing logins from IP addresses in geographic regions inconsistent with prior user activities.</li> <li>- Two-Factor Authentication (TFA)</li> <li>- Ability to detect login attempts from new computers / devices and carry out security policies (e.g. prevent login).</li> </ul>	Refer to # 224 for response.
226	Template C – RTM	Tab 10 – Technical	TECCH092	<p>In regard to the following RTM, Technical requirements, they seem to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific</p>	Refer to # 224 for response.

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				<p>aspect of the following requirement are to be met by the new LRP?</p> <p>RTM, TECH092 deals with client facing functionality.</p>	
227	Template C – RTM	Tab 10 - Technical	TECH116 and TECH117	<p>In regard to the following RTM, Technical requirements, they seem to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?</p> <p>RTM, TECH116, TECH117 deals with client facing knowledge based verification challenges.</p>	Refer to # 224 for response.
228	Template C – RTM	Tab 10 – Technical	TECH121 , TECH122 , TECH123 and TECH124	<p>In regard to the following RTM, Technical requirements, they seem to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?</p> <p>RTM, TECH121, TECH122, TECH123, TECH124 deals with end-point profiling.</p>	Refer to # 224 for response.
229	Template C – RTM	Tab 10 - Technical	TECH104	<p>RTM, TECH104: “The solution will include native mobile applications that provides access to the majority of system functions to both internal and external users on widely used mobile operating systems (e.g. Android, iOS) and optimized for common mobile formats (e.g. smartphone, tablet).” Please clarify - Does NYCERS expect the LRP to provide a native mobile user interface for all of its functionality?</p>	<p>With regard to staff users and mobile, Respondents are responsible for demonstrating their proposed solutions are aligned with leading practices. NYCERS understands this may or may not mean all proposed pension administration solution functionality is available on mobile platforms for NYCERS staff (e.g., back-office vs. front-office). NYCERS will evaluate all solutions on their business and technical merits.</p>
230	Appendix 2	Future State Ref Model	232	<p>It is assumed that Paybase is the Check printing software and that no direct integration from new pensions system is required to C-series to generate the PDF of the check printed. Please confirm this understanding is correct.</p>	<p>No. Respondents are required to address the approach required to integrate with C-series to generate all lump sum checks with Paybase.</p>
231	Appendix 2	Future State Ref Model	233	<p>With reference to LRP_RFP_Appendix_03_CRM_Implementation_Reference -</p>	<p>No, QMatic will interface with the CRM only.</p>

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				Page 7, is there any direct integration required by QMatic with new pensions system?	
232	Appendix 2	Future State Ref Model	234	Does NYCERS have a standardized file format for Payroll inbound/outbound data, Union Extract and Active Payroll Certifications?	No, several formats currently exist.
233	Appendix 2	Future State Ref Model	234	If the response to the question above is yes, please provide information on these file format(s).	NYCERS will make information available to the Selected Vendor.
234	Appendix 3	CRM Implementation Reference	5	It is stated that all workflows related to client self-service and CSRs will be managed within the CRM solution with integration to the new LRP for data. Please confirm this understanding is correct.	No. Workflows associated with business transactions and processing are to reside within the pension administration solution.
235	Appendix 3	CRM Implementation Reference	5	If the above statement is correct, please confirm whether the case creation in CRM and documents storage in the document repository post scanning & capture in Kofax will be done without any interaction to the new LRP system.	Refer to # 234 for response.
236	Appendix 13	1.1	2	PPB rules reference 6 and 9 year terms for contracts of this nature. What is the intended term of this contract including renewals?	NYCERS expects project implementation to be completed within five years (see RFP E.2 Table 8). Additional contract years would be to accommodate optional post-implementation maintenance and support if exercised by NYCERS. The term of this contract would be a total of 9 years, with a negotiated sunset clause.
237	Appendix 13	1.1	2	PPB rules reference 6 and 9 year terms for contracts of this nature. When does the start of contract begin based on PPB rules and the referenced term limits?	The start of the contract is when the SOW and the contract are fully negotiated, executed, and a purchase order is issued. The Selected Vendor is expected to be ready to start immediately thereafter.
238	Appendix 11	Section 4.04 Minimum Wage; Living Wage	9	This section requires the LRP vendor provide check stubs to confirm we comply with Living Wage and benefit laws. Are these required for all resources including resources working offshore?	No, the Living Wage and benefit laws apply only to persons working in New York State.
239	Appendix 11	13.06	50	This section requires Voter Registration. What does voter registration activity have to do with this engagement?	Appendix A is written to apply to all of the agencies in the City of New York. This particular section only applies to the agencies listed in subsection (A). As NYCERS is not listed in subsection (A), this section does not apply to the LRP contract.
240	Appendix 12	5.5.1	7	Please define the term Iterative Deliverable.	Iterative Deliverables are work products provided in an agile application development approach. In the standard ("waterfall") approach, the system is delivered with all material functionality provided consistent with the initial

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					requirements, specifications and design. In an agile approach, the system is developed through iterations where there's an initial design based on requirements, followed through the first iteration—a prototype, for example. That Iterative Deliverable would be accepted consistent with the acceptance procedures. When that's accepted, NYCERS technical and business personnel review and tweak design and the team develops the next Iterative Deliverable. The idea is that requirements and designs early on in a project don't necessarily reflect the needs of NYCERS.
241	Appendix 12	8.2	8	In 8.2 and throughout this and other documents there is reference to NYCERS policies, procedures, standards, processes, architectural requirements. Please provide these documents in writing.	This information will be made available to the Selected Vendor.
242	Appendix 8 SOW	C-5	7	C-5 DR. Requires we "coordinate" with NYCERS Legal. Please clarify the intent of this language to include what the LRP vendor is responsible for in this context.	The Selected Vendor is responsible to make sure that all legal requirements are adhered to when they are designing and implementing. This coordination will be managed by NYCERS PMO.
243	Appendix 8 SOW	C-6	7	BCP Testing required per NYCERS Policy. Please provide this policy in writing to include the frequency, scope of testing, reporting requirements	This information will be made available to the Selected Vendor.
244	Appendix 8 SOW	C-10	17	C-10 Requires vendor use NYCERS PM tools, templates, communication processes. Will NYCERS train vendors on their process and tools?	The Selected Vendor is responsible for training their team on the use of any commercial tools used by NYCERS (e.g., Planview, Jira) at no additional cost to NYCERS. It is expected that the Selected Vendor team arrive already trained in these tools on the first day of the project. NYCERS will provide information to the Selected Vendor about any NYCERS-specific configuration of commercial tools (e.g., custom fields), and any other applicable tools, templates and processes. Though NYCERS will not conduct formal training sessions, NYCERS is willing to hold informational meetings, at its discretion, with the understanding that the Selected Vendor will also independently review any materials provided by NYCERS.
245	Appendix 8 SOW	C-10	17	Please name and describe the PM tools, templates and communication processes as required in Section C-10.	The RFP describes anticipated tools, template and processes (e.g., Planview, Jira). Respondents should also refer to RFP I.13.
246	Appendix 2	Figure 1	4	From the Appendix 2, Figure 1 (NYCERS conceptual business architecture), all of the business functionality falls under a) New Client Management b) Active client management c) Retired Client Management d) Client information management These functionalities can be accessed by Clients, NYCERS staff, Employer Agencies and Oversight agencies. Our understanding is that NYCERS would like to exclusively use Salesforce for Clients self-service functionality to access functions from the	Refer to # 215 for response.

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				above mentioned business processes. Salesforce CRM need not be used for business functionality used by NYCERS staff, Employer Agencies and Oversight agencies. These stakeholders (NYCERS staff, employer agencies, Oversight agencies) will use the Pension Administration System designed and developed using vendor specific technologies. Please confirm and clarify our above understanding.	
247	Appendix 2	Figure 1	4	Under the narrow and specific circumstance in which Salesforce is mandated, its use and utility is limited to provide the user interface and channel interface. The Salesforce will access the business functionality provided by the vendor using their technology through standard interfaces such as Restful API or Web API. Please confirm or clarify whether our understanding is correct.	Refer to # 216 for response.
248	Appendix 3	General		The Appendix 3 (CRM implementation reference) expects vendors to accommodate for delays in implementing Salesforce or accommodate for Salesforce not containing the functionality as stated in the RFP in their pricing. Do we have to account for another CRM or no CRM situation also?	Refer to # 217 for response.
249	Appendix 3	General		The Appendix 3 explains how HATS and MyNYCERS applications are being replaced by Salesforce CRM with data coming from NYCERS Legacy. Our understanding is that when vendor completes implementation of their system, the data for CRM will start coming from Vendor's PAS rather than NYCERS legacy data stores. Vendor has to make necessary accommodation in terms of Restful API or Web API to enable CRM to access the data. Please confirm our understanding is correct.	Refer to # 60 for response.
250	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) contains LexisNexis encryption, scheduling, correspondence generation, workflow, fax generation etc. as part of CRM implementation. What is NYCERS expectation with LRP vendors in terms of responsibility with respect to the functionalities that are mentioned in this Figure 1?	Refer to # 220 for response.
251	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) contains LexisNexis encryption, scheduling, correspondence generation, workflow, fax generation etc. as part of CRM implementation. Does NYCERS expect us not to use those functionalities in the Pension Administration System (PAS) such	Refer to # 221 for response.

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				as Business Process Engine (BPM) for workflow and correspondence engine for letter generation etc.?	
252	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) contains LexisNexis encryption, scheduling, correspondence generation, workflow, fax generation etc. as part of CRM implementation. Does NYCERS expect us to use those functionalities from Figure 1, if there are overlapping functionality that is part of LRP vendors PAS?	Refer to # 220 and # 221 for response.
253	Appendix 3	Figure 1	7	In Appendix 3, refer to Figure 1 (High level solution overview) contains LexisNexis encryption, scheduling, correspondence generation, workflow, fax generation etc. as part of CRM implementation. In regard to the broader set of overlapping functionality between CRM architecture and LRP Vendors architecture, what take precedence?	Refer to # 220 and # 221 for response.
254	Template C – RTM	Tab 10 – Technical	TECH088	<p>The following RTM, Technical requirements TECH088 seems to be primarily client/public facing. As the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspects of the following requirement are to be met by the LRP?</p> <p>RTM, Technical requirement TECH088 states “The solution will support features (e.g. CAPTCHA) that help prevent use of automated scripts (e.g. robots) on public facing functions.”</p>	Refer to # 224 for response.
255	Template C - RTM	Tab 10 – Technical	TECH089	The following technical requirement TECH089 appears to be primarily client/public facing but are marked as Primarily LRP. As such, is the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspects of the following requirement are to be met by the LRP?	Refer to # 224 for response.
256	Template C – RTM	Tab 10 – Technical	TECH092	In regard to the following RTM, TECH092 it seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	Refer to # 224 for response.
257	Template C – RTM	Tab 10 – Technical	TECH116	In regard to the following RTM, TECH116 it seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for	Refer to # 224 for response.

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				NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	
258	Template C – RTM	Tab 10 – Technical	TECH 117,	In regard to the following RTM, TECH117, it seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	Refer to # 224 for response.
259	Template C – RTM	Tab 10 – Technical	TECH 121	In regard to the following RTM, TECH121, it seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	Refer to # 224 for response.
260	Template C – RTM	Tab 10 – Technical	TECH 122,	In regard to the following RTM, TECH122 it seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	Refer to # 224 for response.
261	Template C – RTM	Tab 10 – Technical	TECH 123	In regard to the following RTM, TECH123 it seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	Refer to # 224 for response.
262	Template C – RTM	Tab 10 – Technical	TECH 124	In regard to the following RTM, TECH124, seems to be primarily client/public facing but are marked as Primarily LRP, as the Salesforce CRM is expected to be the front-end for NYCERS public facing functions, what specific aspect of the following requirement are to be met by the new LRP?	Refer to # 224 for response.
263	Template C – RTM	Tab 10 – Technical	TECH104	RTM, TECH104: “The solution will include native mobile applications that provides access to the majority of system functions to both internal and external users on widely used mobile operating systems (e.g. Android, iOS) and optimized for common mobile formats (e.g. smartphone, tablet).” Does NYCERS expect the LRP to provide a native mobile user interface for all of its functionality?	Refer to # 229 for response.