



Enterprise Leadership Team Improving Government Sub-Committee Project Charter

Title	Enterprise standard set of procurement templates, forms, and checklists
Sponsors	Tami Dohrman, DOC Sarah Jo Chaplen, DAS Mark Williams, DOJ
Project Manager & Business Leads	Project Manager: Joel Metlen, Project Manager, DCBS Project Lead: Sarah Roth, CPO, Secretary of State
Problem Statement	The State does not have a standard set of procurement templates (e.g. boilerplates for contracts and solicitations), forms, checklists, and terms and conditions for the various procurement methods that are used within state government. Different agencies must also adhere to different rules and procedures. Because there are no agreed upon standards, the documents that are developed for each solicitation require a fresh legal review, which reduces transparency to suppliers and internal process efficiency, while increasing internal costs and turnaround times.
Project Purpose	The purpose of this project is to foster best practice by enhancing efficiency, managing risk, and facilitating cost-savings by creating a standard set of procurement related templates (including boilerplate contracts), forms, and checklists as mentioned in recommendations one ¹ and three ² of the “Enterprise Procurement Improvements Final Report” issued by Ikaso Consulting LLC in June 2013. This will include the development of clear guidelines for the use, modification, control, and update/revision of these documents, which will be incorporated into the procurement policy manual that is currently in development. A standard set of templates and clear guidelines for their use will also increase public transparency through shared expectations and process consistency.
Scope	The scope of this project includes all templates, forms, checklists, and accompanying guidelines needed from solicitation request through contract expiration for all procurement methods for all state agencies. This project does not include specific internal agency tracking forms such as Excel spreadsheets or Access databases, documents related to grants, or any templates, forms, checklists, contracts, or guidelines for local (non-state) governments. Please see Attachment A for clarification about the scope of this and other related procurement improvement projects.
Project Approach & Duration	The project team will include legal and procurement subject matter experts from across the enterprise of state agencies. The project team will elicit input and support from relevant communications specialists, stakeholders, partners, and various end users as needed.

¹ Implement Comprehensive Templates, Forms, and Checklists

² Use Standard Contract Templates



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The project team will:

1. Collect resources
 2. Identify templates, forms, and checklists used by the Enterprise;
 3. Identify any templates, forms, and checklists that do not currently exist but need to be created;
 4. Prioritize which templates, forms, and checklists are used (or needed but not available) most frequently by the Enterprise;
 5. Research best practices;
 6. Develop drafts and guidelines for use
 7. Circulate drafts and guidelines for review and feedback;
 8. Incorporate feedback; revise;
 9. Obtain DOJ review for legal sufficiency and appropriate risk mitigation;
 10. Create communication/implementation/training plan
 11. Transition from project to ongoing document maintenance program
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Expected Outcomes

The project team will create and design standard sets of usable templates, forms, checklists, and accompanying guidelines for their use that will be used by the Enterprise and allow stakeholders to easily follow best practices, increase transparency and efficiency, and manage risk.

Customer Impact

The procurement community in the State of Oregon such as the Designated Procurement Officer (DPO) Council, DAS Procurement Services, DAS Procurement Policy, Agency Buyers, and the Department of Justice (DOJ), are stakeholders in this project. Upon project completion customers will have procurement templates, forms, and checklists to use as tools when processing procurement requests. These tools will reduce customer time and resources necessary to complete a procurement. The state will also be able to provide vendors with more consistent and reliable information about the procurement process.

Key Stakeholders

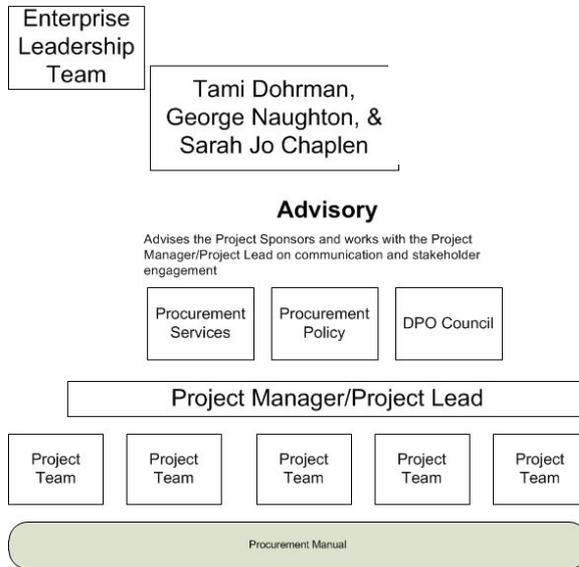
As mentioned above, key stakeholders are the procurement community in the State of Oregon. The project team will identify these stakeholders and analyze the best ways to keep them informed and engaged. The project team will use already existing stakeholder groups, the Enterprise Leadership Team, and the Improving Government Sub-Committee for outreach.



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Engagement Planning



This project will be governed by the Procurement Project Governance Diagram at left. The project teams will build stakeholder engagement opportunities into the project plan and will provide regular communication and opportunities for participation on project work groups.

The project team will use this governance structure to manage, assign, and elevate issues and roadblocks that arise during this and the related procurement projects to ensure proper stakeholders are engaged and utilized to resolve

problems in an efficient and timely manner.

Funding & Resources

As a project sponsored by the Improving Government Steering Committee, this project will be resourced through outreach with the enterprise of state agencies.

Major Project Risks

Prior attempts to create standard sets of templates, forms, and checklists have been a challenge and resulted in multiple one-off documents created by agencies. This project faces the risk of similar limited results.

The purpose of this project is to create standard procurement documents pre-approved by oversight authorities, including DOJ, for use by stakeholders for all methods of procurement and for a very wide range of goods and services. This requires oversight authority buy-in for pre-approval. A lack of buy-in from appropriate authorities would effectively eliminate many of the benefits of using template documents. Also, to accommodate diverse business needs, agencies will at times have to modify these standard documents. Clear guidelines, approved by DOJ, must be developed to identify the kinds of modifications that would negate pre-approval and trigger the need for additional legal review. These guidelines must also clarify the exact scope of the additional legal review required (e.g. review will be limited only to the modified sections or affected sections or will be required for the document in its entirety). If the resulting guidelines are not clear or fail to be properly implemented, modifications to the templates could lead to ambiguity regarding the subsequent approval process and potentially lengthy review periods, which would negate the time and labor benefits of using such templates.

Risks of not doing the project

Risks of not doing this project include lengthy turnaround times for processing procurements due to additional review requirements, sustained DOJ charges due to the requirement for legal sufficiency reviews to be performed each time, and



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inconsistent internal and external expectations.

**Sponsor
Approval
Signature**

Signed _____
Tami Dohrman

Date

**Sponsor
Approval
Signature**

Signed _____
Sarah Jo Chaplen

Date

**Sponsor
Approval
Signature**

Signed _____
Mark Williams

Date

Approved Project Change Requests:

<i>Change #</i>	<i>Date</i>	<i>Person</i>	<i>Change Description</i>



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Appendix A – This is a clarification of focus and scope for all procurement improvement sub-projects.

Project	In-Scope	Out-of-Scope
Templates, forms, and checklists	<ul style="list-style-type: none"> • Development of an enterprise-wide set of templates (including boilerplate contracts), forms, and checklists for all methods of procurement for all state agencies • Guidelines for the use of deliverables • Risk assessment tools 	<ul style="list-style-type: none"> • Internal agency tracking forms • Grant documents • Templates, forms, and checklists for local governments • Incorporation of documents and guidelines into procurement manual • Rule changes
Risk Alignment	<p>Examination and amendment of rules and procedures for all state agencies regarding:</p> <ul style="list-style-type: none"> • Determining risk • Setting risk-related limits • The use of experts in the risk assessment process • Criteria for determining the need for legal sufficiency review and the scope of review 	<ul style="list-style-type: none"> • Creation of risk assessment tools • Risk assessment for local governments • Incorporation of new rules and procedures into procurement manual • Examination of DOJ billing and management system (centralized vs. embedded resources, etc.)
Multi-agency Price Agreements	<ul style="list-style-type: none"> • All potential multi-agency price agreements for goods and services • A pilot cooperative procurement • Examination and recommendations for amendment of rules, procedures, process, and decision points for delegating authority for multi-agency price agreements • Identification of additional multi-agency price agreement opportunities • Consideration of the needs and involvement of local government partners, DAS agencies, and agencies with independent procurement authority 	<ul style="list-style-type: none"> • Incorporation of amended rules, procedures, process, and decision points into procurement manual • Statewide price agreements for general goods and services used by all or most agencies
Procurement Manual	<ul style="list-style-type: none"> • A statewide content management system for procurement rules, policies, procedures, templates, forms, checklists and best practices • Processes for common procurement methods • Incorporation of all deliverables from associated projects, including all changes in rules, policies, and procedures and all templates, forms, and checklists. • Guidelines for development of supplemental guides/materials • Training • Onboarding and handoff of manual • Development of ongoing maintenance procedures 	<ul style="list-style-type: none"> • Developing or amending any rules, policies, and procedures • Local government rules, policies, and procedures. • Development or amendment of content and deliverables generated by other projects, such as templates, forms, and checklists