

# OregonBuys - eProcurement Project Report

## DESCRIPTION:

This report provides documentation for the process, products and analysis of the OregonBuys eProcurement Requirements Project Team. We all share the need to have a procurement system that can provide our legislature and State agencies accurate and timely data that is easy to access. The current procurement systems do not meet the needs of their users. Nine founding state agencies are collaborating for a new state-wide e-procurement system. Leveraging interagency experience and resources, we have identified the needs and scope of the system requirements for the RFP.

## PURPOSE OF E-PROCUREMENT PROJECT TEAM:

- ☐ To determine the business requirements for an e-procurement systems for state agencies.
- ☐ To articulate why the steps and requirements are needed.

## TABLE OF CONTENTS

Contents	Page
1. Introduction and Table of Contents	1
2. Executive Summary	2
3. Final Requirements Document Overview	3
4. Lessons Learned and Advice	4-5
5. Change Management Plan	6-8
<b>CHARTER</b>	
6. Charter: Description, Purpose, Meeting Dates and Output	9
7. Charter: Project Team Membership	10
8. Charter: Project Team Roles and Responsibilities	11
9. Charter: Success Criteria and Assumptions	12
10. Charter: Risks and Mitigation	13
11. Stakeholder Interests	14-16
<b>PROJECT EVALUATIONS</b>	
12. Beginning Meeting Evaluation Summary	17-18
13. End Project Evaluation Summary	19-21
<b>DELIVERABLES</b>	
14. eProcurement Macro Level Process Map	22
15. Terminology Definitions	23- 25
16. Requirement Category Definitions	26-27
17. Requirements for the OregonBuys eProcurement System	28-48
18. Conversion Needs	48
19. Questions for the Vendor	49-51



## Executive Summary: OregonBuys eProcurement Requirements Project Team

This project team comprised of 48 subject-matter-experts (SMEs) worked from Nov 19, 2015 to March 3, 2016 to articulate, agree upon and document the **requirements for an interagency eProcurement system**.

### The OregonBuys eProcurement Requirements Design Project is successfully completed:

- a. Interagency representatives from procurement, IT and finance reached consensus on a final document that has 37 categories of requirements. At one point the team was considering over 500 requirements. The final document has only 126 mandatory requirements with 233 additional “we would like” items prioritized for proposal reviewers.
- b. On the project evaluation, participants rated “strongly agree” to the statements: *“I believe that we have successfully completed the requirements for an eProcurement system,”* and *“The interagency approach was collaborative and will benefit all of the agencies involved.”*
- c. All 9 agencies engaged maintained continued involvement throughout the project.

### Project Deliverables:

- a. Consensus and documentation on terminology related to the project
- b. Consensus and documentation of the requirements for an interagency e-Procurement system
- c. Consensus on branding: OregonBuys
- d. Documented analysis of the process and lessons learned for future efforts
- e. Change management strategy for implementation and leveraging an interagency approach

### Factors leading to success:

- a. Agency sponsors and Steering Committee started with a clear vision of future direction and made the commitment to time and resources.
- b. The project team started by focusing on building the trust in each other and developing a clear charter with roles, responsibilities, groundrules, milestone deliverables, timeline, success criteria and risks.
- c. Using independent facilitation reduced suspicions of agency agendas driving the process and kept the group safe and on track.
- d. Starting with the framework for a final product provided the structure needed to complete an unwieldy task.
- e. Building, agreeing and documenting a shared terminology was essential for our work.
- f. Resourcing the team with a facilitator, business analyst, project manager, champion and RFP author provided a sound foundation and collaborative leadership and problem solving.
- g. Articulating all stakeholder groups and their unique interests kept the group focused on the larger picture and meeting our success criteria.
- h. Agency participants committed to a collaborative, transparent, engaged process. They maintained this approach throughout the project. *“This project and process was undoubtedly an unprecedented collaboration between agencies.”*

### Next Steps:

- a. OregonBuys is currently in the RFP process.
- b. The Steering Committee will continue to provide leadership.
- c. Change management efforts will now begin.
- d. Forestry will be the pilot agency.



# OregonBuys Requirement Categories and Stakeholder Interests

We created and maintained a complex spreadsheet with each requirement category on its own tab. This made ongoing changes and prioritization very easy to manage. The actual spreadsheet is in a separate document, however the categories are listed below along with the stakeholder interest synopsis. This helped us keep the bigger picture and common goals in front of us.

Spreadsheet Process Name	Stakeholder Interests
1a. Registration / Account Management	A brainstormed list of what items in an eProcurement system would be most important to select user groups. Identification of some instances where interests may be at cross purposes. This is a synopsis: see meeting notes for complete list.
1b. Search / Browse / Offer	
2. Requisition	
3. Internal Approval	<b>Finance</b> <b>Accurate internal control</b> <b>Improved reporting</b>
4. Purchase/Buy Decision	
5. External Approval	
6. Solicitation	<b>IT</b> <b>Security</b> <b>Implementation</b> <b>System change management</b>
7. Evaluation	
8. Negotiation & Award	
9. Order Placement	<b>Legislature</b> <b>Accountable plan</b> <b>Funding</b> <b>Show the value add</b>
10. Encumber Funds	
11. Receiving	
12. Agreement Management	<b>Procurement</b> <b>Less complicated</b> <b>Improved reporting</b>
13. Grant Management	
14. Invoice / Payment	
15. Purchase Card Processing	<b>Vendor</b> <b>Easy and informative</b> <b>E-bid</b> <b>Simple registration</b>
16. Interfaces	
17. Notifications - Communication	
18. Reports	<b>Staff</b> <b>Get what we want when we need it</b>
19. Training and Documentation	
20. IT and System Reliability	
21. Historical Data Conversion	<b>Management</b> <b>Effective organizational change management</b>
22. System Administration and Support	
23. User Profile Management	
24. Other	
25. Security	
26. Disaster Recovery	
27. Document Management	
28. Proposer Requirements	
29. Workflow	
30. Search - Sort	
31. Contract Notes	
32. Vendor Questions	

# Lessons Learned (by SME Team, March 2016)

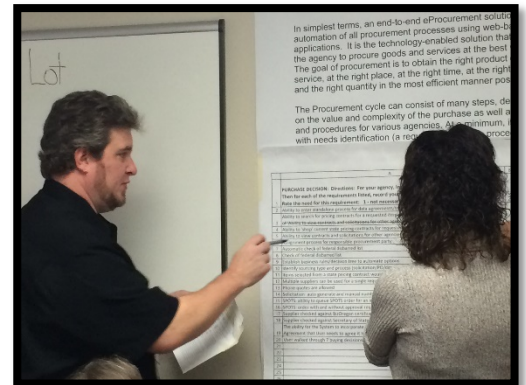
## 1. COLLABORATION OF PARTICIPANTS

- This project and process was undoubtedly an “unprecedented collaboration” between agencies.
- Participants stayed together and engaged throughout the project which allowed for continuity, consensus and an open environment.
- This is a new model of interagency management, visioning and planning.



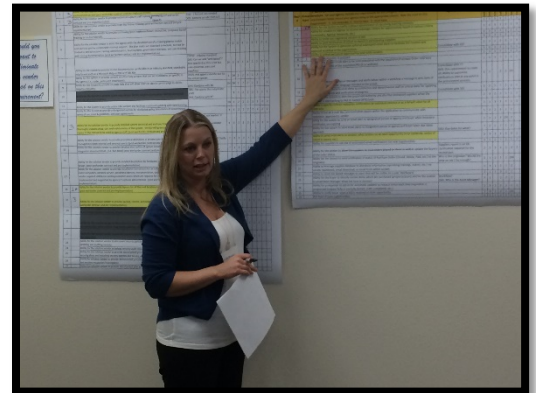
## 2. EARLY CHANGE MANAGEMENT

- Agency leaders are already leading and communicating the change. This makes it more real for the SMEs who were involved and easier to gain additional input from others at the agency.
- The process was designed to gather early input which built ownership. We found the starting point together.
- We are already sharing the success of this project with others.



## 3. FORMING THE TEAM AND EXPECTATIONS

- We truly kept the attitude, “We are going find what works for everybody, not just our own agency.” We built the group need – not the agency agenda.
- We kept our Groundrules in place (see Charter). This forced us to “check egos at the door.”
- We formed first as a team with a common goal and clear expectations.



## 4. MATERIALS

- The wall posters and worksheets were very helpful in keeping us on task and successfully completing the requirements.
- Starting and completing the requirements document in a spreadsheet format with tabs in excel was very logical and easy to follow and update.
- Having the full packets of requirements and other documentation at each meeting helped keep people engaged and able to judge and track a lot of information.
- Setting up the Charter at the very first meeting had a clear schedule of expectations, roles, Groundrules, success criteria, and risks/mitigation.

## 5. USE OF FACILITIES

- Having one dedicated location with free parking made this so much easier!
- There was a sense of welcome, recognition and teambuilding at each meeting.



## 6. PROCESS AND ROLES

- a. Having a skilled independent facilitator was essential to reinforcing that no one agency is driving this for the rest of us. *"I didn't have to worry or stress, because I knew the facilitator was going to have everything we needed in an organized, safe approach."*
- b. We used an open and transparent process that allowed all of us to track the work done in the meetings and out.
- c. We had the right people doing the right roles throughout the process.
- d. We had cross disciplinary representation, cross agency representation and we engaged stakeholders. This makes us feel confident that we have a solid product.
- e. The same people were engaged for continuity. If we had different representatives from the agencies, we would have had to re-cover much of the work done.
- f. We had clear starting parameters.
- g. We did prioritization throughout the process.
- h. Reaching consensus was easier than expected because we worked through each requirement together.
- i. Collectively we discussed our progress and used meeting evaluations to direct course corrections. We improved each meeting.
- j. The resource leaders met after each work session and extensively before the project and at mid-point for evaluation. We ensured calibration, open feedback and brainstorming best approaches. (Sarah - Champion, Dave-Project Manager, Joanne-Business Analyst, Vicki-Facilitator, Toby- Lead RFP writer)



## What advice would you share with state leaders looking at future interagency projects?

1. Engage the stakeholders
2. Look at all of our "Lessons Learned"
3. Start with building the team, common goals and clear expectations (see Charter)
4. This takes funding to make it happen: time, administration, facilitation, documentation, etc.
5. Take the time to align executive decision makers and sustain oversight
6. Use an independent facilitator to keep it safe, friendly and to get the job done.

# Change Management Suggestions for a Smooth Implementation

We all agree that this project will have a high degree of resistance during implementation. We want to make sure that all agencies have a plan for a successful implementation.

We used the model to the right to discuss necessary actions for a smooth implementation of change. This illustrates the essential elements that need to be present for change to be successful, and the impact if one of the elements is missing.

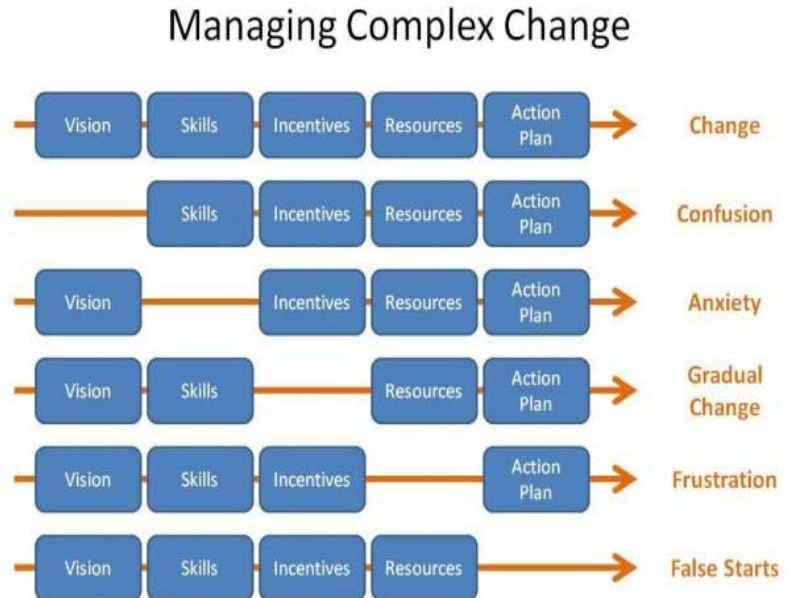
**VISION:** Clear picture of where we are going and why it's important.

**SKILLS:** Ensuring that participants have the training, coaching, reference materials and help when they need it and when they are ready to learn.

**INCENTIVES:** Clear benefits for adopting the change. Expressed desire for inclusion.

**RESOURCES:** Funding, human resources and system resources are in place to ensure success.

**ACTION PLAN:** Clear action plan including timeline, roles, responsibilities, budget, milestones, risk/mitigation, Groundrules, and a clear evaluation process for course corrections and to make sure that the change meets the success criteria.



Our suggestions to for change management fall into three major areas:

1. We see an ongoing interagency coordination role
2. We see an ongoing interagency training role
3. We see a website and hardcopy of a set of resources for all of the agencies to use:
  - a. Project plan: Budget, timeline, roles and responsibilities, etc.
  - b. Communication Package: A package for agency managers including email, powerpoint and speaking notes for each of the stakeholder groups.
  - c. FAQs document (Frequently Asked Questions)
  - d. Transition document (old to new)
  - e. Contact list
  - f. Data migration plan
  - g. Contracting guide

- h. Training materials
- i. Decision checklist with options
- j. Testing implementation control guide
- k. Canned reporting criteria
- l. Video clips and demos of product in use

Below are our ideas and specific actions that we recommend to the interagency leaders for this implementation.

IDEAS	SPECIFIC ACTIONS
<p>We need clear governance and overall coordination for the project</p> <ul style="list-style-type: none"> <li>Point for escalation</li> <li>Looking across all of the agencies for opportunities for leveraging efforts and learning from a best practice</li> </ul>	<p>1. Clearly identify an entity / committee for long term oversight.</p>
<p>First pilot not just on Forestry's shoulders; it's a chance to benefit from the collective knowledge and build a replicable approach.</p>	<p>2. Create and implement a concurrent change management plan</p> <p>3. Continued interagency collaboration</p>
<p>People need to understand the transition and the roles and responsibilities</p>	<p>4. Create a document that articulates "old vs new" for each of the key roles.</p> <p>5. Cross walk and document each step</p>
<p>We need to understand the separate software resources, human resources, and hardware resources needed for a successful implementation</p>	<p>6. Ensure all resource needs are documented</p>
<p>On site "safety net" resources</p>	<p>7. Agency champion, leaders, IT all with clear roles</p> <p>8. Help desk for questions</p>
<p>Clear executive support, directive and on-going communications at the agency level</p>	<p>9. Create an exec communication package with sample emails, powerpoints, key speaking points and ongoing communications.</p>
<p>Need actual dates in project plan and transition plan</p>	<p>10. Create an excellent example that all agencies can use / customize</p>
<p>Information needs to be available and learn from each other</p>	<p>11. Build an interagency website with FAQ, all plans, lessons learned, rumor control</p>

Training and skills	<p>12. We need to have a great packaged training plan with different options including classroom, materials, website resources, online etc.</p> <p>13. Consider a statewide train the trainer / trainer certification</p> <p>14. Create a troubleshooting guide</p> <p>15. Maintain training materials on interagency website</p>
Identify role of system application for agency	16. Designate the OregonBuys Agency Coordinator with clear role, skill set and deliverables
Meet stakeholder interests and manage the plan with each	17. Create stakeholder – specific communication and plan for both internal and external stakeholders as part of the communication package
Deep reflection on document management for the agency	18. Create a decision checklist with options and acceptance criteria
Prove it to me: we need to see it	19. Set up a video clip and demo on the interagency website
Plan for involvement and feedback from users and stakeholders	<p>20. Set up vendor demonstration</p> <p>21. Vendor on site for actual go live / implementation</p> <p>22. Menu of options from the vendor for training and assistance in implementation</p> <p>23. Forestry share their learning</p> <p>24. In the plan, set an evaluation date and process for each stakeholder group to get feedback and make improvements as needed.</p>
CELEBRATION AND RECOGNITION!	



# OREGON E-PROCUREMENT REQUIREMENTS PROCESS

---

## Charter

### DESCRIPTION:

We all share the need to have a system that can provide our legislature and State agencies accurate and timely data that is easy to access. The current procurement systems do not meet the needs of their users. Nine founding state agencies are collaborating for a new state-wide e-procurement system. Leveraging interagency experience and resources, we will identify the needs and scope of the system requirements and prepare for a RFP.

**National E-Procurement Standard:** *Obtain the right goods and services at the right time in the right quantity at the right place from the right supplier at the right price.*

### PURPOSE OF E-PROCUREMENT PROJECT TEAM:

- ☐ To determine the business requirements for an e-procurement systems for state agencies.
- ☐ To articulate why the steps and requirements are needed.

### GROUND RULES:

- Attend work sessions
- Leave titles at the door
- Treat all with respect
- Think beyond your regular role
- Be open to new or different ideas
- No blame; no shame
- Bring issues or concerns to the group or facilitator
- Challenge the status quo
- Demonstrate candor
- Start with yourself first

### LOGISTICS:

The work group representing all nine agencies will meet approximately every other Thursday morning 8:30 – 12:00 at the State Forestry Offices, Building E.

The schedule of meetings is provided below.

Meeting Date	Output
Nov 19	Charter RFI Responses Macro process map and “end to end” definition Stakeholder interests

Dec 17	Agreement on charter and meeting output Define requirements 1-7
Jan 7	Review work done to date Define requirements 8-15
Jan 21	Review work done to date Define requirements 16-25
Feb 4	Complete requirements
Feb 18	Finalize requirements Review Stakeholder Interests – are they represented in the requirements? Determine components for RFP Outside Work: Ratings the “2: Would like to have” items low – medium - high
Feb 25	
March 3	Change management plan and communications Celebration and Recognition!

## Project Team Membership

Each of the nine agencies have participants representing procurement, finance and information technology. All participants have equal voice in discussions. In decision making, each agency has one vote. Each agency should decide which of the participants will act as their coordinator who will be maintaining the documents. The agency participant who is identified as their coordinator will maintain the project binder.

Ann Talbott	DHS/OHA	Jeff Bustos	Secretary of State	Nancy Cody	DCBS
Bob Baxter	Judicial	Jennifer Bittel	DHS/OHA	Nicole Brazeal	DAS
Brenda Brown	DHS/OHA	Jim Simpson	DHS/OHA	Patty Whalen (Backup)	Fish and Wildlife
Brenda Stuvenga	DHS/OHA	<b>Joanne Barnhart</b>	<b>Education</b>	Rhea Rodriguez	Fish and Wildlife
Carolina Marquette	DCBS	Jonnie Watcher	DHS/OHA	Rich Arnaz	Forestry
Chris Bui	DAS	Karen Quinton	DAS	Sandra Fixsen (backup)	Fish and Wildlife
Christina Long	DHS/OHA	Kim Dunsten	Revenue	Sarah Roth	Secretary of State
Craig Baldwin	DCBS	Kirk Rhoades	DHS/OHA	Shannon Rand	Forestry
Dan Palacios	DCBS	Lil Gray	Education	Steven Hoffert	Forestry
Dave Whitbeck	Forestry	Linda Lichty	Secretary of State	Susan Taylor	Judicial
Debbie Davis	Judicial	Lori LeVeaux (backup)	Fish and Wildlife	Svetlana Evans	Revenue

Doug Juergensen	Fish and Wildlife	Margarita Nunez	DCBS	Toby Giddings	DAS
Fabiola Flores	Secretary of State	Mark Clarkson	Forestry	Tomas Flores	Education
James Spencer	Fish and Wildlife	Mark Gaudette	Revenue	Toni Payseno	Revenue
James.P.Conlin	Judicial	Mark Hubbard	Forestry	Wayne Breach	DHS/OHA
Jason Robinson	DCBS	Mary Ellen Gregor	Judicial	<b>Vicki Handy</b>	<b>Facilitator</b>

Bold identifies Project Resource Team

### Project Roles and Responsibilities:

Role	Responsibility	
Executive Sponsors Committee	Sponsor Provide executive support and challenge the status quo Monitor progress and output	See list
Project Work Team	Work to articulate the business needs of an e-procurement system Subject Matter Experts	See list
Advisory Team	Administration of full project and all committees	
Steering Committee	Project oversight and control Resolves issues and policy decisions.	
Project Resource Team	Organize activities for Project Work Team Compile and provide documentation and materials Communications and project status updates Lead the team to deliver quality product	Sarah Roth Dave Whitbeck Vicki Handy Joanne Barnhart
Agency Coordinator	Maintain agency notebook Coordinate attendance from agency Engage other agency input when needed Single point for communications	

## Success Criteria and Assumptions:

---

### Project Success Criteria:

---

Review current system, make sure system will do what we need.  
 True end-to-end system.  
 Works for goods AND services.  
 Replace legacy systems completely.  
 User ease for knowing each step, no guesswork.  
 Controls are set to help keep data clean.  
 The system does not lose functionality.  
 Can be implemented by all agencies.  
 Intuitive.  
 User friendly.  
 Workflow is smooth.  
 Flexible.  
 Logical.  
 Coming from bottom up instead of top down (agencies and offices are driving this).  
 Search function – google-like.  
 Notifications – warning, deliverable, administration, solicitation, or thru contract administration.  
 Clearly define roles of workflow between procurement and finance.  
 Roles, securities, and responsibilities defined.  
 Agencies can see every other agencies work.  
 Vendors can use solution.  
 Meets majority of needs – realistic.  
 One system – one entry.  
 Capacity to grow over time – vol. and scalable/evolves with technology.  
 Good vendor – good product.  
 Good reporting tools with clean data.  
 Robust reporting including cost savings (Hackett Report info.).

---

### Assumptions:

---

Select software as a service – vendor supported – sits on their servers.  
 Public interface.  
 Test before purchasing.  
 Adjust business process w/o customization to project.  
 All agencies speak same language (use data fields consistently).  
 Training to all users – manual that is easy.  
 Everyone can implement.  
 Selected product will become statewide solution.  
 Agencies will want to use.  
 System incorporates all the rules.  
 Requisition can come from anywhere.  
 Paperless.  
 Upload attachments.  
 RFP should have both SAS and SDC hosted options.  
 Vendors can use.  
 Vendor support is very robust, easy to engage, responsive, and contract has teeth if not performing.  
 Everyone is excited, willing, and able to participate.  
 That agencies will adopt system.  
 Be flexible – agencies will adjust to system.  
 Efficiencies/savings will be realized.

---

Will integrate with our other systems.  
Approach from best practices point of view.  
Vendor is very responsive and not just at marketing their product.

---

**Risks and Mitigation:**

---

Cost and resources and support – who/what/when/where?  
Can't interface – reporting can mitigate  
Access to data and workflow process.  
End user buy in: mitigation – involve SME all through the process.  
Validation: Agree upon 3<sup>rd</sup> party validation.  
Agencies will drop out and will lost funding.  
Perfect system but process will need to be changed – need change management and a reason to change.  
Change Management – start very early – process may change.  
Agencies unable / unwilling to change processes.  
Vendor has big problem we don't see until too late.  
Integration between functions (finance & procurement).  
Vendors try to customize their system to us rather than off the shelf.  
Vendor won't understand how government is structured.



# Stakeholder Interests

A brainstormed list of what items in an eProcurement system would be most important to select user groups. Identification of some instances where interests may be at cross purposes.

---

## Finance:

---

- Internal Controls
  1. Approval path
  2. Signature authority
  3. Procurement rules
  4. Accounting rules (OAM)
- Accurate interfaces
  - Cost codes and profiles specific to vendor
- Data mining / Reporting
  1. Budget
  2. Customers
  3. Program
  4. Accounting
- Ease of reconciling this system to interfaced system
- Interface back to this system to load info such as document #'s
- Paperless all the way to document storage/retention
  1. Uploads of info (including vendors)
  2. Capacity to upload & download info
- Complex invoicing
  1. Able to split between programs
- Vendor invoicing directly into this system
- SPOTS log reconciliation
- Security – information
- Communication with budget
- Clear roles and responsibilities

---

## Information Technology:

---

- Security
- Maintenance/Support
- Access (Internal and external)
- Implementation
- Conversion
- Interfaces
- IT staff needed
- Type of contract (services vs. deliverable)
- What is the technology (current?)
- What versions of browsers needed?
- Disaster recovery / business continuity
- Tools
- Remote access
- Multi-tenant? One instance of solution or each agency has an individual instance?
- Ad-hoc reporting
- Workflows / Ad-hoc
- System change management
- Who/Where/Host/\$

Scalability  
Upgradable  
System documentation  
What can ID do? Roles?  
Email integration / notifications  
Decommission legacy systems  
Customizations vs. configuration  
Platform buy vs. lease (SAAS)  
Document management (version control)  
ADA compliance  
Roll up reporting  
Information retention (inside/outside system)

---

### Legislature:

---

Tell a good success story  
Money (funding) – are you going to produce  
1. Data reporting (KDM, Rollup data, ELT-wide data)  
2. Public relations  
3. Efficiency  
4. Value added  
Transparency  
1. Data  
2. Implementation  
Accountability – due diligence  
Cost savings  
Risk mitigation plan  
Understand - big picture awareness

---

### Procurement:

---

Less complicated  
More efficient / more streamlined  
Workflow has best practice approvals / reviews  
Reporting!!!  
1. Federal  
2. All fields entered are reportable  
Amazon type search  
1. Smart search  
2. Suggested similar contracts  
To do list  
Helpdesk services  
Compliance with all laws  
1. Tax  
2. License  
3. Etc.  
Reminders  
1. Renewals  
2. Insurance  
3. Etc.  
Vendor registration process robust review  
Spell check in every field (data integrity)  
Help feature  
System check for required fields

Unique auto numbers but also manual numbering option  
Library (templates)  
Tracking KPM's  
Price agreement search  
Award notifications

---

**Staff:**

Straightforward request and receipt process including approvals (electronic not paper)  
Ability to view request status and place in the workflow (how much longer until it's done?)  
Subscription cost (\$0)  
Easily searchable catalog of contracts/services/vendors  
Reporting  
    1. Request history (by vendor, item, etc.)  
    2. Order status  
    3. Full spend in an area  
In application support  
    1. Help documents  
    2. Contacts  
Worksheets and templates to aid in requisition process

---

**Vendors/Contractors:**

Easy to navigate – no frustration!  
Simple registration  
Electronic bidding  
Automated communication  
Subscription cost (\$0)  
Procurement process – notification and reminders  
Information in system on certification  
User checklists, training, tips  
Networking between primary contractors and subcontractors  
Express lane for smaller contracts  
User support (help desk?)  
One single resource  
View into invoicing

---

**Interest Concerns:**

Zero tolerance for risk  
Legislated mandates  
Supplier registration process  
    1. Too much information needed (vendor)  
    2. More information needed (procurement)  
Technology assumption  
    1. User must have a computer – no paper submittals  
    2. User can provide paper or computer information  
Reporting / Data Mining  
    1. Any user can see any data from any agency – transparency!  
    2. Users should have limited access to data  
    3. Any user can run any report created (ad hoc or programmed)  
    4. Users can only see reports specific to their need  
    5. Ability to share reports (ad hoc and programmed) between agencies

# Beginning of Project eProcurement Project Team Compiled Meeting Evaluation: Nov. 19, 2015

---

## What did you like about this meeting?

Starting with a shared vision.  
Well facilitated, good participation.  
Great participation by all.  
Concise facilitation.  
Very organized, time managed well.  
I've learned a lot about procurement today.  
Collaboration – discussion.  
Well organized, time conscious and kept it moving along.  
Having 9 agencies participate was essential.  
Liked how we worked through the process.  
It was very collaborative.  
The process, taking it step by step and guiding us through.  
Good plan and structure. Good input from all.  
Good mix of agency representation.  
Collaboration.  
Number of people involved, shared vision!  
That everyone participated!  
Well structured. Good mix of working as a team and small groups.

---

## What would you change?

More time on IT/Finance/Procurement breakouts.  
Nothing.  
Room layout to facilitate moving between tables.  
Length of meetings.  
Nothing.  
Make sure our procurement SME is here next time ☺.  
Nothing.  
The room setup.  
N/A.  
Seating is uncomfortable for four hours.  
Maybe add one more break to get up and stretch.

---

## What is the potential impact of this work to your agency / Oregon?

A better system/process.  
I expect this will be huge for our agencies. Our programs and vendors are desperate for something like this.  
Good working system.  
Better processes – hopefully.  
Not sure.  
Very high due to the amount we process.  
Moving forward and improving visibility of purchasing will be great.  
Potentially this will streamline the procurement process and increase communication and coordination with finance.  
This initiative will impact our agency in many ways, but optimistically, the area of efficiency.  
Amazing. It is so nice to be in the beginning.  
High need for new PO system.  
Efficiency in procurement and purchasing process.  
Decommission of existing legacy application. Need for the identification of new IT support group.

Could be massive and very cost effective.  
 Huge! This will completely change what my office does.  
 It's huge. We need this.

---

**What challenges do you anticipate?**


---

Momentum decreases before project finishes.  
 Having enough time to get all the work done.  
 Selling the end product.  
 Buy in or that it is not implemented in a manner that works.  
 Nothing yet.  
 Getting everyone on the same page for requirements.  
 The change resistance.  
 Some resistance to process change.  
 Being thorough in building the solicitation and stakeholder buy-in.  
 Change management.  
 Buy in from different departments within our own agency.  
 Many.  
 We will need to update rules/statute to accommodate new system.  
 Coming to a collaborative answer. Not having everyone participate fully.

---

**I believe that we will be successful with our project.**


---

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	10	7

---

**The facilitator encouraged participation.**


---

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
			2	16

---

**The participants are the right people for this project.**


---

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
			9	9

---

**Additional comments:**


---

Some people didn't get notified.  
 Thank you!  
 Having an agency driven initiative is a great way to effect change.  
 Good job! I wish I had this process for all of our Agency Procurements.  
 Like that there was already lots of work done.  
 Keep the momentum up!



# End of Project Evaluation:

March 3, 2016, Vicki Handy Facilitator

---

**1. What did you like about our overall process?**

- a. Collective collaboration of SME's across agencies
- b. Every person was valued and all communication and ideas were heard without judgment or criticism
- c. Project Management is skillfully organized and leading agencies through a well thought out process
- d. The independent facilitator
- e. Discussing options and how to articulate requirements
- f. The ability to voice concerns/opinions
- g. This is a great foundation for low projects of the scale
- h. Collaborating with other agencies
- i. Group worked well together
- j. Great communication, team work, leaders
- k. Group discussions where I felt respected and listened to
- l. Well-coordinated by Vicki, Joanne, Dave, and Sarah. Thank you!
- m. Group SME's working well together. Some people from mtg. to mtg.
- n. Good facilitator and support people
- o. Huge amount of work done
- p. Level playing field for all
- q. Well managed. Good participation by all agencies and representatives.
- r. Very collaborative
- s. Collaborative
- t. Coming from bottom up instead of top down, no hidden "agenda"
- u. That every agency and person had an equal voice
- v. Right People, actions and structure
- w. Coming together across agencies to unite and accomplish a single goal
- x. The collaborative nature of working with multiple agencies with all the disciplines represented
- y. Facilitation, PM, and analyst

**2. What would you change in our overall process?**

- a. Allow a bit more time for people to think through decisions when we meet.
- b. Nothing
- c. Time schedule of homework up front
- d. I don't know how to do it any better
- e. It's good as is
- f. Involve vendors in the process
- g. Pre-Writes / edits of requirements by a large group should not be undone the following week by a smaller group.
- h. Only minor changes based on lessons learned
- i. Nothing
- j. Some items could use better descriptions explaining the intent earlier in the process
- k. Length of time for meetings

- l. A schedule up front with a bit more detail on what will happen at each meeting
- m. Nothing. Changes were made in the beginning that worked
- n. Detailed timeline
- o. I think it worked great
- p. Nothing
- q. 3<sup>1</sup>/<sub>2</sub> hour meetings were a bit long
- r. N/A

**3. What is the potential impact of this interagency work to your agency/Oregon?**

- a. Substantial. Beginning to end procurement and system will result in efficiencies for all users
- b. Huge!
- c. We will have a new system that is the best available and will meet our needs
- d. Efficiency, better reporting, and overall great system
- e. New system!
- f. Decompression of legacy system and need to define dedicated reasons to build workflows
- g. A streamlined, one stop system for the procurement process. The eliminate of multiple systems and single spreadsheets to capture the data
- h. This will greatly simplify processes in place at Revenue. Revenue is still using very old software with a very manual system.
- i. To improve reporting and efficient purchases
- j. Shows the potential to change the entire process for all staff involved in the cycle
- k. Ability to share ideas / techniques without reinventing the wheel for future projects.
- l. A great model for before projects.
- m. Potential savings of FTE and for improved reporting.
- n. Maybe some new processes
- o. Great lessons learned for future projects within the agency
- p. This should save a lot of time and money, as well as improve our relationships with vendors
- q. Change how we state business a project implementation
- r. Huge impact. Current Purchase Order system is old and not adaptable
- s. A procurement system
- t. Huge impact, especially being the first implementer
- u. New and improved process
- v. Complete change of how we have always done things.
- w. Model for other projects moving forward

**4. What challenges do you anticipate for implementation?**

- a. Human behavior
- b. Coordinating changes to system requested by each of the participating agencies
- c. Budget
- d. Data conversion
- e. Staff resistance to change in general
- f. Just overcoming the normal reluctance to change. But, I don't anticipate it will be a big issue
- g. Change management
- h. Training staff and to use system vendors

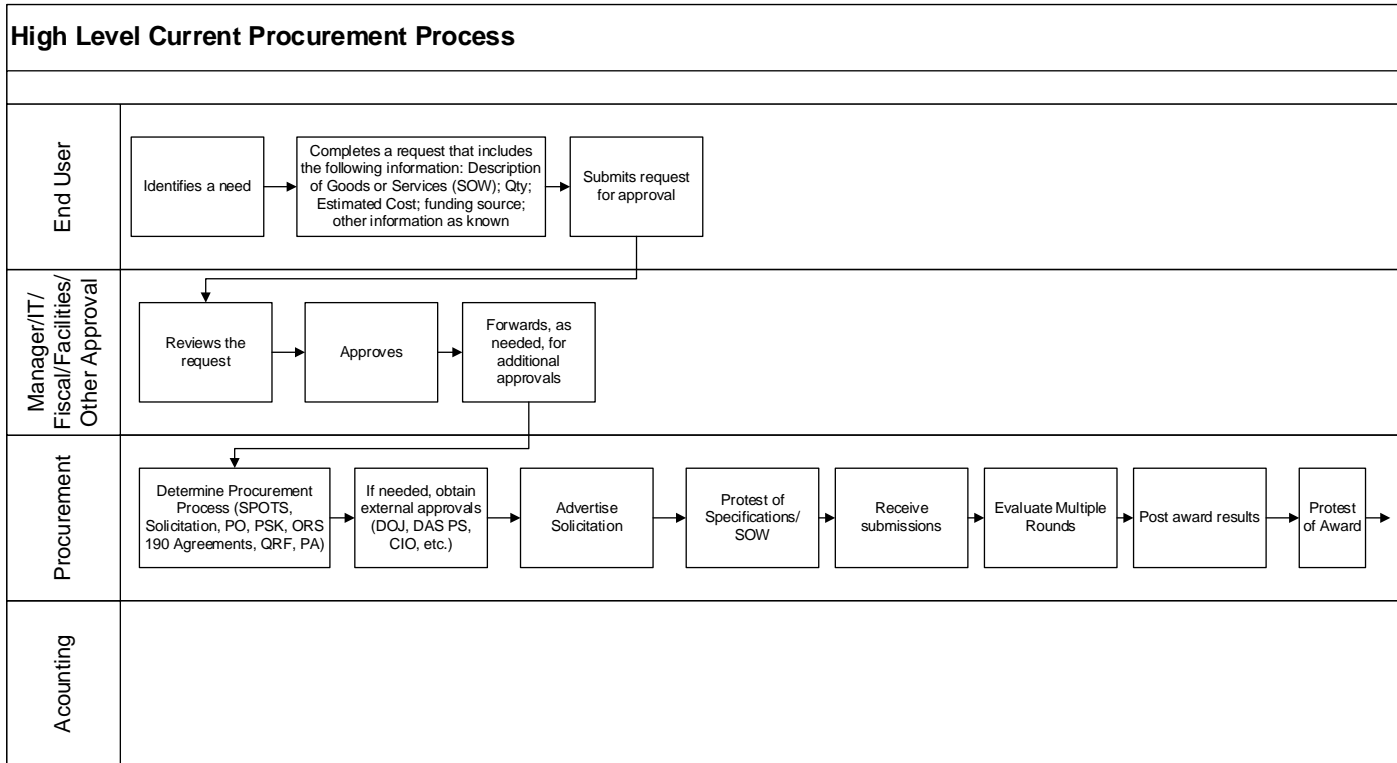
- i. The will always be people who resist change. The message needs to be that this will benefit the state of Oregon – for all users, state leaders, and population with a better system
- j. Normal resistance to change.
- k. Change management
- l. Getting all of our staff on board. Getting budget to the collaborating need of the larger project
- m. People not wanting to change
- n. Funding
- o. All of the details
- p. User resistance
- q. The normal challenges of getting users to accept changes
- r. Training, hands on
- s. Training and rollout, workflows
- t. Buy-in from Director's office
- u. Resistance from those who resist all change
- v. Resistance to change, and increased time management. All conversion and new processes require additional resources to allow enough time to set up properly. Do all agencies have enough funding for this process?

Using the scale below, rate the following statements.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

5.	I believe that we have successfully completed the requirements for an eProcurement system.	4.5 out of 5.0
6.	The facilitator was skilled at helping us complete our task.	4.8 out of 5.0
7.	The participants were the right people for this project and are engaged.	4.6 out of 5.0
8.	The documentation was open to all participants and I feel that this was a transparent and authentic process.	4.6 out of 5.0
9.	I'm glad that I was part of this project.	4.8 out of 5.0
10.	We tried to meet the interests of all stakeholders.	4.5 out of 5.0
11.	The interagency approach was collaborative and will benefit all of the agencies involved.	4.8 out of 5.0

# Definition of End-To-End eProcurement Solution



In simplest terms, an end-to-end eProcurement solution is the automation of all procurement processes using web-based applications. It is the technology-enabled solution that allows the agency to procure goods and services at the best value. The goal of procurement is to obtain the right product or service, at the right place, at the right time, at the right price, and the right quantity in the most efficient manner possible.

The Procurement cycle can consist of many steps, depending on the value and complexity of the purchase as well as policies and procedures for various agencies. At a minimum, it starts with needs identification (a requisition/request), proceeds with obtaining one or more approvals, then on to the creation and issuance of a purchase order or P-card purchase. This requires multi-way matching and reconciliation of the order, goods receipt, and invoice; and then on to eventual payment.

For high dollar or more complex purchases, the process will usually include solicitation creation, additional approvals (DAS, DOJ, CIO, etc.), advertisement of the solicitation, solicitation addendum issuance, receiving responses, evaluation of responses, notification of award, contract issuance, and contract administration (record keeping, invoice processing, contract amendments, and contract close out).

An eProcurement solution would also include:

- Standardized and ad hoc reporting capability (i.e., spend analysis, critical goods and services turnaround times, cyclical purchase data, etc.)
- Statewide price agreement repository
- Vendor registration

## eProcurement Terminology Guide

Document Terminology	Definition
<b>Agency</b>	State of Oregon organization established to provide a particular service.
<b>Authorized Purchaser Data</b>	All data created by or in any way originating with Authorized Purchaser or its Users, and all data that is the output of computer processing of or other electronic manipulation of any data that was created by or in any way originated with Authorized Purchaser or its Users, whether such data or output is stored on Authorized Purchaser's hardware, Contractor's or subcontractor's hardware or exists in any system owned, maintained or otherwise controlled by Authorized Purchaser or by Contractor or a subcontractor.
<b>Authorized Purchaser Intellectual Property</b>	Any intellectual property that is owned by Authorized Purchaser or its Users. Authorized Purchaser Intellectual Property includes any derivative works and compilations of any Authorized Purchaser Intellectual Property.
<b>Authorized Representative</b>	A person representing a party to this Agreement, or a person representing a party to a WOC, who is authorized to make commitments and decisions on behalf of the party.
<b>Bid</b>	Offer to provide goods or services in response to a request for goods or services.
<b>Contract (Grant Agreement)</b>	Signed agreement for goods or services.
<b>Contractor Intellectual Property</b>	Any intellectual property that is owned by Contractor and contained in or necessary for the use, or optimal use, of the Deliverables. Contractor Intellectual Property includes all intellectual property related to Documentation or Work Product, and derivative works and compilations of any Contractor Intellectual Property.
<b>Data Entry Form</b>	Solution provided screen the User utilizes to enter data into the system.
<b>Deliverables</b>	The Services, Products, or any Work Product that Contractor is required to deliver to Authorized Purchaser under a WOC.
<b>Document Management</b>	Coordination and control of the flow of electronic and paper documents in a secure and efficient manner, to ensure that they are accessible to authorized personnel as and when required. The flow of documents includes storage (short-term), retrieval (ability to view), processing (ability to edit and maintain version control), printing, routing (approval process, etc.), distribution, and archival (long-term).
<b>Documentation</b>	All documents, necessary for, or helpful in connection with the use of the Solution or other Services or Products provided under a WOC, including but not limited to documents that are Deliverables under a WOC and any and all operator's and user's manuals, training materials, guides, commentary, listings, requirements traceability matrices and other similar documents.
<b>Enterprise</b>	State of Oregon
<b>External User</b>	Person or company outside of the organization using the procurement software solution.
<b>External User (unregistered)</b>	External User that has not registered an account in the solution.
<b>Internal User</b>	Organization personnel using the procurement software solution.
<b>Internal User (Approver)</b>	Internal User with an Approver User Role.
<b>Internal User (Buyer)</b>	Internal User with a Buyer User Role.
<b>Internal User (Contract Administrator) (Internal User (Grant Manager))</b>	Internal User with a Contract Administrator User Role.
<b>Internal User (Evaluator)</b>	Internal User with an Evaluator User Role.
<b>Internal User (Finance)</b>	Internal User with a Finance User Role.



<b>Internal User (Requestor)</b>	Internal User with a Requestor User Role.
<b>Internal User (System Administrator)</b>	Internal User with a System Administrator User Role.
<b>List of Values</b>	List of acceptable entries for a given database field. List is visible and available for user selection during data entry and editing. List is securely maintained.
<b>Opportunity (Grant Award)</b>	Published request for goods or services.
<b>ORCPP</b>	The Oregon Cooperative Purchasing Program is a program of qualified agencies and organizations authorized to purchase the goods and services available under Agency Agreements.
<b>Order</b>	Completed purchase request for goods or services i.e., purchase order, purchase card order.
<b>Party</b>	Contractor, Agency, and any Authorized Purchaser entering into a WOC.
<b>Product</b>	Goods or services offered or requested to meet a need.
<b>Program</b>	Agency work group established to provide a particular service.
<b>Proposer</b>	Person or organization responding to the Oregon request for proposal for an eProcurement software solution.
<b>Requisition</b>	Official purchasing request initiated by an individual.
<b>Services</b>	Providing access to and use of the Solution or the delivery of additional services related to the Solution.
<b>Service Levels</b>	Performance specifications for the Services performed by Contractor.
<b>Software Interface</b>	Process used to import/export data to/from eProcurement software solution.
<b>Solution</b>	eProcurement software solution being sought. The sum total of the services, the Deliverables, Products, and Work Product the Contractor Intellectual Property, the Third Party Intellectual Property the Software, the Hardware and the Documentation that comprise the information system that Contractor will deliver, develop, install, configure and implement.
<b>Supplier</b>	Person or organization providing a good or service to meet a need; External User with a registration account in the solution
<b>Third Party Intellectual Property Third Party Products</b>	Any intellectual property owned by parties other than Authorized Purchaser or Contractor and contained in or necessary for the use of the Deliverables. Third Party Intellectual Property includes software owned by Third Parties, and derivative works and compilations of any Third Party Intellectual Property.
<b>User</b>	Authorized Purchaser's employees, agents, consultants, outsourcing companies, contractors and others who are authorized by Authorized Purchaser to access and use the Solution.
<b>User Interface</b>	Tool used to allow a person or organization to utilize the procurement software solution.
<b>User Information</b>	All information directly or indirectly obtained from Users accessing the Solution where such information is obtained by Contractor or by any of its employees, representatives, agents, subcontractors, or third parties in connection with a WOC.
<b>User Role</b>	Generic term indicating specific rights and responsibilities assigned to a User of the procurement software solution.
<b>WOC</b>	A work order contract executed by Authorized Purchaser and Contractor that is entered into pursuant to and that incorporates by reference the terms and conditions of the Agreement and describes the Services to be provided to Authorized Purchaser, together with other obligations and responsibilities related to such services, where such services and related obligations and responsibilities are not specified or otherwise provided for in the Agreement.

**Work Product**

Every invention, modification, discovery, design, development, customization, configuration, improvement, process, software program, work of authorship, documentation, formula, datum, technique, know how, secret, or intellectual property right whatsoever or any interest therein (whether patentable or not patentable or registerable under copyright or similar statutes or subject to analogous protection) that is specifically made, conceived, discovered, or reduced to practice by Contractor or Contractor's subcontractors or agents (either alone or with others) pursuant to a WOC. Notwithstanding anything in the immediately preceding sentence to the contrary, Work Product does not include any Authorized Purchaser Intellectual Property, Contractor Intellectual Property or Third Party Intellectual Property.

# OregonBuys eProcurement Requirements

The actual requirements are documented on the following pages. This compilation is from our working spreadsheet using 40 tabs of information. We maintain the most current version in our team dropbox. For use, please access the most current version in excel. The requirements listed here are current as of March 7, 2016. If the requirement is highlighted in yellow, it indicates a mandatory requirement. The group score indicates the prioritization of other desired attributes. The first section defines all requirement groups and their tab assignment.

RFP Group	Spreadsheet Process Name	Definition
A	1a. Registration / Account Management	The process of getting registered in the Solution and managing the account and profile.
A	1b. Search / Browse / Offer	Searching/browsing opportunities, awards, existing agreements. Submitting an offer.
B	2. Requisition	From the time a person wants a good or service to the time the initial requisition is written and submitted for internal approval.
B	3. Internal Approval	From the time the requisition is submitted for approval to the time all internal approvals are granted (approvals within my agency: manager, budget, etc.).
B	4. Purchase/Buy Decision	From the time the internal approvals are granted to the end of the buy decision.
B	5. External Approval	Any external approvals needed that are necessary to conduct a procurement or make a purchase (DOJ, OSCIO, DAS, etc.)
B	6. Solicitation	From the time the decision is made to solicit, through the closing of the opportunity.
B	7. Evaluation	From the time the Opportunity is closed through the end of the notice of intent to award.
B	8. Negotiation & Award	From the end of the notice of intent to award through notice to proceed.
B	9. Order Placement	From the time the decision is made to purchase (as opposed to using an Opportunity process) through something such as Surplus, QRF, Price Agreement, etc.
B	10. Encumber Funds	
B	11. Receiving	The process of entering into the Solution what goods/services were received to match against the goods/services that were ordered so that payment can be made.
B	12. Agreement Management	Maintaining the agreement from execution through expiration (Contracts, Grants, ORS190, etc.).
B	13. Grant Management	On hold until the Steering Committee determines if this is in scope

B	14. Invoice / Payment	From the time money is owed through the time money is paid.
B	15. Purchase Card Processing	
C	16. Interfaces	How / what other applications the proposed Solution must communicate with.
C	17. Notifications - Communication	Notifications and communications.
C	18. Reports	Reports.
C	19. Training and Documentation	Training and Documentation.
C	20. IT and System Reliability	Technical and Solution performance requirements.
C	21. Historical Data Conversion	Historical Data Conversion.
C	22. System Administration and Support	Solution configuration, archive capabilities, and data options.
C	23. User Profile Management	Managing internal/external user roles.
C	24. Other	User interface and other requirements.
C	25. Security	
C	26. Disaster Recovery	
	27. Document Management	Expectations for uploaded and attached documents.
	28. Proposer Requirements	Expectations for interaction and responsiveness with Proposer.
	29. Workflow	Requirements for how requisitions will progress through the Solution.
	30. Search-Sort	User interface searching and sorting requirements.
	31. Contract Notes	Items that will be written into the contract with the selected vendor.
	32. Proposer Questions	Additional questions that may be asked of the proposer during Round 3.

## OregonBuys eProcurement Requirements

Req't #	1a. REGISTRATION / ACCOUNT MANAGEMENT: The process of getting registered in the system and managing the account and profile.	Group Score
2	Ability for a single Supplier to have multiple locations including multiple payment locations (i.e., physical address, mailing address, shipping address, billing address).	30
3	Ability for Supplier to change/update Solution password.	30
4	Ability for Supplier to indicate the types of goods/services provided.	30
5	Ability for Supplier to register online following a step by step process.	30
6	Ability to require Supplier agreement with eProcurement Solution terms of use to complete registration.	30
7	Ability for sole proprietors to register using Social Security Numbers (SSN) or Employer Identification Number (EIN). SSN's are encrypted within the Solution. Ability for the Solution to mask/overwrite the SSN and allow secure view for defined User Roles.	30
8	Ability to prompt Supplier of any missing/incomplete data in fields required for registration.	30
9	Ability to suspend or deactivate Supplier participation without losing historical Supplier activity.	30
10	Ability for Suppliers to maintain their own registration data (i.e., address, phone, contact information, External User access, legal business name, DBA, company type, Employer Identification Number, Taxpayer Identification Number) using a single entry screen.	26
11	Ability for the Solution to maintain historical Supplier registration data.	26
12	Ability for Supplier registration to accommodate more than one External User per Supplier (with their own logins).	25
13	Ability for the Solution to identify and stop the creation of duplicate supplier registrations.	23
14	Ability for Supplier registrations to be inactivated.	22
15	Ability for the Solution to capture direct deposit (ACH) enrollment data.	20
16	Ability for the Solution to provide a FAQ document and Step by Step Instructions for supplier reference.	20
17	Ability to require approval of Supplier updates to contact information before contracts are updated.	20
18	Ability for Supplier to view summary or dashboard of their current registration and settings.	19
19	Ability for the Solution to track Secretary of State business registry confirmation (if applicable), debarment, legal/business names.	18
20	Ability for the Solution to capture the total number of current employees for a Supplier.	18

21	Ability for Supplier to view helpdesk contact information.	17
22	Ability for Supplier to access Solution via mobile devices using a mobile device app.	17
23	Ability for Supplier to indicate areas in Oregon they can provide goods/services (i.e., cities, counties, regions).	16
24	Ability for Supplier to receive commodity code coaching within the Solution.	17
25	Ability for Solution to accommodate subscription fees if Oregon ever decides to charge Suppliers (compatible with states' accounting application).	14
26	Ability for Supplier to list additional certifications (i.e., federal, national).	13
<b>Req't #</b>	<b>1b. SEARCH-BROWSE-OFFER:</b> Searching/browsing opportunities, awards, existing agreements. Submitting an offer.	<b>Group Score</b>
2	Ability for Supplier to search opportunities using a variety of criteria (i.e., keyword, description, phrase, code number, issued date range).	30
3	Ability for Supplier to search closed opportunities.	30
4	Ability for Solution to alert Supplier if electronic bid is still in draft when Supplier chooses to exit.	23
5	Ability for Supplier to view commodity selections after registration.	22
6	Ability for Supplier to see reason for withdrawn or cancelled opportunities.	21
7	Ability for Supplier to see commodity code(s) listed on opportunity.	18
8	Ability for Supplier to see if commodity used on opportunity is not on their registration profile.	18
9	Ability for Supplier to view current and past bid history, current and past contracts, and other activities.	17
<b>Req't #</b>	<b>2. REQUISITION:</b> From the time a person wants a good or service to the time the initial requisition is written and submitted for internal approval.	<b>Group Score</b>
2	Ability to amend, modify, or cancel an active Requisition.	30
3	Ability for a Requisition to be created and kept as a draft until ready for submission, the Internal User (Requestor) will be able to return to the draft request to complete it.	30
5	Ability to copy and customize data from previously completed requests and from excel spreadsheets (standard format).	24
6	Ability to save requisition shell documents or access a library of templates.	24
7	Ability for Internal User (Requestor) to view Requisition history and status.	23
8	Ability to flag requests as rush.	23

9	Ability to present the user with a catalog of goods (like office supplies), user can select items and add them to a cart which is then converted to the order request. Ability to support electronic shopping basket functionality which allows users to connect to e-commerce suites (OfficeMax, Grainger) then return purchases to an internal shopping cart.	21
10	Ability for the Solution to accept supplier catalog imports in all industry standard formats.	18
11	Ability to search for catalog products by more than one specific identifier (i.e., description, item code).	18
12	Ability to present user with dynamic forms and logic-based questions (decision tree) for requisitions.	18
13	Ability to link requisition to an overall project code if the procurement is part of a bigger project with multiple procurements.	17
14	Ability to validate funding codes.	17
15	Ability to check requested items against existing contracts and provide user with contract match information.	16
16	Ability to provide justification for buying outside contract.	14
<b>Req't #</b>	<b>3. INTERNAL APPROVAL:</b> From the time the requisition is submitted for approval to the time all internal approvals are granted (approvals within my agency: manager, budget, etc.).	<b>Group Score</b>
2	Ability for Internal User (Approver) to cancel, escalate, reassign, or reject a requisition.	30
3	Ability for the Internal User (Approver) to approve some line items in a request and deny others.	27
4	Ability for Internal User (Approver) to see budget account balances on the screen where approval is granted.	9
<b>Req't #</b>	<b>4. PURCHASE/BUY DECISION:</b> From the time the internal approvals are granted to the end of the buy decision.	
	Covered by the Workflow tab (#29)	
<b>Req't #</b>	<b>5. EXTERNAL APPROVAL:</b> Any external approvals (outside of the agency requesting the good or service) needed that are necessary to conduct a procurement or make a purchase (DOJ, OSCIO, DAS, etc.).	
	Covered by the Workflow tab (#29)	

Req't #	6. OPPORTUNITY: From the time the decision is made to solicit, through the closing of the opportunity.	Group Score
2	Ability for Solution to receive electronic bids.	30
3	Ability to update open opportunities (i.e., closing date and/or time, questions, responses, addenda, notice of intent of competitive range).	30
4	Ability to enter an estimated value in the opportunity (to be used in workflow/approval process) without it being visible to Suppliers.	30
5	Ability for Internal User to view listing of bids received for an Opportunity.	30
6	Ability for electronically received Bids to remain sealed until after closing.	30
7	Ability to identify procurement category or combination of categories (i.e., IT, Personal Services, Trade Services, Goods, Public Improvement, A&E, Construction).	30
8	Ability to withdraw or cancel Opportunities.	30
9	Ability for a Supplier to withdraw or cancel Bids prior to Bid closing date.	30
10	Ability for Agency to upload or manually enter Bids on behalf of Supplier.	30
11	Ability for an Opportunity to include multiple evaluation steps (i.e., Pre-qualification, multi-step).	28
12	Ability to select any combination of evaluation steps for an Opportunity.	28
13	Ability to define pass/fail evaluation criteria for an Opportunity.	28
14	Ability to clone opportunities.	26
15	Ability to indicate publish date and time for future publishing of an Opportunity (enter the opportunity in the Solution on Friday, the opportunity posts publicly on Monday).	26
16	Ability to see Certification Office for Business Inclusion & Diversity certification when viewing interested Suppliers.	23
17	Ability for the Solution to facilitate creation of Opportunities in approved template formats.	22
18	Ability for Internal Users to view posted Opportunities.	20
19	Ability for Supplier to open and modify electronic Bid as permitted in the Opportunity.	18
20	Ability for the Solution to provide a "checklist" for the Supplier to ensure all required elements are submitted.	18
21	Ability for the Solution to receive electronic protest.	18
22	Ability for the Solution to provide commodity code coaching for Internal Users creating Opportunities.	15
23	Ability to use and support industry standard commodity codes.	13



Req't #	7. EVALUATION: From the time the opportunity is closed through the end of the notice of intent to award.	Group Score
2	Ability to record pass/fail evaluation results.	28
3	Ability for the Solution to facilitate Bid evaluation in a multiple round opportunity.	22
4	Ability for Internal User (Buyer) to create and manage various evaluation scoring methodologies in the Solution, such as cost based and best value based.	20
5	Ability to enter reciprocal preference onto bids if applicable.	17
6	Ability to create scoring sheets in the Solution.	17
7	Ability for Internal User (Evaluator)s to provide evaluation scores in the Solution.	17
8	Ability for Internal User (Evaluator)s to certify evaluation scores entered in the Solution.	17
9	Ability to set timeline and due dates for evaluation.	16
Req't #	8. NEGOTIATION & AWARD: From the end of the notice of intent to award through notice to proceed.	Group Score
2	Ability to enter multiple line items on awards.	30
3	Ability to issue multiple awards on single Opportunity.	30
4	Ability to identify multiple parties on a single award.	18
5	Ability to provide an area for instructions for contract use.	18
6	Ability for Solution to notify Internal User (Contract Administrator) of inconsistencies between awards on multiple award contracts.	18
7	Ability to identify who can view and use a contract.	17
Req't #	9. ORDER PLACEMENT: From the time the decision is made to purchase (as opposed to using a solicitation process) through something such as Surplus, QRF, Price Agreement, etc.	Group Score
2	Ability for an Internal User to create a Purchase Order with reoccurring, split or multiple payments.	30
3	Ability to purchase against master contracts (price agreement).	30
4	Ability for designated User Roles to edit or cancel Purchase Order at any time.	30
5	Ability to allow and document phone and online quotes.	30
6	Ability to print standard terms and conditions on the Purchase Order.	27
7	Ability to clone, populate and duplicate information on the Purchase Order record.	26

8	Ability to populate the Purchase Order with default details which the user may accept or override (i.e. shipping address, contact person).	25
9	Ability for multiple Purchase Order release options (i.e., direct online transmittal, e-mail attachment, print out).	25
10	Ability to enter comments to Purchase Order (i.e., reasons for editing, cancellation).	24
11	Ability for the Internal User (System Administrator) to establish coding validation rules (PCA combinations, etc.).	23
12	Ability for the User to modify Purchase Order prior to interface.	23
13	Ability to use multiple suppliers to fulfil a single request.	21
14	Ability for the Solution to support electronic confirmation from the supplier upon receipt of an online Purchase Order.	21
15	Ability to accommodate state pricing contract items from within the Solution.	20
16	Ability to recognize Multiple Award Price Agreements to make best value analysis.	20
17	Ability for the Solution to automatically create a Purchase Order, once the requisition has been approved by the Internal User (Approver).	20
18	Ability for the User to define Purchase Order templates depending on type of purchase.	18
19	Ability to recognize when Price Agreements require an online ordering tool.	17
20	Ability to consolidate Purchase Orders based on the parameters specified by a department.	15
<b>Req't #</b>	<b>10. ENCUMBER FUNDS.</b>	
2	Ability for Internal User to choose encumbrance.	30
3	Ability for the Internal User to cancel, modify, or archive encumbrance that are not fulfilled or completed.	30
<b>Req't #</b>	<b>11. RECEIVING:</b> The process of entering into the Solution what goods/services were received to match against the goods/services that were ordered so that payment can be made.	
2	Ability to accept, reject, revoke acceptance of received goods/services against ordered goods/services within the Solution.	30
3	Ability to receive partial shipment of an order and return later to receive additional items or to complete the order receipt.	30
4	Ability to make notes where received items fall short of expectations (i.e., missing items, broken items, incorrect items).	18
<b>Req't #</b>	<b>12. AWARD MANAGEMENT:</b> Maintaining the award from execution through expiration (Contracts, Grants, ORS190, etc.).	<b>Gro</b>
2	Ability to amend a contract.	30
3	Ability for the Solution to identify contract status (i.e., pre-contract, under construction, under negotiation, reinstated, ratified, active, closed, terminated).	30
4	Ability for the Solution to maintain of all contract information (i.e., status, contracted parties, contract period, goods or services covered).	30

5	Ability to update contract information without creating/issuing an amendment or revision (if applicable).	30
6	Ability to view work orders issued under a contract.	30
7	Ability to reassign contract to other agencies without changing the contract unique identifier.	27
8	Ability to reassign contract to another Supplier without changing the contract unique identifier.	27
9	Ability to update the federal tax ID number on contract without changing the contract identifier.	27
10	Ability to view supplier contract history (i.e., previous payments, advances, cost overruns).	25
11	Ability to update supplier insurance without creating/issuing an amendment or revision.	21
12	Ability to identify by task milestones and deliverables.	20
13	Ability for the Solution to request specification of reason for any extensions.	20
14	Ability to send and track important notices (i.e., notice to cure, contract ending, approaching Not to Exceed (NTE) limit, single point of contract change).	20
15	Ability for sub Supplier data to be tracked and reported on awards (including certification info on subs).	19
16	Ability for Supplier to update completed work information within the Solution.	18
17	Ability for digital signing of the contract by the Internal User (Contract Administrator).	18
18	Ability to post upcoming, awarded, and currently open contracts.	18
19	Ability to add requirements and certifications to contracts after award (i.e., legislative changes, directives).	17
20	Ability to capture information on project analytics (i.e., percent of work completed against time elapsed, corresponding payments made, work extensions, delays).	16
21	Ability to link multiple contracts under a single project.	16
22	Ability to specify Agency contract evaluation process.	15
23	Ability to specify Agency issue resolution process.	15
24	Ability to specify progressive payment schedules.	15
25	Ability to manage Vendor Collected Administrative Fee (VCAF) on contract.	15
<b>Req't #</b>	<b>Group Score</b>	<b>13 GRANT MANAGEMENT.</b> <b>Directions:</b> For your agency, include any requirements for this category. Then for each of the requirements listed, record your agency rating in the appropriate column. Rate the need for this requirement: 1 - not necessary; 2 - nice to have; 3 - must have
2	13	Ability to query/retrieve and report by CFDA and PCA.
<b>Req't #</b>	<b>14. INVOICE / PAYMENT:</b> From the time money is owed through the time money is paid.	<b>Group</b>
2	Ability to produce a variety of payment batches (i.e., regular voucher, transfer to other agency).	30

3	Ability for the Internal User to add more than one (1) Invoice number to a warrant/voucher.	30
4	Ability to identify records that require bypass of the daily batch process (i.e., rush payments).	30
5	Ability to apply multiple accounting codes to a single invoice line item.	30
6	Ability to identify records that should be included in a batch file for SFMA.	30
7	Ability to view a queue of pending invoices and edit information (i.e., T-codes).	30
8	Ability for the Solution to stop a payment and require approval to continue if the payment exceeds the Not-To-Exceed limit on a contract.	30
9	Ability to notify user of potential duplicate invoices at time of entry (i.e., same Supplier, amount).	24
10	Ability to mark a transaction as "canceled" or "Stop Pay" to reflect SFMA actions.	22
11	Ability to combine multiple requisitions into one Purchase Order.	21
12	Ability for Solution to allow and track retention of payments for contracts that require "retainage."	18
13	Ability for the Solution to default to the last transaction for a Supplier.	12
<b>Req't #</b>	<b>15. PURCHASING CARD PROCESSING:</b>	<b>Group Score</b>
2	Ability for Internal Users to purchase using a Purchasing Card.	30
3	Ability to reconcile Purchasing Card purchase/receipt within the Solution.	18
4	Ability to maintain Purchasing Card log within the Solution.	17
<b>Req't #</b>	<b>16. INTERFACES: How / what other systems the proposed solution must communicate with.</b>	<b>Group Score</b>
2	Ability for the Solution to interface with Agency and Enterprise data systems. Interface must allow for data from any data table native in the Solution or subsequently client added data elements to be updated by the data system or exported to the data system utilizing standard formats (i.e., .csv, .xls, .ASCII text, .pdf, .txt)	30
3	Ability for the Solution to validate data entry against external system data sets.	19

4	Ability to search items available through Oregon Corrections Enterprises (OCE), Oregon Surplus, and Certification Office for Business Inclusion & Diversity suppliers by category, type, etc.	21
5	Ability to import item data to awards.	0
6	Ability to use a Software Interface to load encumbrances into SFMA.	0
7	Option to have canceled encumbrances interface into SFMA.	0
8	Ability for the Solution to have a Two Way Software Interface with SFMA (for updating information in SFMA).	0
9	Ability for the Solution to support import of contract deliverables in the form of pre-specified excel spreadsheet, text, etc.	0
10	Ability to import and display Certification Office for Business Inclusion & Diversity certification information on Supplier registrations (not self-certified).	0
<b>Req't #</b>	<b>17. NOTIFICATIONS - COMMUNICATIONS: Notifications and communications.</b>	<b>Group Score</b>
2	Ability to send notification to Internal User (Contract Administrator) of upcoming expiring contracts based on Internal User (System Administrator) defined rules.	30
3	Ability for Suppliers to register to receive automatic notification of Opportunities based on various criteria (i.e., commodity, Agency, keywords).	30
4	Ability to invite non-registered Suppliers to Bid.	18
5	Ability to send notification of intent to award to participating Suppliers.	30
6	Ability to send notification to Suppliers when actions on an open opportunity occur (i.e., addenda, notice of intent to award, withdrawn, cancellation).	30
7	Ability to provide a notification to Agency defined User Roles for any change to request status.	27
8	Ability to define contract expiration notifications by individual contract or as a default value for all contracts.	24
9	Ability to send notification to the Internal User (Contract Administrator) and also the contracted suppliers when the contract is approaching its Not to Exceed (NTE) limit based on Internal User (System Administrator) defined rules.	22
10	Ability to customize all notifications (i.e., when within a workflow a message is sent, time of day messages are sent, language included in the message).	21
11	Ability for a requester to opt-in for notification of updates to request status (i.e., request fully or partially denied, order made).	20
12	Ability to send notifications to designated person in Agency and Internal User (Buyer) when insurance certificates are expiring.	19

13	Ability to send notifications to Internal User (Buyer) when a Bid is received on their Opportunity.	19
14	Ability for notifications to include standard information (i.e., Requisition Identifier, Purchase Order Identifier).	18
15	Ability to send notification of notice to proceed to Supplier.	16
16	Ability to send Purchase Order status (i.e., closed, deleted, paid) notification to the Internal User (Requestor) and Internal User (Buyer).	15
17	Ability to use an E-mail interface within the Solution to communicate among Users.	14
18	Ability to send notification to a defined user role based upon acceptance of flagged inventory items.	14
19	Ability to send notification to Suppliers and Internal Users for updates required to progress and verification of progress.	14
20	Ability to send Internal User Role based messages that will be visible on an Internal User 'dashboard.'	13
21	Ability to use Supplier database to distribute information (i.e., upcoming trainings, events) via Supplier dashboard, email download, or email notification from within Solution.	12
22	Ability to provide RSS feed of open opportunities.	12
23	Ability for Supplier to opt out of automated notifications for new opportunities.	11
<b>Req't #</b>	<b>18. REPORTS: Reports.</b>	
2	Ability to generate ad hoc reports within the Solution using any or all data fields.	30
3	Ability to print any report generated.	30
4	Ability to export any report using industry standard formats (i.e., .csv, .pdf, .xls).	30
5	Ability for reporting to be done both at an Agency level and at an Enterprise level.	30
6	Ability to access data either through a direct link to data tables or using a regularly provided copy of Agency specific data.	30
7	Ability to schedule the production of reports.	25
8	Ability for the Agency and Enterprise to design canned reports in the Solution. All data fields are available to include in the reports.	25
9	Ability for the System to provide Internal Users with a reporting dashboard from which reports can be selected (i.e., canned reports, Agency specific reports, ad hoc reports, Enterprise reports).	24
10	Ability to view reports after generation.	22
11	Ability for Internal Users to 'share' custom build and ad hoc reports with other Internal Users, even across Agencies.	18
12	Ability to limit scope of ad hoc reports (number of records returned).	17
13	Ability to provide Internal User defined calculations to be created for reports.	17
14	Ability to report on purchases made against master contracts.	

Req't #	19. TRAINING AND DOCUMENTATION: Initial User training, administrator training, and written documentation.	
4	Ability for the solution to provide on-line User and Solution documentation.	30
14	Ability for the Solution to provide online FAQ section and facilitate continual updating with new learning.	20
16	Ability for the Solution to provide on-page help that will allow Users to stay in current page to access Help Functionality.	18
16	Ability for the Agency and Enterprise to modify on-page help.	18
19	Ability for the Solution to provide a designated section for displaying policy documents (i.e., terms of use, rules & guidelines, User agreements).	16
Req't #	20. IT AND SYSTEM RELIABILITY: Technical and Solution performance requirements.	Group Score
2	Ability for the Solution to maintain a complete audit trail showing changes at the field level (i.e., initial and changed value, User account associated with the change, date and time of change).	30
3	Ability for the Solution to provide a testing environment, training environment, and production environment.	30
4	Ability for the Solution to support diagnostic and maintenance of Solution software and database remotely. This needs to be handled over a secure connection.	30
5	Ability for the Solution to be a web enabled solution that is accessible via any standard internet connection and browser.	30
6	Ability for the Agency and Enterprise to define required fields for any data entry screen.	30
7	Ability to prompt User of any missing/incomplete data in required fields.	30
8	Ability for the Solution to automatically transfer keyed input from one process to another without re-typing the information.	25
9	Ability for Solution to certify use of any platform or supporting application version within 6 months of release.	23
10	Ability for the Solution to provide field format validations at the time of data entry (i.e., date, currency, registration number).	23
11	Ability for the Solution to support all dollar amounts that are formatted with dollar signs, commas and decimal points.	22
12	Ability for the Solution to auto-save User entered data at regular intervals.	21
13	Ability for the Solution to provide error log and page status.	20
14	Ability for the Solution to use digital signatures.	19

15	Ability to set business rules to validate dates and reasonable date ranges.	18
16	Ability for Users to access the Solution with full or modified access via mobile devices (phone and tablet).	16
17	Ability to set business rules to validate dependent field values.	15
<b>Req't #</b>	<b>22. SYSTEM ADMINISTRATION AND SUPPORT:</b> Solution configuration, archive capabilities, and data options.	<b>Group Score</b>
2	Ability to access historical information on all data elements.	30
3	Ability of the Solution to allow Agency configured Contract and Opportunity naming conventions (i.e., personal service, IT, trade services, request for proposal, etc.).	30
4	Ability to customize field labels on an Enterprise level and Agency level.	30
5	Ability to configure menu and List of Value options at the Agency and Enterprise level.	30
6	Ability for the Solution to support additional data entry fields at the Agency and Enterprise level.	30
7	Ability for the Solution to support multi-level Agency hierarchies.	30
8	Ability for Agency administrators to enter and maintain their own List of Value tables (i.e., financial codes, Internal Users) without having access to add/edit/delete other Agency defined lists.	30
9	Ability for the Agency to have full access to the Agency's data. The Agency will retain ownership of the data for use in other applications, both thru SQL server reads/writes and the Agency applications.	30
10	Ability for the Solution to provide a method for adding, changing, and deleting data records in real time. All related data fields are automatically updated.	30
11	Ability for the Solution to have Date designations (i.e., order date, due date, receive date, created date, transaction date, shipping date, payment date and post date).	30
12	Ability for the Solution to link all phases of the procurement (i.e., Request, Opportunity, Contract).	30
13	Ability for the Solution to be deployed Enterprise-wide following individual Agency deployment(s) without disrupting existing Agency processes.	30
14	Ability to automatically generate and assign unique identifiers throughout the procurement process (i.e., Supplier, Requisition, Opportunity, Bid, Contract, purchase order).	30
15	Ability for Agency hierarchies to be added, edited, and inactivated.	25
16	Ability for the Solution to protect/encrypt sensitive User information (i.e., passwords, purchasing card account number, SSN).	23
17	Ability for the Solution to have data entry transaction templates (i.e. purchase orders, approvals, requisitions).	22



18	Ability for the Agency to define default values for data entry transaction templates.	22
19	Ability for Internal User (System Administrator) to enter comments on Supplier accounts (i.e., help desk tracking).	21
20	Ability for the solution to provide an editable language library (i.e., solicitation language, contract terms and conditions, payment conditions, delay clauses).	22
21	Ability for the Solution to allow an Agency or the Enterprise to increase the length of added data entry fields.	20
22	Ability for the Agency or Enterprise to configure tabbing (field to field) order on all data entry screens.	19
23	Ability for the Agency or Enterprise to time-stamp any table where changes are only usable starting on a specific date. Code set that will be presented to the User will be dependent upon the system date.	17
24	Ability for the Solution to allow unused data elements to be removed, hidden or modified to conform to Agency or Enterprise practices.	17
25	Ability for authorized Internal User to update List of Value tables directly from any screen where the field appears.	17
26	Ability for the system to support logos, graphics, layout schemes, and colors that are standard to make the system representative of the State of Oregon	17
27	Ability to print or save (all at once if desired).	17
28	Ability for the system to provide a method for Agency and Enterprise creation of and modification to created data entry forms.	16
29	Ability for Solution to provide a hyperlink to search Oregon rules and statutes.	15
30	Ability for the Solution to allow Agency and Enterprise construction of logical parameters for archiving data sets.	13
<b>Req't #</b>	<b>23. USER PROFILE MANAGEMENT:</b> Managing internal/external user profiles and access to data.	
2	Ability to use role based security to determine what menus, screens, reports, functions within screens, and data are available in read only or edit capacities for that specific role. Specific roles will require different create, change, view capabilities at the field level.	30
3	Ability for data and documents between Agencies to be siloed when used as an Enterprise Solution.	30
4	Ability to manage and maintain user ID and password.	30
5	Ability for Users to be logged into multiple sessions at the same time.	30
6	Ability to lock Users out of Solution during maintenance windows.	30
7	Ability to control access to Solution tables by authorized administrative personnel.	30

8	Ability for administrators to perform user security activities (i.e., activate User Role, deactivate User Role, assign approval groups, assign User Roles, assign permissions to User Roles, enforce role-based separation of duties).	30
9	Ability to limit access and update ability to the Supplier tables and Supplier registrations based on User Role.	30
10	Ability for Solution to utilize industry standards for user id and password management (i.e., password strength, password changes, lock out users after too many unsuccessful attempts, log out idle workstations).	30
11	Ability to manage what information is viewable to Suppliers during the evaluation stage.	27
12	Ability to provide for delegation and temporary grants of Agency and Program privileges. To cover for a planned absence, a person that normally handles purchasing for a Program may be granted the authority to handle transactions from another Program for a given period of time. Before and after that data and time, that user would not have any access or privilege to the second Program data or business processes.	17
13	Ability for data between Programs within a given Agency to be siloed.	16
14	Ability to grant Supplier access to Solution via subscription level (fee based).	14
<b>Req't #</b>	<b>24. OTHER: User interface, implementation and other requirements.</b>	<b>Group Score</b>
2	Ability for the User to copy/cut/paste within the Solution and from other applications (i.e., Word, Excel).	30
3	Ability for the Solution to provide spell check capabilities.	30
4	Ability for the Solution to allow award to Suppliers not registered in the Solution.	30
5	Ability to provide a Solution that is User friendly and intuitive.	25
6	Ability for the Solution to allow multiple screens to be open simultaneously within the same session.	24
7	Ability for the Solution to notify user of duplicate entries.	21
8	Ability for the Solution to support hyperlinks in text fields.	20
9	Ability to key enter or select from a list of valid values.	19
10	Ability for a user to customize their own dashboard/user portal (i.e., links to frequent tasks, common reports, receive announcements, view pending actions).	19
11	Ability for a user to magnify the Solution view (scalable forms).	19
12	Ability for a User automatically logged off (time out) to log back in and have the Solution reset to the same screen the User was on when the automatic log off occurred.	18

Req't #	25. SECURITY	Group Score
2	Ability for the Solution to support the use of encryption technology.	30
3	Ability for the Solution to Support secure communication between Solution and other applications (such as PKI).	30
4	Ability for the Solution to utilize encrypted Supplier Bid submission.	30
5	The ability for the Solution to audit and report User activity (i.e., detection of suspicious online activity spiders and robots, non-human generated traffic, duplication). The audit report will contain a variety of data (i.e., Internal IP addresses, date and time stamp, URL served, IP address of requestor, user agent or browser, File types or status codes, specific URLs as such pop-ups and auto-refresh, spiders and robots, cookies).	30
6	Ability for the Solution to provide redundancy and load balancing services for firewalls and other security-critical elements.	30
7	Ability for the Solution to limit access to audit logs based upon User Role.	30
8	State data must remain on US soil This includes all data repositories and back-ups.	27
9	Ability for the Solution to manage security rights to reports.	19
Req't #	26. DISASTER RECOVERY	Group Score
2	Ability for the Solution to provide restart capabilities, rollback and recovery, as well as database access activity-logging and back-out.	12
3	Ability for hardware to support failover mechanism so that the mission critical scheduling processes are able to be run seamless to the User, in the event of a failed processor or failure of any aspect of the component. It would be ideal to have the capacity for the automatic failover so that normal functions can be maintained despite the inevitable interruptions caused by problems with equipment.	11
Req't #	27. DOCUMENT MANAGEMENT: The process of uploading documents and maintaining links with system records. The response options available for the vendor will be slightly different than for the other requirements, the proposer may indicate they can provide the function native to the system or can interface with a system provided by the agency. The scores may be scaled to give more value to a Solution that provides document management vs. through an interface. Any existing document management systems utilized by any agencies must be listed on the interface requirements tab.	Group Score
2	Ability to provide a document management solution or interface with an existing system within the Agency for document management services.	30

3	Ability to attach multiple types, versions and sizes of documents (i.e., docx, xlsx, pdf, pptx) to the opportunity.	27
4	Ability to share selected documents and restrict view of selected documents and portions of documents (i.e., supplier cost) from selected Internal Users.	27
5	Ability to attach electronic/scanned evaluation documents.	27
6	Ability for electronic or hard copy documents (i.e., invoices, supporting documents) to be added to application and routed according for approval.	27
7	Ability for the System to allow upload of documents throughout the entire system (i.e., registration, requisition, purchasing, contracts, invoicing).	27
8	Ability to maintain versions of all uploaded documents (no replacement).	27
9	Ability to manage versions in collaborative document development.	18
10	Ability for Users to upload more than one attachment at a time to a single record.	17
11	Ability to categorize and prioritize attachments on contracts.	17
12	Ability to view document versions in a side by side view for comparison	17
13	Ability for the Solution to search documentation meta data.	16
14	Ability for the Solution to allow deletion of documentation based on permissions.	16
15	Ability for the Solution to provide a central location to view all documentation related to a record.	15
16	Ability for the Solution to track document upload date.	15
17	Ability for the Solution to provide a method to enter comments related to documentation.	14
18	Ability for the Solution to provide a method to redact proprietary materials in documents from proposers.	14
19	Ability for the Solution to track location of documentation.	13
20	Ability for the Solution to track different versions of documentation.	12
21	Ability for the Solution to track any workflow process document may be undergoing.	12
22	Ability for the Solution to track archival information on documentation.	12
23	Ability for the Solution to assign a unique traceable identifier to each document.	12
24	Ability for the Solution to track revisions made on documentation.	11

25	Ability for the Solution to maintain security on documentation.	11
26	Ability for the Solution to allow preview of all types of attached documents through a viewer or native application.	8
27	Ability for document metadata elements to be associated with attached documents.	6
<b>Req't #</b>	<b>28. PROPOSER REQUIREMENTS: Expectations for vendor interactions and responsiveness.</b>	<b>Group Score</b>
2	Ability for the Proposer to provide User training (classroom) with active training Solution environment (post-work order contract and pre-implementation).	30
3	Ability for Proposer to provide documented plan and procedures for disaster recovery.	30
4	Ability for the Proposer to provide a Solution protected from attacks and to provide notification if an attack has been detected.	30
5	Ability for the Proposer to provide Internal User (System Administrator) training (post-work order contract and pre-implementation).	30
6	Ability for Proposer servers and Solution to be backed up at least once every 24 hours.	30
7	Ability of the Proposer to protect the server and the client from known security weaknesses.	30
8	Ability for the Proposer to provide detailed electronic versions of Solution technical and User training manuals which thoroughly explain setup, use, and maintenance of the Solution.	30
9	Proposer will grant permission to the Agency to make copies of any supplied manuals for Agency use.	30
10	Ability for the Proposer to provide backup, restore, archiving, and recovery procedure documentation (post-work order contract and pre-implementation).	30
11	Ability for the Proposer to work directly with the Agency to build canned reports.	30
12	Ability for the Proposer to provide documentation of security policies and procedures related to managing, updating and auditing security	30
13	Proposer shall track and report unauthorized attempts logged with: machine name, IP, User name, date time, location	30
14	Proposer shall provide storage and online retrieval of audit trails for authorized Internal Users per ORS	30
15	Proposer must have security log procedures in place for collecting, monitoring, retaining, securing.	30

16	Proposer hosted solution must have custom and default equipment admin accounts removed. No backdoor access to Solutions.	30
17	Proposer hosted solution must have unnecessary services, protocols, and functionality disabled or removed.	30
18	Proposer must have employee supervision for hosting areas	30
19	The Proposer must perform background checks on personnel who will have administrative access to servers and Solution to ensure that individuals occupying positions of responsibility within their organization are trustworthy and meet established security criteria for those positions.	30
20	The Proposer must ensure that organizational information and information systems are protected during and after personnel actions such as terminations and transfers and employ formal sanctions for personnel failing to comply with organizational security policies and procedures.	30
21	Ability for the Proposer to provide continuing (post-implementation) interactive, computer-based training or on-line tutorials.	24
22	Ability for the Proposer to provide detailed description of Solution installation, configuration and integration documentation (post-work order contract and pre-implementation).	23
23	Proposer must have security controls through Solution life-cycle requirements to data archival and destruction.	23
24	Ability for the Proposer to assist the Agency with the development of a training plan to enable Users to use the Solution with minimal support. The plan topics are expected to include, but not be limited to, infrastructure training, administration, development, governance overview, User training and training documentation (post-work order contract and pre-implementation).	22
25	Ability for the Proposer to provide data definitions and physical data models for all files and database tables used in the Solution (post-work order contract and pre-implementation).	22
26	Ability for the Proposer to provide documentation detailing hardware, software, architectural design (post-work order contract and pre-implementation).	21
27	Ability for the Proposer to provide train the trainer training (post-work order contract and pre-implementation).	20
28	Ability for the Proposer to provide installation instructions for all software components, including client computers, network servers, peripheral devices, instrumentation, databases, and any other Supplier provided utilities or existing Agency assets which are required for the software to be implemented and supported by Agency IT systems administrator (post-work order contract and pre-implementation).	20
29	Proposer must have documented and enforced Notification process for emergency patches and fixes.	20

30	Ability for the Proposer to provide documentation of procedural definitions of Solution User identity and access management (both internal and external users) (post-work order contract and pre-implementation).	18
31	Ability for the Proposer to provide a security audit report to Agency security departments at agreed upon intervals.	17
32	Ability for the Proposer to provide documented process for evaluating OS, providing security alerts, installing security patches, and applying service packs.	16
33	Ability for the Proposer to conform to any security conditions adopted by a particular Agency as a part of its privacy and security documentation.	16
34	Ability for Proposer to provide documented procedures for intrusion detection, incident response and incident escalation/investigation.	14
35	Ability for the Proposer to provide a backup data center in another part of the country than the production data.	12
36	Ability for the Proposer to provide backup failure where the Solution will archive records up to last entry prior to failure and be easily searchable and retrievable.	11
<b>Req't #</b>	<b>29. WORKFLOW:</b> Requirements based upon how information will flow throughout the solution.	
2	Ability for the Solution to provide Agency and Enterprise workflows based on Agency and Enterprise criteria (i.e. type of request, value of project, sourcing method, internal and external approval requirements, contract type, two-three way matching, purchase order release, task assignment, contract closure process).	
3	Ability for some workflows to be Enterprise wide and others to be Agency specific.	
4	Ability for the Solution to maintain an audit log of all workflow processes (i.e., creation, submission, approval, rejection).	
5	Ability for an Internal User to view status queue for each stage in workflow process.	
6	Ability for managing the workflow if the next responsible party is absent.	
7	Ability for the Solution to allow notifications to be sent to identified Users or User Roles at any step in a workflow.	
	Ability to stop, cancel or resume a workflow at any point in the process	
8	Ability for an Internal User to approve or reject a Supplier registration.	
<b>Req't #</b>	<b>30. SEARCH AND SORT:</b> The ability to search for and sort records is necessary throughout the system.	<b>Group Score</b>
2	Ability to search for a Supplier within the Supplier database using various fields (i.e., Supplier name, DBA name, contact name).	30

3	Ability for Internal User (Buyer) to search current statewide contracts for requested item.	30
4	Ability for the User to conduct advanced searches using various fields (i.e., Supplier, item, Contract identifier).	30
5	Ability to search Solution for all contracts awarded to a specific Supplier.	30
6	Ability for the Internal User to lookup Supplier and payment history.	30
7	Ability for the Solution to allow advanced search logic, allowing terms such as "and, or, not, include and exclude."	22
8	Ability to sort Suppliers using a variety of methods (i.e., commodity code, supplier type).	22
9	Ability for an Agency to view Contracts and Opportunities for other agencies when Solution is deployed Enterprise wide.	20
10	Ability for an Internal User to alter display sorting (i.e. newest versions at the top).	20
11	Ability to access search screens from screens where it would be logical to do so rather than having to return to a system menu.	17
	Ability for the Solution to complete inexact and proximity searches.	
<b>Req't #</b>	<b>31. CONTRACT NOTES:</b> Requirements that should be negotiated and written into the contract.	<b>Group Score</b>
2	Ability for the Proposer to provide 24x7 Technical support for Solution down emergencies	30
3	Ability for the Proposer to provide customer support available 7:00 am to 6:00 pm PT	30
4	Ability for the Solution to be available 96% of the time (24x7x365)	30
5	Ability for hardware to be capable to support high volume access giving reasonable performance during normal working hours	30
6	Hosted sites must have controls in place to monitor and limit physical access to systems	30
7	The Proposer shall have an experienced consulting company performance internal and external security audits of the Solution at least annually	30
8	If Solution is Proposer hosted, the Proposer shall implement set of controls used to ensure separation of data and security information between customer applications not associated with the State of Oregon	30
9	Process for transferring all of our data if you disengage.	30
10	Ability for the Testing and Training environments to be synced with Production data regularly (agreed upon schedule)	21
11	If Solution is Proposer supported, application support provider (ASP) security staff must average more than 3 years experience in information/network security	17



12	System will be patched per the standards agreed upon in SLA to address bugs and system performance. Covered in SLA.	3
13	Something about the software vault if the Proposer goes out of business	1
14	Ability for the Proposer to provide Database Analysis (DBA) work on a regular basis (agreed upon schedule with customer). DBA to perform updates and optimizations to ensure server performance and system response times.	1

This page identifies the conversion needs:

<b>21. HISTORICAL DATA IMPORT/CONVERSION:</b> Provide information for all data conversions required by your agency. If no conversions are required enter a single row and put an 'N' in Historical data import requested	<b>Historical data import requested (Y/N/Maybe)?</b>	<b>Date range for data to be imported</b>	<b>Approximate number of records to be imported</b>	<b>File type to be provided for import</b>	<b>Data cleanup services requested (Y/N/Maybe)?</b>	<b>Data conversion services requested (Y/N/Maybe)?</b>	<b>Are special security requirements needed for Proposer to provide these services (Y/N)?</b>
<b>Example</b>	Y	2 Years prior to go-live	25,000	.csv, .txt, excel	Y	Y	N
<b>Example 2</b>	Y	1 Year prior to go-live	1,000	.pdf	N	N	Y
Existing SFMA Vendor contracts	Y	Current active records					
Existing ORPIN Data	Y	Current active records					
DAS	M	Current active records					
DHS	Y	Current active records	TBD				
SoS	Y	2-3 years	250	.txt or excel	M	M	N
Judiciary	N						
Forestry	Y	2-3 years + all current active records	45,000	.csv, .txt, excel	M	Y	Y

**Directions:** For your agency score your interest in knowing the answer to the question. 1 - not necessary; 2 - nice to know; 3 - must know

How are reports created within the Solution? Is a third party application used to format reports?

Identify 'canned' reports available out of the box for Users (including audit reports)

How do you leverage the configuration and implementation phases to gain the best training for Agency staff?

What is the suggested FTE support recommended following implementation?

Initially, the Solution must be licensed for \_\_\_\_ concurrent Users. As the number of Users increase, the ability to quickly and easily add additional Users is required. Incremental User licenses must be provided in groups of at least \_\_\_\_.

The Proposer must specify the warranty period, which will begin when the Solution is accepted by the Agency. The Proposer shall warrant all software provided to be free of defects during this \_\_\_\_ year period or as specified. Any repairs or "bug fixes" required during this period will be made at no expense to the Agency.

Is there a maximum number of concurrent Users that can be efficiently supported? If so, how many?

What minimum network/internet connection is required?

Provide the technical specifications for the notification system that is utilized (e-mail or otherwise)

What is the frequency of major and patch releases

What other functionality or options can you provide and how might we find those beneficial?

What types of change management services can you offer? What would an example change management plan look like?

Explain how the project management and implementation process works once you have a contract with an Agency. How many of your employees are involved in the process, how are questions or issues handled, etc. Include the plan for on-site startup assistance and support for the office and field applications.

Detail your implementation experience working with government agencies. Include the size of the agencies and the scope of the project

Describe your experience providing data conversion support

Provide name and contact information for three state government customers as a reference

What are the annual maintenance costs?

What is included in the annual maintenance agreement? (emergency support, Internal User support, technical support, patches, major releases, upgrade support, etc.)

What is your incident response plan?

What are your information security policies?

What is your privacy policy?

What is your change control process?

Do you have a disaster recovery plan?
What are your notification procedures?
Describe your web Solution vulnerability testing process
How is User authentication information protected?
How are User files stored?
What level of encryption is used for User files?
Is the Solution multi-tenant?
How is account information stored?
Can User files be accessed by employees of your company?
Who has access to User files?
When are files deleted?
How is disk media destroyed when decommissioned?
How is data transferred?
Is data backed up or copied?
Who has access to production systems?
How do personnel authenticate? How do you manage accounts?
How are password policies enforced?
Is access to the Solution logged?
How often do you patch production systems?
What are the standard builds based on?
How is your production network segmented from your corporate, QA, and development environments?
Do you perform vulnerability scans and penetration testing?
What type of firewalls do you use?
How are system/network monitoring, logging, and alerting set up?
What are the physical access requirements for the data center?
How is the data center access list maintained and controlled?
Who has access to the data center?
Is the data center physically monitored (cameras, guards, etc.)?
Where are data centers located?
What redundancy and availability does the data center provide?
What type of certification does the data center have?
What are the solutions in place to account for disasters or other events to maintain Solution availability?