



REQUEST FOR QUOTES (RFQ) NO. OHCS-7101-22 EMERGENCY PROCUREMENT

Issue Date: **02/28/2022**

Authorized Purchaser: Oregon Housing and Community Services (OHCS)
Issuing Office: Oregon Housing and Community Services (OHCS)
RFQ Contact Information
(Authorized Representative): Christine Kennedy
Address: Oregon Housing and Community Services (OHCS)
Procurement Services
Address: 725 Summer St NE, Suite B
Salem, OR 97301
Phone: 971-388-5683
E-mail: OHCS.Contracts@hcs.oregon.gov
Offer Due Date and Time: 03/18/2022 03:00 PM PT
Service Category: Implementation of a Customer Relations Management
Solution using MS Dynamics and related Consulting
Services

Issued to: Information Technology Professional Business Services
State of Oregon MPSA Holders name and MPSA #

| | CONSULTANT | MPSA # |
|----|--|----------------------|
| 1 | Atmosera, Inc. | 8474 |
| 2 | BerryDunn, LLC | 8292 |
| 3 | Bluecrane, Inc. | 8462 |
| 4 | NTT DATA State Heath Consulting, LLC (Cognosante Consulting) | 9433 (formerly 8356) |
| 5 | CSG Government Solutions | 8470 |
| 6 | Deloitte | 8482 |
| 7 | Dye Management Group Inc. | 8370 |
| 8 | Plante Moran (formerly EKS&H LLP) | 8407 (formerly 8476) |
| 9 | Elegant Solutions | 8473 |
| 10 | Elyon Enterprise Strategies | 8475 |

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| | CONSULTANT | MPSA # |
|----|---|----------------------|
| 11 | Gartner Inc. | 8480 |
| 12 | Gaming Laboratories Int'l | 8469 |
| 13 | Maximus, Inc. | 8471 |
| 14 | Microsoft Corporation | 8487 |
| 15 | CBIZ Risk & Advisory Services, LLC (Myers and Stauffer) | 9415 (Formerly 8464) |
| 16 | The North Highland Co. | 8477 |
| 17 | Point B Inc. | 8479 |
| 18 | Resource Data Inc. | 8468 |
| 19 | TEKsystems, Inc. | 8478 |
| 20 | Timmons Group | 8465 |
| 21 | Windsor | 8466 |

1. Introduction

This Request for Quotes No. OHCS-7101-22 (RFQ) seeks a single, qualified and eligible Consultant to develop and implement a MS Dynamics CRM to serve as the OHCS Recovery & Resilience System of Record (“Project”).

OHCS is issuing this RFQ pursuant to the emergency declaration issued on 02/08/2022 and in compliance with the provisions of ORS 279B.080. OHCS determined that issuing this RFQ to the pool of Consultants holding Master Price and Services Agreements (MPSAs) under the Information Technology (IT) Professional Business Services suite provides competition and allows OHCS to enter into a Contract that meets the best interests of the State in the most expedient way, within the confines of the emergency. However, at any time during the process, in order to respond to the emergency, OHCS may cancel or revise the process to directly award a Contract to a consultant of its choice, at OHCS’ sole discretion.

The Consultant selected for contract award (Awarded Consultant) must have the capacity to meet all fundamental elements of the Project. **Please see:**

1. Attachment A for the *Project Charter*,
2. Attachment B for the *Project Business Case*,
3. Attachment C for the *Additional Federal Requirements*, and
4. Attachment D for the *System Requirements*.

Authorized Purchaser estimates the initial length of the Work Order Contract (“Contract”) will be twenty-four (24) months, or until all Deliverables have been submitted and accepted by Authorized Purchaser (Final Acceptance as defined in the Contract). Some Deliverables are currently listed as “OPTION RESERVED TO AUTHORIZED PURCHASER” and may later be activated through an amendment or change order to the Contract, as appropriate. In addition, as the project progresses into new phases, some Deliverables may need to be refreshed as more becomes known. The selected Consultant will need to maintain flexibility and be adaptable to OHCS’ approaches and methodologies.

2. Definitions

A capitalized word has the meaning ascribed to the term in the MPSA and proposed WOC. Project-centric definitions include:

- (a) **“Authorized Purchaser”** means Oregon Housing and Community Services (OHCS).
- (b) **“EIS”** means the Enterprise Information Services, previously designated as the Office of the State Chief Information Officer (“OSCIO”) for the State of Oregon. All references in the RFQ-related documentation to “OSCIO” refer to EIS. For more information about EIS please link to: <https://www.oregon.gov/das/oscio/pages/index.aspx>
- (c) **“Employee”**, pursuant to the Governor of the State of Oregon’s Executive Order 21-29 (EO-21-29), means any person employed by the Executive Branch, but does not include individuals whose only work for the Executive Branch is as a volunteer board, commission, or council member, and whose compensation is limited to a stipend or per diem. “Employee” does not include elected or appointed District Attorneys or Workers.
- (d) **“MPSA”** means the Information Technology Professional Business Services Master Price and Services Agreement that each Consultant currently has in force.
- (e) **“Offeror”** means a Consultant that submitted a Quote.
- (f) **“Quote”** means an RFQ-responsive submission that describes a Consultant’s approach, experience, proposed personnel and cost for requested Services.
- (g) **“State”** means the State of Oregon acting by and through OHCS (Authorized Purchaser).
- (h) **“Worker”**, pursuant to EO- 21-29, means an individual who is not an Employee, and is engaged to provide goods or services to the Executive Branch through any formal or informal agreement, whether compensated or uncompensated. Individuals are exempt from the definition of Worker unless any provision of the agreement to provide goods or services requires work to be performed in person and on site at an Executive Branch worksite, regardless of frequency, whether other persons are present, or any contingent nature of that requirement.

3. Project Overview and Background Information

The Oregon Department of Housing and Community Services (OHCS) has established a new section to manage recovery from major disasters. The Recovery & Resilience section will administer long-term state and federal grants to benefit disaster survivors and impacted communities in Oregon. Primarily, the division is recovering from the major disasters that occurred during Labor Day Weekend of 2020 when fires caused the loss of nearly 4,200 homes in the state. The Oregon Legislature allocated \$150 million in specific wildfire recovery general funds along with substantial affordable housing funding which will be applied to disaster impacted regions, and the federal government has allocated \$422 million in Community Development Block Grant-Disaster Recovery (CDBG-DR) funds from the US Housing and Urban Development Department. OHCS has set aggressive goals to replace as much of the lost housing as it possibly can, and to provide a comprehensive recovery for individuals impacted by the fires. This division is a key function of OHCS and will develop innovative business practices within the agency.

OHCS Recovery & Resilience has identified an immediate need for a Customer Relations Management (CRM) platform-based System of Record to provide program management functions for the recovery operation. To best utilize existing State of Oregon price agreements and infrastructure, OHCS has determined that **MS Dynamics** is the appropriate CRM solution.

This System of Record will provide key functions necessary to provide recovery assistance. These functions include: an applicant-facing application portal, communication tools with applicants to make case management easier, the creation of unique applicant records in the system allowing multiple state staff to access the record to resolve case needs, uniform process steps to generate file progression towards the recovery benefit, integration of multiple federal and state datasets to enable duplication of benefits calculations and award generation, financial and accounting process integration for vendor payments, and reporting functions to be able to measure program activity. All of the activities in the System of Record will be recorded for an extensive period of time to meet HUD requirements for record retention and will provide a very useful tool for audits and monitoring.

The System of Record will provide a front-end portal for end users (Applicants) to engage with. The Applicant Portal "Portal" will perform three key functions: initiate a new request for assistance (application), alter previous submissions for assistance when prompted, and provide a means for the Applicant to view Status. The Portal Application will be a user-friendly high code curated version of a grant application. It must be translated into multiple languages, comply with sections 504 and 508 of the Rehabilitation Act of 1973, and be able to accommodate mobile and desktop uses as well as virtually all browsers.

4. Scope of Services

The Scope of Services includes the Services depicted in RFQ [Exhibit 3](#).

5. RFQ Timeline

| Request for Quote Schedule of Events | Date | Time |
|--|--------------------------------------|----------------|
| Issue RFQ | 02/28/2022 | by 10:00 PM PT |
| Questions and Requests for Clarifications due | 03/07/2022 | By 3:00 PM PT |
| Answers to Questions/ Requests for Clarification due to Offerors | 03/08/2022 by 5:00 PM PT | |
| Offer Due Due (Quotes Submitted) | 03/18/2022 | 3:00 PM PT |
| Review of Quotes (approx.) | Within 2 business days of submission | |
| Optional Presentations/Interviews, if any (approx.) (please reserve time for key participants for project on these days) | 03/23/2022 | |
| Consultant Selection (approx.) | 03/25/2022 | |

6. Questions and Requests for Clarification

All questions and requests for clarification regarding this RFQ must be electronically submitted via email to the Authorized Representative and must be received (electronically time stamped) no later than the date and time identified above in the RFQ timeline. Email subject line must read: IT Business Services RFQ #OHCS-7101-22 Clarification.

When appropriate, as determined by Authorized Purchaser in its sole discretion, revisions, substitutions or clarifications of the RFQ may be requested and must also be sent electronically.

7. Quotation Submittal

Quotes must be received on or before the Offer Due Date and Time at the location identified above to be considered. Quotes will not be accepted after the Offer Due Date and Time. Quotes will be accepted solely by e-mail to the Authorized Representative identified above. Submittals to be specified using the subject line: IT Business Services RFQ #OHCS-7101-22 Submittal.

Authorized Purchaser may extend the Offer Due Date when it is in the best interest of Authorized Purchaser.

Authorized Purchaser may reject all Quotes or cancel this RFQ if in its sole determination, it is in the best interest of Authorized Purchaser. In addition, Authorized Purchaser may

directly award a contract to a Consultant for this Project at its sole discretion under ORS 279B.080, if Authorized Purchaser deems the award to be in the best interest of the State.

8. Submittal Requirements

Quotes must include a Statement of Work, and Offeror's methodologies for providing the Services as set forth in the Statement of Services attached here as Exhibit 3.

Quotes must include a description and identification of Offeror's Key Persons, other staff, and their experience. Offeror shall submit a resume for all Key Persons, and Key Persons cannot be removed from the Contract without OHCS' prior written consent.

Quotes must include a description of three (3) past projects Offeror has completed within the last five (5) years that are similar in scope to what is being requested in this RFQ. Similar in scope means implementing a CRM and/or work with MS Dynamics.

Quotes must include submission of the Pricing Sheet and Offer Submission Form (Exhibit 1). The Pricing Sheet and Offer Submission Form must be signed by an authorized representative of the Offeror.

Quotes must include 3 references using the Reference Check Form (Exhibit 2). Forms must be completed by the reference, returned to the Offeror and submitted with the Quote. References should be from customers for whom Offeror has performed similar projects within the past five (5) years. The Authorized Purchaser may follow up separately with Client References and may request additional information from the Offeror concerning Client Reference Checks

Oregon Public Records. Submitted Quotes are subject to disclosure as public records. If an Offeror includes information and data with its submitted Quote that Offeror regards as proprietary, privileged, or otherwise confidential that may be exempt from disclosure under the Oregon Public Records Law, Offeror must identify such information in a separate document submitted with its Quote, identify the reason for the exemption, and provide a redacted submission along with the original submission. Otherwise, State will assume that Offeror consents to public disclosure of all submissions.

9. Evaluation and Award

Quote submissions will be reviewed to determine if all Submittal Requirements have been met. Those meeting the Submittal Requirements will be evaluated to determine the "Best Value" for the State. "Best Value" is based solely on the evaluator's determination of what best meets the needs of Authorized Purchaser considering price as well as the following considerations:

- Description of Services to be provided, including the methodologies for providing the Services,
- Experience,
- Expertise,
- References,
- Availability and resource capacity

Authorized Purchaser's determination is final.

The Offeror with the most advantageous Quote will be awarded a contract in a form substantially similar to the Work Order Contract attached to the respective MPSA. Authorized Purchaser may negotiate contract terms and conditions with the successful Offeror.

ATTACHMENT A
PROJECT CHARTER

(TO FOLLOW THIS PAGE)



Project Charter

Microsoft Dynamics CRM

Project Description

Following the devastating wildfire season of 2020, which left nearly 4,200 homes burned, the Oregon Department of Housing and Community Services was allocated \$150 million in General Fund and \$422.2 million in Community Development Block Grant- Disaster Recovery (CDBG-DR) from HUD for disaster recovery activities. OHCS is tasked with the housing recovery in response to the 2020 wildfire season. To effectively administer grant funds for disaster housing recovery, OHCS needs a technology solution. This is where a CRM (Customer Relationship Management) tool can assist.

A customized CRM solution for OHCS can simplify the application process and improve the experience and accessibility for beneficiaries of grants. It can offer a holistic view of the entire process for the many stakeholders involved in the process. Furthermore, it can facilitate our reporting obligations and help analyze processes for improvement. A CRM solution will take disjointed, manual processes and bring them into a centralized system to responsibly manage the funds OHCS secures for disaster housing recovery.

Microsoft Dynamics products are customizable cloud-based CRM solutions offering a design, interface, and data structure aligned with the other Microsoft Office 365 products we rely on in our organization every day. Not only will Dynamics solve our immediate need for management of wildfire recovery actions but will also provide a flexible platform to enhance how OHCS manages emergency or disaster relief funds for the future. This would enhance the speed of our response in times when Oregonians need support from us the most. Instead of scrambling to find a third-party administrator who meets the unique needs of each disaster response, we would have an in-house solution which sets us up for long-term improvement and agility when responding to emergency housing needs for Oregonians.

The Microsoft Dynamics CRM is a long-term solution for OHCS and can be expected to provide benefits for a minimum of five years. Alternative CRM solutions do exist and were considered. The integration with the Microsoft suite of applications we rely on is an attractive benefit to the Dynamics product. After all, one of the primary purposes of the CRM solution is to centralize and standardize the entire grant process from outreach to application, processing to award. Selecting a platform which easily merges with other business software in place throughout our State Government will increase the speed of standing up, training on, and implementing the solution.

Funding for the CRM solution will initially come from general funds. However, the CDBG-DR funds will provide the majority of funding for the CRM costs. The anticipated costs are above \$150,000 for a five-year outlook, triggering welcome oversight and guidance from Oregon Enterprise Information Services (EIS) to assist in the review and procurement of this critical investment.

Project Objectives

This is a new effort being stood up to serve Oregonians in need of intermediate and long-term housing solutions due to states of emergency (e.g., natural disasters such as wildfires). Thanks to funding from HUD's block grants, Oregon now has additional resources to help citizens recover.

This project will create a system for Oregonians in need to apply for federal funding. It will also assign contractors and other forms of help to survivors to assist in a speedy recovery.



Project Charter

Microsoft Dynamics CRM

The overarching goal of this project is to speed up the process for Oregon citizens affected by states of emergency to apply for housing recovery funds and allow OHCS to efficiently administer recovery programs.

Primary Objectives:

- Meet HUD record retention requirements.
- Facilitate ease of reporting to fulfill obligations to HUD or other entities for administering grant funds and to demonstrate impact of the funds in our communities
- Increase accessibility of grants to potential beneficiaries via user-friendly web portals
- Help OHCS reach potential beneficiaries via comprehensive database of customer/beneficiary information, analysis of demographic and other customer/beneficiary data, and other CRM marketing tools such as automated marketing.
- Decrease emergency response time (from application to award) via:
 - Streamlined communication with diverse stakeholders in grant management process, including grant makers, OHCS, community partners, and beneficiaries
 - Management of documentation associated with each beneficiary case
 - Increased application quality via personalized application portals
 - Alerts and automated task scheduling for reviewers or case managers to follow-up and move applications through the required steps
- Analyze opportunities for continuous improvement (e.g., identify pain points in processes).

Budget

TBD following execution of a procurement contract for Technical Services through the state's Basecamp procurement process.

Resources

Resources needed will be: 10 team members. *(PT) denotes core project team.

- 1 Executive Sponsor (Leader) - Ryan Flynn (PT)
- 1 CIO (Leader) - Liana Webb
- 1 Procurement Specialist - Christine Kennedy (PT)
- 1 Program Manager (SME) - Business Systems and Reporting Director (Recovery to be hired) (PT)
- 1 Project Manager - Geoff Hilgemann (PT)
- 1 Business Analyst - Tim Ryen (PT)
- 1 Systems Analyst - Sheridan Bailey (PT)
- 1 Business Specialist (SME) - David Slater (PT)
- 2 Application Developers (external contractors) - to be named

Summary Schedule

- Dec 1st – Jan 31st Procurement process
 - SOW submitted to Basecamp Jan 15th
 - Signed contract for professional services Jan 31st.
 - Licenses for Dynamics, Azure, and needed PowerApps secured by Jan31st
- February 1st – April 30th Build Out
 - Applications installed on OHCS servers Jan 15th
 - QA Testing March 15th-March 31st
 - Rework April 1st – April 30th
 - UA Testing May 1- May 15th
- May 1-May 15th Training
- August 7th Go Live



Project Charter

Microsoft Dynamics CRM

Project Risk

Overall risks will be assessed by DAS and through other required risks reviews. This project will include the collection of PII, data retention, hosting redundancy, and incident response. The security protocols for this project will include the appropriate risk reduction measures and practices for a state system housing PII.

Stakeholders

Internal

- OHCS Executive Team
- Program Team
- IT Team
- Procurement Team

External

- Treasury
 - Survivors
 - CAA's
 - DCM's
 - Culturally Specific Organizations
 - Sovereign tribes
 - Housing Navigators
 - Landlords
-

Steering Committee

Meets as needed

Member (Title)

Ryan Flynn
Business Systems Director
Liana Webb (CIO)
Beth Brown
Geoff Hilgemann

Representing

Executive Sponsor
Business Sponsor
Technology Sponsor
Accounting Sponsor
Project Management

Project Sponsor

Executive Sponsor –Ryan Flynn

Project champion, responsible for the funding of the project, is ultimately responsible for its success, and provides guidance on the project. Responsibilities include: approve the project management plan; project schedule, confirm the project's goals and objectives; assist the business sponsors and project manager in the resolution of roadblocks when necessary. Attends meetings as needed.

Business Sponsor – Business Systems Director (To be named)

Provides project direction, oversees the project at the business level and owns most of the resources assigned to the project. Responsibilities include: approve the project management plan; secure resources for the project; confirm the project's goals and objectives; keep abreast of major project activities; make decisions on escalated



Project Charter

Microsoft Dynamics CRM

issues; makes final authorization for sign-off and approval of project deliverables; provides input and direction on schedule changes and change requests; assist in the resolution of roadblocks. Attends all meetings.

**Project
Manager**

Geoff Hilgemann-
Responsible for the overall execution of the project and is the primary communicator for the project. Responsibilities include: managing the day-to-day tasks and resources; provides project leadership and monitors and reports on the projects deliverables, progress, issues and decisions; identify project risks; maintains scope control and change management; maintains all documentation including the project management plan; project status; resolves conflicts within the project or between cross-functional teams; ensure that the project's product meets the business objectives. Attends all meetings.

**Sponsor
Approval
Signature**

Name

Date

Approved Project Charter Change Requests (Require approval of Steering Committee):

| Change # | Date | Person | Change Description |
|-----------------|-------------|---------------|---------------------------|
| ####-### | mm/dd/yy | <requestor> | |

ATTACHMENT B
BUSINESS CASE

(TO FOLLOW THIS PAGE)



Business Case for Microsoft Dynamics for Disaster Housing CRM

**Oregon Housing and Community Services,
Wildfire Response Team**

Date: November 17, 2021

Version 1: Revision 1

Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

| | |
|--|--------|
| Agency Head or Designee | |
| (Name) | (Date) |
| Caleb Yant | |
| Signature | |
| Agency Executive Sponsor | |
| (Name) | (Date) |
| Ryan Flynn | |
| Signature | |
| Agency Chief Information Officer (CIO) or Agency Technology Manager | |
| (Name) | (Date) |
| Liana Webb | |
| Signature | |
| Business Analyst or Business Case Author | |
| (Name) | (Date) |
| Geoff Hilgemann/Tim Ryen | |
| Signature | |

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Executive Summary

The Oregon Emergency Management Plan adopted in 2018 identifies seven State Recovery Functions (SRFs) and a lead agency for each SRF. OHCS is the designated lead agency for SRF 5, Disaster Housing, and is responsible for convening the Oregon Disaster Housing Task Force to develop the [Disaster Housing Recovery Action Plan \(DHRAP\)](#)¹.

Several strategies are outlined in the Disaster Housing Recovery Action Plan to achieve lasting housing stabilization. Following the devastating wildfire season of 2020, which left more than 4,000 homes burned, the Oregon Disaster Housing Task Force was created “to align and maximize state programs, resources, tools, and capabilities to aid local and tribal partners in providing intermediate and permanent housing”¹. Funding opportunities for intermediate housing solutions are available through Community Development Block Grants (CDBGs) via HUD. To effectively administer grant funds for disaster housing recovery, OHCS needs a technology solution. This is where a “CRM” (Customer Relationship Management) tool can assist.

A configured CRM solution for OHCS can simplify the application process and improve the experience and accessibility for beneficiaries of grants. It can offer a holistic view of the entire process for the many stakeholders involved in the process. Furthermore, it can facilitate our reporting obligations and help analyze processes for improvement. A CRM solution will take disjointed, manual processes and bring them into a centralized system to responsibly manage the funds OHCS secures for disaster housing recovery.

Microsoft Dynamics products are configurable cloud-based CRM solutions offering a design, interface, and data structure aligned with the other Microsoft Office 365 products we rely on in our organization every day, including but not limited to Teams, Outlook, Excel, Word, SharePoint, and OneDrive. Not only will Dynamics solve our immediate need for management of wildfire recovery actions but will also provide a flexible platform to enhance how OHCS manages emergency or disaster relief funds for the future. This would enhance the speed of our response in times when Oregonians need support from us the most. Instead of scrambling to find a third-party administrator who meets the unique needs of each disaster response, we would have an in-house solution which sets us up for long-term improvement and agility when responding to emergency housing needs for Oregonians.

Microsoft Dynamics 365 is a long-term platform solution for OHCS and can be expected to provide benefits for a minimum of five years. Alternative CRM solutions do exist and were considered, however, the integration with the Microsoft suite of applications we rely on is an attractive benefit to the Dynamics product. After all, one of the primary purposes of the CRM solution is to centralize and standardize the entire grant process from outreach to application, processing to award. Selecting a platform which easily merges with other business software in place throughout our State Government will increase the speed of standing up, training on, and implementing the solution.

Funding for the CRM solution will initially come be General Funds. However, the expected injection of Federal Funds from Community Block Development Grants (CDBG) includes dollars allocated to administrative costs of implementation. These funds are expected to offset some, if not all, of the costs of this investment. The anticipated costs are above \$150,000 for a five-year outlook, triggering welcome oversight and guidance from Oregon Enterprise Information Services (EIS) to assist in the review and procurement of this critical investment.

Overview and Background

Current state:

The current state of administration of disaster housing recovery funds at OHCS is decentralized and unstandardized. OHCS relies on various community partners to engage potential beneficiaries of grants with [OHCS/Dynamics]

various methods and communication channels. This results in much time being spent to collate and analyze information from a disparate array of sources. These fragmented processes neither facilitate a single source of truth nor facilitate a holistic view with transparent and streamlined reporting. OHCS is often forced to contract out services for disaster housing recovery administration—an approach which increases risk, inhibits the development of internal capabilities, and limits agility in emergency preparedness. OHCS has been building its staffing capabilities to support the transition to the desired state—a state in which we can more effectively manage resources allocated to serve the housing needs of Oregonians in times of disaster.

Scope:

Scope of this investment includes the deployment and initial configuration of the MS Dynamics 365 platform coupled with related business process reengineering. The solution will reshape how we engage with our community partners and beneficiaries, process applications, and fulfill our reporting obligations. We intend to contract for IT Professional services for implementation of the product and knowledge transfer through training of internal staff on the platform as configured. The CRM will provide end-to-end management of the grant process; however, it will not be used to process or initiate the financial transactions in the final funding phase. Approved awards will be collated in batch files sent to the treasury for funding.

Potential solutions:

Several grant management and CRM software solutions exist². These range from free open-source applications suited to small philanthropic organizations, to bespoke enterprise-scaled systems for complex organizations with greater than one thousand users. Some grant management software is meant to be turn-key for specific use cases, while others are designed to be highly configurable and require more systems administration³. CRM solutions may provide more opportunities than a traditional grants management software to build out the system in a configurable way. However, this flexibility may come with increased developer skills requirements for implementation and for configuration when changes are required, even when the solutions are low or no-code³.

OHCS requires a solution which has broad but configurable functionality, high security and reliability, and a relatively low learning curve for both internal and external users of the system. The Microsoft Dynamics 365 product will meet all these needs. While there may be industry-specific models, or “blueprints”, available for Dynamics and other CRM packages such as Salesforce, there will still be much work required to implement the solution. Therefore, OHCS intends to procure professional consulting services to help configure the system to our needs in a timely fashion and to provide implementation and training. Acknowledging the risk of such a flexible system, OHCS feels investment in a CRM solution will provide more long-term benefits agency-wide than a customized software solution which is specifically for grant management.

Measurable Business Benefits

Text

Table 1 – Example Benefit and Measurement

| | |
|--|--|
| Increased oversight, transparency, and data accessibility | Dynamics 365 will provide more oversight and transparency compared to the current approach by giving users a holistic view of the process, enabling portals for internal and external facing users, automating quality controls on data, generating reports to analyze compliance and performance, and bringing together communications into |
|--|--|

| | |
|--|--|
| | <p>one system. Tiered access can be delegated to various stakeholders, so each party has a view meeting their needs.</p> |
| <p>Increased outreach and engagement opportunities</p> | <p>Streamlined communication enables engagement. The Dynamics 365 solution will bring communication together into one system for all stakeholders, rather than disparate emails, web portals, phone calls, text messages, and advertisements. The portals are mobile friendly and can be configured to be ADA accessible and available in multiple languages, enhancing outreach and increasing equity of opportunities. Dynamics also provides marketing components to make outreach more powerful and meet customers where they are.</p> |
| <p>Increased efficiency, reduced timelines for processing grant applications</p> | <p>Several tasks which are currently done manually and in varied systems can be automated in the Dynamics 365 CRM, including email and text communications, dashboards to track and analyze age of applications and time spent on each step, automated movement of applications into each step/phase, standard and customized reports, and ability to flag and manage urgent applications. Case managers can spend more time managing cases and less time bringing together information for reporting and analysis.</p> |
| <p>Increased compliance</p> | <p>Having the entire process in one system enables tracking of compliance with grant regulations and requirements. The solution will provide compliance tracking and reporting functionality.</p> |
| <p>Alignment with wider State of Oregon Enterprise Information Services (EIS) goals, strategies, and values</p> | <p>Process overviews and reporting functionality will increase accountability, a core EIS value⁴. Customized portals for internal and external users makes us more customer-focused and collaborative in our disaster housing recovery efforts. Adoption of Dynamics 365 is aligned with the cloud-first and SaaS approach to new IT investments⁵ and will increase upskilling opportunities for OHCS IT staff, giving us more familiarity with Azure cloud, stimulating</p> |

| | |
|---|--|
| | additional Office 365 skills, and infusing a data-informed culture agency-wide ⁶ . |
| Compatibility and integration with existing Microsoft Office 365 cloud applications. | OHCS already utilizes a broad suite of Microsoft Office 365 cloud-based applications. Dynamics will provide a familiar environment and integration opportunities that other products cannot. |

Assumptions & Constraints

Assumptions:

- Sufficient IT Business services are available for contract to assist with implementation in a timely fashion and within budget for administrative services.
- Those who will need to make use of the system, including disaster housing recovery specialists, community partners, and OHCS IT team members are able to take time to train and adopt new ways of working in the CRM software.
- Funding through CDBGs will be secured by OHCS

Constraints:

- We must be able to comply with HUD compliance requirements for use of CDBGs.
- Availability of EIS M365 resources to establish an OHCS [instance?] of MS Dynamics 365 and the associated Azure tenant.
- Procurement options for IT professional services for implementation may be constrained by State procurement policies and mandates, such as the terms of Master Price Service Agreements, NASPO cloud offering agreements, or other mandates for economic and business equity, such as Executive Order No. 18-03.

Alternatives

Do Nothing – This is the least expensive option but does not provide the services and functions required to administer this program. If we do nothing, Oregon will miss out on the opportunity to secure tens or hundreds of millions of dollars in federal funding to meet disaster housing recovery goals, contributing to further housing instability for Oregonians.

Service the program manually in-house – Due to the cost and complexity of staffing required for this option a manual in house process would be very costly and the service provided to survivors would not meet the standards of an automated system. To service the program manually in-house would take massive increases in internal staffing resources, which OHCS does not have access to. This approach would also slow the process dramatically, increasing risk of missing out on funding opportunities and possibly increasing risk of not meeting compliance regulations.

Build or buy in-house IT System – This option would require the hiring of application developers which would require large amounts of money and time to train new technical staff as OHCS does not have sufficient staff or subject matter experts to build such a system in-house. To develop the necessary expertise would take too much time, risking lost opportunities for funding for this critical need. The end product could be just as robust as our chosen route, but the cost of time is more than the agency and situation can bare.

Purchase MS Dynamics and procure professional services for configuration and implementation – This option is rightsized for standing up this program. OHCS, already a Microsoft shop, has a place for the Dynamics product and needed plug-ins. Adoption of Azure cloud infrastructure is aligned with agency and wider EIS strategy. Interactions between Dynamics and other Office 365 products can create efficiencies while stimulating increased Office 365 skills for many agency employees. Allowing a contractor to build out the system creates the necessary speed and doesn't tax existing OHCS resources. Although not an inexpensive option, it does allow for the implementation and training to also be outsourced, letting OHCS focus on the business processes as required by HUD. Risks in this scenario are primarily related to the procurement of the right professional services to implement the solution, as well as identifying clear business requirements at an early stage to ensure procurement of the ideal product offerings. These risks are being mitigated through front-loading of the project with frequent, detailed interactions between the project team and procurement experts within DAS and Basecamp, bringing clarity and confidence in the procurement of the platform and the professional implementation services to meet our needs.

Conclusions

OHCS recommends procuring a cloud-based SaaS product which will contain all needed functionality in one system. The solution needs to be highly configurable to meet changing business needs with zero or minimal coding required for configuration and continued development. We require a solution with powerful reporting and analytics built in. High standards of security must be met to comply with FedRAMP, SSI, and other standards to keep our data secure. Microsoft Dynamics 365 meets these requirements to be highly adaptable and reliable at the same time⁷.

When considering procurement of a solution based in Microsoft Dynamics 365, OHCS needs to procure more than just the product alone to ensure a successful implementation. We must also contract for professional IT consulting services to configure and implement the solution. The vendor(s) must also provide training and ongoing operational and maintenance support. The OHCS IT team needs to identify and procure necessary additional skills to support the ongoing success of the Dynamics implementation. Several applicable training courses and certifications on Microsoft Dynamics, Power Platform, Azure cloud infrastructure and more are available to OHCS IT personnel at no cost via [Microsoft Enterprise Skills Initiative program](#). OHCS has been building up its staff and is more prepared than ever to implement the changes that will come along with the new CRM system. We have in-house experienced leadership with similar implementations from Ryan Flynn, Assistant Director of Disaster Recovery and Resiliency. The benefits of such a solution are more desirable than ever as OHCS continues to grow its capacity to meet the rising housing needs of Oregonians.

Appendixes and References

¹Travis, K., Van Vliet, M., Nichols, L., & Jarrett, B. (2021, June 22). Oregon Disaster Housing Recovery Action Plan. Retrieved November 18, 2021, from <https://www.oregon.gov/ohcs/get-involved/Documents/committees/ODHTF/07-22-21-Oregon-Disaster-Housing-Recovery-Action-Plan-June-2021.pdf>.

²Capterra.com. Grant Management Software. Retrieved November 18, 2021, from <https://www.capterra.com/grant-management-software/>

- ³Hamilton-Green, M. (2020, December). Why CRMs are not Grant Management Systems. Retrieved November 19, 2021, from <https://www.omnistar.cloud/blog-why-crms-are-not-grant-management-systems%E2%80%8B/>
- ⁴State of Oregon – Enterprise Information Services. Strategic Framework 2020-2023, Version 1.0. Retrieved November 22, 2021, from <https://www.oregon.gov/das/OSCIO/Documents/EIS-Strategic-Framework-2020.pdf>
- ⁵State of Oregon – Enterprise Information Services. Cloud Forward – A Framework for Embracing the Cloud in Oregon, Version 1.0. Retrieved November 22, 2021, from https://www.oregon.gov/das/OSCIO/Documents/EIS_CloudForward.pdf
- ⁶ State of Oregon – Enterprise Information Services. Oregon’s Data Strategy – Unlocking Oregon’s Potential – 2021-2023, Version 2. Retrieved November 22, 2021, from https://www.oregon.gov/das/OSCIO/Documents/68230_DAS_EIS_DataStrategy_2021_v2.pdf
- ⁷Pipol.com (2020, June 19). What is Microsoft Dynamics 365?. Retrieved November 22, 2021, from <https://pipol.com/what-is-microsoft-dynamics-365/>

ATTACHMENT C

ADDITIONAL FEDERAL REQUIREMENTS

Consultant must comply with, and shall cause all subcontractors to comply with all state and federal laws, regulations and executive orders, as may be adopted or modified from time to time, as well as the provisions set forth in this Attachment C.

1. Federal regulations applicable to this award include all incorporated into the existing Master Price and Services Agreement, and without limitation, the following:
 - 1.1. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 C.F.R. Part 200, other than such provisions as Treasury may determine are inapplicable to this award and subject to such exceptions as may be otherwise provided by Treasury. Subpart F – Audit Requirements of the Uniform Guidance, implementing the Single Audit Act, shall apply to this award.
 - 1.2. Universal Identifier and System for Award Management (SAM), 2 C.F.R. Part 25, and pursuant to which the award term set forth in Appendix A to 2 C.F.R. Part 25 is hereby incorporated by reference.
 - 1.3. iReporting Subaward and Executive Compensation Information, 2 C.F.R. Part 170, pursuant to which the award term set forth in Appendix A to 2 C.F.R. Part 170 is hereby incorporated by reference.
 - 1.4. OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement), 2 C.F.R. Part 180 (including the requirement to include a term or condition in all lower tier covered transactions (contracts and subcontracts described in 2 C.F.R. Part 180, subpart B) that the award is subject to 2 C.F.R. Part 180 and Treasury’s implementing regulation at 31 C.F.R. Part 19).
 - 1.5. Recipient Integrity and Performance Matters, pursuant to which the award term set forth in 2 C.F.R. Part 200, Appendix XII to Part 200 is hereby incorporated by reference.
 - 1.6. Governmentwide Requirements for Drug-Free Workplace, 31 C.F.R. Part 20.
 - 1.7. New Restrictions on Lobbying, 31 C.F.R. Part 21.
2. Statutes and regulations prohibiting discrimination applicable to this award include, without limitation, the following:
 - 2.1 Title VI of the Civil Rights Act of 1964 (42 U.S.C. §§ 2000d et seq.) and Treasury’s implementing regulations at 31 C.F.R. Part 22, which prohibit discrimination on the grounds of race, color, or national origin under programs or activities receiving federal financial assistance;
 - 2.2. The Fair Housing Act, Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§ 3601 et seq.), which prohibits discrimination in housing on the basis of race, color, religion, national origin, sex, familial status, or disability;

- 2.3. Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794), which prohibits discrimination on the basis of disability under any program or activity receiving federal financial assistance;
- 2.4 The Age Discrimination Act of 1975, as amended (42 U.S.C. §§ 6101 et seq.) and Treasury’s implementing regulations at 31 C.F.R. Part 23, which prohibit discrimination on the basis of age in programs or activities receiving federal financial assistance; and
- 2.5 Title II of the Americans with Disabilities Act of 1990, as amended (42 U.S.C. §§ 12101 et seq.), which prohibits discrimination on the basis of disability under programs, activities, and services provided or made available by state and local governments or instrumentalities or agencies thereto.
- 2.6 Conflict of Interest. Recipient agrees that it will maintain in effect a conflict of interest policy consistent with 2 C.F.R. § 200.318(c) covering each activity funded under this award. Recipients and subrecipients shall disclose in writing to Treasury or the passthrough agency, as appropriate, any potential conflict of interest affecting the awarded funds in accordance with 2 C.F.R. § 200.112.
- 2.7 False Statements. Recipient understands that false statements or claims made in connection with this award is a violation of federal criminal law and may result in fines, imprisonment, debarment from participating in federal awards or contracts, and/or any other remedy available by law.
- 2.8 Publications. Any publications produced with funds from this award must display the following language: “This project is being supported, in whole or in part, by Community Development Block Grant- Disaster Recovery funds allocated in FR-6303-N-01 to Oregon Housing and Community Services by the U.S. Department of Housing and Urban Development.”
- 2.9 Debts Owed the Federal Government.
- 2.9.1 Any funds paid to Recipient (1) in excess of the amount to which Recipient is finally determined to be authorized to retain under the terms of this award; or (2) that are determined by the Treasury Office of Inspector General to have been misused shall constitute a debt to the federal government.
- 2.9.2 Any debts determined to be owed the federal government must be paid promptly by Recipient. A debt is delinquent if it has not been paid by the date specified in Treasury’s initial written demand for payment, unless other satisfactory arrangements have been made. Interest, penalties, and administrative charges shall be charged on delinquent debts in accordance with 31 U.S.C. § 3717 and 31 C.F.R. § 901.9. Treasury will refer any debt that is more than 180 days delinquent to Treasury’s Bureau of the Fiscal Service for debt collection services.
- 2.9.3 Penalties on any debts shall accrue at a rate of not more than 6 percent per year or such other higher rate as authorized by law. Administrative charges, that is, the

costs of processing and handling a delinquent debt, shall be determined by Treasury.

2.9.4 Funds for payment of a debt must not come from other federally sponsored programs.

2.10 Disclaimer.

2.10.1 The United States expressly disclaims any and all responsibility or liability to Recipient or third persons for the actions of Recipient or third persons resulting in death, bodily injury, property damages, or any other losses resulting in any way from the performance of this award or any other losses resulting in any way from the performance of this award or any contract, or subcontract under this award.

2.10.2 The acceptance of this award by Recipient does not in any way constitute an agency relationship between the United States and Recipient.

2.11 Protections for Whistleblowers.

2.11.1 In accordance with 41 U.S.C. § 4712, Recipient may not discharge, demote, or otherwise discriminate against an employee as a reprisal for disclosing information to any of the list of persons or entities provided below that the employee reasonably believes is evidence of gross mismanagement of a federal contract or grant, a gross waste of federal funds, an abuse of authority relating to a federal contract or grant, a substantial and specific danger to public health or safety, or a violation of law, rule, or regulation related to a federal contract (including the competition for or negotiation of a contract) or grant.

2.11.2 The list of persons and entities referenced in the paragraph above includes the following:

2.11.2.1 A member of Congress or a representative of a committee of Congress;

2.11.2.2 An Inspector General;

2.11.2.3 The Government Accountability Office;

2.11.2.4 A Treasury employee responsible for contract or grant oversight or management;

2.11.2.5 An authorized official of the Department of Justice or other law enforcement agency;

2.11.2.6 A court or grand jury; and/or

2.11.2.7 A management official or other employee of Recipient, contractor, or subcontractor who has the responsibility to investigate, discover, or address misconduct.

2.11.3 Recipient shall inform its employees in writing of the rights and remedies provided under this section, in the predominant native language of the workforce.

2.12 Increasing Seat Belt Use in the United States. Pursuant to Executive Order 13043, 62 FR 19217 (Apr. 8, 1997), Recipient should and should encourage its contractors to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented or personally owned vehicles.

2.13 Reducing Text Messaging While Driving. Pursuant to Executive Order 13513, 74 FR 51225 (Oct. 1, 2009), Recipient should encourage its employees, subrecipients, and

contractors to adopt and enforce policies that ban text messaging while driving, and Recipient should establish workplace safety policies to decrease accidents caused by distracted drivers.

ATTACHMENT D SYSTEM REQUIREMENTS

The CRM System must meet the following requirements:

| <i>Procedural</i> | |
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| | <p>The System must provide a form ('new application form') for applicants and contract service center workers to input the below data fields. Each form will have data integrity verification in all fields and include referential comparisons to pre-existing cases submitted to ensure that duplication or fraud detection and prevention measures are performed, including verification checks found in other requirements. If duplication or fraud is detected, a workflow will route case to a duplicate queue and mark the application status of 'inactive'. If any data integrity issues occur, the application will flag the error for applicant to retry entry.</p> <p>Fields on application:</p> <ul style="list-style-type: none"> - Name - date of birth - primary address (location of damaged property) - mailing address - primary email address - secondary email address - mobile phone number - secondary phone number - proof of identification (various, dependent on team requirement but must allow for attachments form) - proof of residency including lease, title, third party verified source document, utility bill, etc. - property damage verification including photographic evidence, private inspection document, third party source documentation, or insurance proceed or claim - income verification including W-9, pay stubs, wage statements, tax returns, etc. - various other fields for program requirements - additional non-required fields that can be left blank and the application will still be deemed complete <p>The System must have this new application form posted on an externally-facing web portal for applicants to fill out an application for themselves, and the application must be available for contract service center workers to intake and complete forms on applicants' behalf, if they call the contract customer service center.</p> |
| | <p>The System must verify the fields found in the new application form using the following methods (quality check):</p> <ul style="list-style-type: none"> - Email Address -- must verify that email is in existence and that it is presented in correct exchange format including @domain.com - name and date of birth combination and physical location -- must verify that no other applicant -DOB - address combination exists - Primary damage address must be verified for existence using reliable data source (e.g. USPS or SOR) |

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| | <p>If any fraud or duplication is found during a logical quality check, the application will be placed under 'Inactive' status and routed to a 'Duplicate' case management queue.</p> <p>If no fraud or duplication is found in the quality check, the application will be assigned a unique identifier ('App ID'), identifiable with the grant funding program ID in it, and routed to the 'Unassigned' Queue</p> <p>If partial information is collected on the form, and the application is less than complete, route application based on remaining fields to 'Intake' queue and assign an application status of 'Eligibility Review'</p> |
| | <p>The System must automatically detect any non-required fields that are blank and unsubmitted documents/attachments and prompt the applicant for follow-up via email and place a notification for them in their portal home screen.</p> |
| | <p>Based on the applicants' geographic locations, a case manager assignment will be placed upon the application, and the contract case manager's name must remain identified on the application and placed within the case manager's personal list/queue of assigned cases.</p> <p>The contract case manager will complete a manual review of the application before the application can progress to the next phase. The System must include a case manager checklist and action item view for questions to ask and data to confirm, if needed. The manual verification will be signed off/attested to by the case manager before moving on to the next review phase.</p> |
| | <p>The System must include a case manager checklist and action item view for case managers to review. Case managers will manually review all applications for eligibility and compare against program requirements that will be visible in the application. The System must have the ability to calculate income eligibility based on information provided by applicant. For example, if applicant provides recent monthly income, annual household income can be calculated and compared against income requirements (percentage of area median income).</p> <p>All income-based calculations must be based off the HUD standard calculation model and compare threshold limits to HUD's regulations. The System must provide a method for calculating potential award amounts ("Award Generator"). The Award Generator must be based on the total financial need, minus any amount met by other sources (i.e. FEMA Individual assistance, private insurance, Small Business Administration home loan), and will also take into account any limitations set by the program policy (such as price per square foot limit).</p> <p>The System must create and automatically generate and send a formal eligibility letter to the applicant once all verifications have been completed by the case manager and System criterion have been met.</p> |
| | <p>The application must contain policy thresholds and questions, that can be updated if grant requirements change and that case managers can record data against.</p> <p>The System must allow the tracking of inspection (of existing property) and environmental review forms and attach all responses to the application. The System</p> |

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| | <p>must include a case manager checklist and action item view and include a signoff for quality check review.</p> <p>The System must create and automatically generate and send documents, such as formal progress letters, inspection notices, and event changes, to the applicant once all verifications have been completed by the case manager.</p> |
| Finance | <p>Following approval of funding, the System must assign cases to contractors for work completion and manage all contract fulfillment components. The System must act as a grant management System and confirm that all contract and grant requirements are fulfilled based on HUD and contractor contract requirements. The System must integrate with DocuSign and act as document storage for all required documentation and electronically approving requirements.</p> |
| | <p>The System must include a case manager checklist and action item view for internal employees to use.</p> |
| Finance | <p>. The System must provide grant management and payment registration, where each vendor providing services under this System will register themselves and provide their account information for payment. The System must accept and store invoices from vendors, when work is completed, that will be approved by case managers (quality checking the work) and sent to finance for release of funds (payment will occur outside the CRM System, but payment information will be stored and sent from the CRM System using the method described under the section called 'Financial Grants Management').</p> |
| <i>Functional / Technical</i> | |
| Financial Grants Management | <p>The System must contain comprehensive General Ledger coding, and the coding must scale depending on additional projects and programs that OHCS can begin tracking in Dynamics in the future. The payment records and entries must contain statuses such as submitted, reviewed, approved, paid, and contain the ability to create more statuses as needed. There will be allotments whilst contractors are rebuilding and repairing applicant property, and the System must perform as such so that all allotments are soft allocated to the GL code and project type.</p> <p>All financial reporting will be tracked at the GL code level, filter by program title, by vendor, and generate a batch report that would pull in all approved invoices for payment.</p> <p>The System must import that batch report back into the System when it was paid and update the status of the records. In essence, we want to prevent any duplication of payments in any way.</p> |
| Financial Planning | <p>The System must provide a method for OHCS staff to complete long-term strategic and annual budget planning for grants management. All grant money transactions must be displayed as debit and credit entries to maintain financial records. OHCS staff will create, maintain, deploy, and generate financial statements and batch files for reporting needs and disbursement releases.</p> |
| Case Management Queues | <p>The System must contain multiple case management queues used by HCS case managers where case application records can be routed and notated within, by both external and internal users. Internal users shall add case notes and additional information, that will be used only for internal use and that external parties will not view. Case managers will alter the status of case application records based on their internal business process; the System must have the following statuses available, and the ability to add more in the future: Duplicate, Inactive, Admin Hold,</p> |

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| | <p>Ineligible, Unassigned, Intake, Eligibility Review, Inspections and Environmental Review, Award, Contracting, Construction, and Closeout. The case management queues will be titled 'Intake', 'Under Review', and 'Archive'; the System will allow additional case management queues to be created in the future. Each case application record will have an assignment feature, where a single case manager will be assigned to its management; the System will use user lists populated by OHCS staff for assignment and permissions as well as management of personnel records that can be assigned case application records. Each case will be managed by OHCS staff, where there will be an approval process by OHCS, assignment of grant funding to certified contractor, and closure of the case.</p> <p>The application must allow assignments of case records to internal OHCS staff, contract service center members, external vendors and contractors as a method of work allocation.</p> |
| <p>Notifications - Case Related</p> | <p>The System must send the assigned case manager notifications of any change made to the case by any account that is not the case manager. This notification will be in the Case Manager home screen view and via email. The System must send automated messages out to the Applicant via SMS text messages and email messages notifying all application progress and status changes. The System must have the following methods of communication available for case managers and OHCS staff to use, and the System must retain all historical records from:</p> <ul style="list-style-type: none"> - emails, to individuals and to bulk segment groups (marketing contact, approval letter documents, etc.) - text messages (with an opt-in page for SMS messages) |
| <p>Design Standards and Regulations</p> | <p>The System must be able to be presented in an estimated five different languages. The agency will use a translation service to produce the content needed.</p> <p>The System must be implemented and configured to Oregon ADA standards, must be compliant with Sections 504 and 508 of the Rehabilitation Act of 1973 and must be user-friendly to navigate. It must also meet all other required federal standards.</p> <p>The System must allow for changes and flexibility for future improvements, as program requirements and grant funding needs change.</p> <p>The System must conform and be branded with OHCS logos.</p> |
| <p>Portal/Application Design</p> | <p>The System must provide a front-end web-based portal for end users (Applicants) to engage with. The application portal will perform three key functions: initiate a new request for assistance (application form), alter previous submissions for assistance when prompted, and provide a means for the applicant to view application status. The System will present the application portal in multiple user languages, that the applicant can select for accessibility, comply with federal sections 504 and 508 of the Rehabilitation Act of 1973 and be able to accommodate mobile and desktop user via Microsoft Edge, Google Chrome, Firefox, and Safari browsers. The application portal must be able to allow an applicant to initiate but not finish an application by saving, and creating a password, then verifying their applicant email address before logging in again. The applicant will use this created login, username and password, to login to the application portal and view their application status and respond to questions posed by case managers.</p> <p>The portal will save documents and attachments (PDF, .docx, .xlsx, jpeg) uploaded by both external customers and HCS staff to the case application record. The</p> |

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| | <p>System will use AI components to verify the validity of regulated forms of identification. The application portal will allow Case Managers to request actions of the applicant and allow applicants to chat live with their case managers, send messages to their case managers, and otherwise perform collaborative work with the case manager to advance the application. The System will integrate with DocuSign capabilities to capture applicant signatures, when prompted by a case manager.</p> <p>The System must provide a tracking methodology for HCS staff to record all communications with customers and contractors regarding their application and grant funding status (case application status). The System must allow for categorization and prioritization of cases based on identifying fields in the case record.</p> <p>The System must allow a filtering of cases and exporting of case list and other attributes, with filtered details, to Microsoft Excel and other flat files. The System will also need to be able to ingest large datasets and apply the data to the corresponding and correct applicant record. This data will be used to help calculate benefits, and the System will need to allow for the generation of awards taking into account all the data ingested from other sources. Some or all of this may be automated depending on business requirements.</p> <p>The portal will be customizable for data fields, as needed by HCS staff and case managers. These fields will not be visible to external applicants. The System must also integrate with all financial components (see other requirements containing 'Finance' or 'Financial' in title) and provide a view into grant funding availability and allow case managers to soft allocate funding limits against the overall funding amount.</p> <p>The external application portal must be able to be deactivated, or reactivated, by approved OHCS staff and be branded with OHCS branding.</p> |
| Reporting Design | <p>The System will use categorization and case details to generate dashboards and views, based on security permission levels. All reporting dashboards and views will aggregate reporting on the population of files in the System and drilldown to specific reporting needs including total cases, files by step, average income, demographic breakdowns, average benefits, min/max benefits, etc. The System will be extremely adaptable to reporting needs, allowing for ad hoc generation of any report to lift up and analyze a specific data reporting need.</p> <p>The known reporting needs at this time includes aging reports, for how long an application takes at specific stages, and award calculations, averaging by type. Additional requirements will be defined later in the project.</p> |
| Communication - Marketing and Outreach | <p>The System must allow for automatic communications to be generated based on previous customers, customers found within a targeted geographic area, customers in a particular market segment, etc.</p> <p>The System must import of names and contact information ("contacts") from excel workbooks and csv file types.</p> <p>The System must use predictive analytics to provide insight to OHCS staff on potential new customer/contact groupings, segments, units, etc.</p> |

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| | <p>The System must identify types of documentation uploaded (e.g. W-9, income form, etc.) and provide a tag for easy retrieval and searching.</p> |
| Automation, Quality Checks, Integration & Data Retention | <p>The application must perform automated quality checks and data validation on required fields (e.g. dates, email addresses, etc.) and documents and verify that no duplication of case applications be allowed.</p> <p>The System must provide automation to process applications , workflows (completed application leads to next process),etc.</p> <p>The application must verify all mailing and physical addresses against the USPS database, or other comparable SOR, and integrate with DocuSign or other signature capture software</p> |
| Hosting & Security Model | <p>The System must be hosted externally, and all data will be stored cloud based. The application will be accessed via https URLs with SLA uptime of near 100%, and the environment must have geographically redundant servers. The System must perform and handle at least 1,000 concurrent users and sessions at a time, though OHCS will need to have the ability to adjust this volume in coordination with Developer, and Developer must have the capacity to increase this service level. The System must comply with DAS backup and recovery policies and integrate with the Microsoft environment the state and OHCS maintains.</p> <p>The System must provide multi-factor authentication and password recovery options for external users. Access to the System by OHCS employee users must include Single Sign-On (SSO) option.</p> <p>The System must have a comprehensive security model and allow granular access to be provisioned to both internal and external individuals and groups at the application page level and when reporting/viewing data. The security model of this System must comply with SOC2 Type2 and FEDRAMP security standards, or higher levels, and securely store PII, IRS, SSA, PCI, and possible HIPAA data. System will meet or exceed the State of Oregon’s security standards based on the current version of NIST SP 800-53 for moderate and high impact systems, or identified equivalent industry security standard. Oregon Statewide Information and Cyber Security Standards can be found at: https://www.oregon.gov/das/OSCIO/Pages/SecurityGuidance.aspx</p> <p>The System must have multiple security permission levels, that will be assigned to internal HCS staff. These levels are: DEVELOPER, ADMIN, SUBJECT MATTER EXPERT, SUPERVISOR, and CASE MANAGER. Permissions and security levels of each will be determined closer to testing phase, in accordance with CIO guidance.</p> |
| Data Model & Retention | <p>The application must create unique records and use unique keys for both customer and application.</p> <p>All customer, survivor contact records, contractor details, as well as customer service cases, relating to the case record will be held indefinitely and will relate to a site level or partition relating to the grant number and an emergency code designation.</p> |

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| Audit Tracking | The System must allow for record changes, record deletion, assignment of case applications, approve/deny cases, lock records populate data from importing data, and allow for applications to be saved and completed at a later point in time. The System will need to be able to receive uploads from other data sources into applicant record - tied into record with some automation. (Csv, manual). Additionally, applications must be able to be prioritized by urgency and provide complete audit trails. The application must contain an advanced search feature, to enable OHCS users the ability to search for contact, vendors, application, etc. |
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EXHIBIT 1

RFQ Pricing Sheet and Offer Submission Form

| Deliverable | Description | Due Date | Cost |
|----------------------------------|--|----------|------|
| 1. | Solution Consultant’s Project Management Plan, which includes: work breakdown, schedule, change management plan, communication plan, training plan, acceptance plan. | TBD | |
| 2. | Security Review Plan | TBD | |
| 3. | Application Configuration & Implementation | TBD | |
| 4. | Status Reports | TBD | |
| 5. | Lessons Learned Report | TBD | |
| 6. | Customized Training Material | TBD | |
| 7. | Data Dictionary/Entity Relationship Diagram | TBD | |
| TOTAL MAXIMUM NOT-TO-EXCEED COST | | | |

Any individual signing below hereby certifies he/she is an authorized representative of Offeror and that:

1. Offeror understands and accepts the requirements of this RFQ. By submitting an Offer, Offeror agrees to be bound by the MPSA and Contract as agreed to by the parties. Offeror acknowledges receipt of any and all Addenda to this RFQ.
2. The price set forth in Exhibit 1 will be firm for ninety (90) calendar days after the final Offer Due Date.
3. If awarded a Contract, Offeror agrees to comply with all provisions of the RFQ and meet the performance standards set forth in the MPSA and the Contract.
4. Offeror has no undisclosed liquidated and delinquent debt owed to the State or any agency, board, commission, department or division.
5. I have knowledge regarding Offeror’s payment of taxes and by signing below I hereby certify, to the best of my knowledge, Offeror is not in violation of any tax laws of the state or a political subdivision of the state, including, without limitation, ORS 305.380(4), ORS 305.620 and ORS chapters 316, 317 and 318.
6. Offeror and Offeror’s employees, agents, and subcontractors are not included on:
 - A. the “Specially Designated Nationals and Blocked Persons” list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>, or
 - B. the government wide exclusions lists in the System for Award Management found at: <https://www.sam.gov/portal/SAM/#1>
7. Offeror certifies to the best of its knowledge, there exists no actual or potential conflict between the business or economic interests of Offeror, its employees, or its agents, on the one hand, and the

business or economic interests of the State, on the other hand, arising out of, or relating in any way to, the subject matter of the RFQ. If any changes occur with respect to Offeror's status regarding conflict of interest, Offeror shall promptly notify the State in writing.

8. Offeror certifies all contents of the Offer (including any other forms or documentation, if required under this RFQ), and this Offer Submission Form are truthful and accurate and have been prepared independently from all other Offerors, and without collusion, fraud, or other dishonesty.
9. Offeror understands any statement or representation made in response to this RFQ, if determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" {as defined by the Oregon False Claims Act, ORS 180.750(1)}, made under Contract being a "false claim" {ORS 180.750(2)} subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.
10. Offeror acknowledges these certifications are in addition to any certifications required in the Contract at the time of execution.

Signed:

By: _____

Date: _____

Authorized Representative

Address: _____

Phone: _____

Email: _____

EXHIBIT 2
Reference Check Form

Offeror Name: _____

Reference Entity: _____

Reference Contact Name: _____

Contact Telephone Number: _____

Please respond to the following questions.

Score: 1-5 for each response, with 1 being the lowest and 5 being the highest

1. Detailed description of Qualifying Engagement.

Score:

Comments:

2. Offeror's role and functional area of Qualifying Engagement.

Score:

Comments:

3. Description of technical environment and complexity.

Score:

Comments:

4. Description comparing Qualifying Engagement to RFQ Scope of Services.

Score:

Comments:

5. If given the opportunity, how likely would you use Offeror's services again?

Score:

Comments:

EXHIBIT 3

Statement of Services

Consultant shall provide the following Services to design and implement a Customer Relations Management Solution, in accordance with functional and technical requirements, from Attachment D:

Deliverable 1: Project Management Plan

This Deliverable specifies the Consultant's manner and means for developing and submitting, for the OHCS' review and acceptance, the required Deliverables. The Consultant must update this plan as needed. The plan should describe the following elements:

- 1) The general approach to achieve Contract requirements
- 2) Schedule
- 3) A detailed work breakdown structure, with key milestones, critical path elements, and Deliverables identified
- 4) The estimated resource requirements to complete the required work
- 5) A staffing plan with the Consultant's key persons identified
- 6) An assessment of all levels of assistance needed from the OHCS, its staff, and the other Project consultants, including but not limited to hands-on participation, facilities, and infrastructure
- 7) A clear link to the overarching Project plan and schedule, including the solution Consultant's plans and schedule

The Work Plan's development and completion rely on the Consultant's conduct, or review, of some, most or all of the following activities:

- 1) Business Case (Attachment B)
- 2) All available planning artifacts from the OHCS, e.g., Integrated Project Plan, supporting plans, and quality management guidance
- 3) Applicable standards, including technology and security standards
- 4) The project's documented requirements, including functional, non-functional, and security requirements
- 5) The solution Consultant's statement of work and related documentation, especially its plan, solution development methodology, data conversion and interface plans, and training plan as applicable

Deliverable 2: Security Review Plan

– OPTION RESERVED TO AUTHORIZED PURCHASER

The Authorized Purchaser will require the Consultant to review details of system design, development, and implementation as they relate to security standards compliance and meeting security related functional and non-functional requirements. In carrying out this work, the

Authorized Purchaser may require the Consultant to participate in major reviews of the modules or the subsystems that are developed or customized specifically for the Project's solution. The type of reviews may include architecture, design, system integration, and code level reviews as they relate to information security. The areas for review and examination may include:

- 1) User Authentication
- 2) Role Based Security
- 3) Hosted Database Connectivity
- 4) Password Validation
- 5) Encryption

The Consultant should determine the appropriate modules and subsystems for review and the nature of the review. Also, the Consultant should schedule and conduct these reviews, in consultation with the Authorized Purchaser and the solutions Consultant, within the context of the Project's overall plan and schedule.

Deliverable 3: Application Configuration & Implementation

OHCS presumes that the contractor's System Implementation will include at least:

1. System integration and production readiness testing
2. User Acceptance testing
3. Quality Assurance testing
4. Training (end user and 'train the trainer')
5. Go-Live Implementation
6. System Stabilization
7. Final Implementation documents

The Consultant will configure various Microsoft products to build out and implement the desired system, using products licensed by the Authorized Purchaser, including:

- Dynamics Case Management
- Power Apps Portal – Authenticated
- Dynamics Fraud – Account protection
- Power Automate – Workflow
- Power BI / Enterprise Reporting
- Dynamics 2 -way API (Twilio [SMS] and SendGrid[email])
- Dynamics custom entities and model app front end interface – a financial grants management framework

The Disaster Recovery CRM system (including all licensed products) must meet all technical and functional requirements found in the requirements documentation (Attachment D) and be built as a standalone application with adjustable architecture for future Agency Dynamics project initiatives.

The implementation of the Disaster Recovery CRM system must include the following components, and others if the architected work plan (from Deliverable 1) requires so, to be completed by the selected SI Contractor:

- Apply, or assist with, newly purchased licensing keys, if applicable
- Configure, or coordinate with agency staff, network settings (e.g., firewall ports, IIS settings, etc.)
- Confirm compatibility of CRM system, via compatibility testing, with existing agency architecture, including coordination with agency IT staff
- Assist with data migration, from existing agency systems, and configure all data retention policies, based on federal requirements and agency needs
- Complete configuration and setup of all the following components:
 - Case Management Queues, for CRM Customer Service/Case Management
 - User, account, and application security policies; creating accounts and granular security levels
 - Custom workflows based on defined business processes
 - Automation objects & programming code development
 - Financial Grants Management setup, using custom entities for establishing architecture and creating a database design; develop model PowerApp
 - Enterprise Reporting architecture (using Microsoft Dataverse for all functional reporting requirements), including creation of required reports
 - Dashboard configuration
 - PowerApps Portal for external and internal users
 - Document management and retention policies
 - Communications setup for marketing segments, including configuration and development of API integration, for outgoing outreach communications (e.g., SendGrid [email], Twilio [SMS]) and synchronization of all communication history with customers in Dynamics audit trail

The Consultant shall confer with the agency's internal IT team to ensure that all necessary installation components and development code meets agency standards, complete all installation needs, and provide to agency for change tracking.

Deliverable 4: Status Reports

The Consultant will deliver a weekly Status Report Fridays at 2:00 PM PT to the Authorized Purchaser's point of contact. This Status Report will detail, at least: current activities, current staff level by position, a detailed sprint calendar showing active and planned sprints with associated User Acceptance Testing, Regression Testing, and go-live dates, and a general executive report describing effort on the project to date. Further detail defining content for the weekly status report will be given during the course of the contract.

Deliverable 5: Lessons Learned Report

– OPTION RESERVED TO AUTHORIZED PURCHASER

Following the completion and deployment of each Sprint, the Consultant will deliver a Lessons Learned report that will provide feedback on the Sprint process for the benefit of the Authorized Purchaser.

Deliverable 6: Customized Training Material

The Consultant will deliver customized training material on the implemented system, documenting how the Authorized Purchaser can make use of the system to accomplish the key functions as outlined below:

- How administrators can access and manage the applicant-facing application portal.
- How external users can access and use the applicant-facing application portal, including how to:
 - Initiate a new request for assistance (application)
 - Alter previous submissions for assistance when prompted
 - Sign in and view application status
- How internal users (case managers) will use the tools to communicate with external applicants during case management, in general
- How internal users (case managers) access and interact with unique applicant records
- How to manage each step of the case management process, including:
 - Verification of applicant information and documents
 - Calculation of the recovery benefit
 - Verification of no duplication of benefits from other sources
 - Interaction with other government data sets
 - Financial and accounting process integration for vendor payments
- How to access, manage, and interact with reporting functions to be able to measure program activity (Specific requirements to be defined by Authorized Purchaser)
- How to search or query for data within the system for the purposes of auditing and monitoring (Specific requirements to be defined by Authorized Purchaser)

Training materials should include screen captures or other visual eLearning content to capture each step of how-to guides.

Deliverable 7: Data Dictionary & Entity Relationship Diagram

The Consultant shall provide a customized and comprehensive data dictionary, with respective relationships, for all application processes. The documentation must outline all database tables, fields, and entity relationships, including friendly nomenclature for end users. This documentation will be targeted to the fields and tables utilized, populated, and reported by the specific application processes the Consultant will assist with and configure on behalf of the agency. For instance, the Consultant would document that for a new customer service case, there is the case table (and populated fields), account table (and populated fields), etc. for all processes the agency will be completing within Dynamics (see example list in Deliverable 5).