Supplement 2: OAKSenterprise

Enterprise Procurement Requirements

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1 Project Background and Current State Overview

The State of Ohio desires to implement leading procurement capabilities to better manage procurement spend across state government, higher education, municipalities, counties, and government entities throughout Ohio.

The State believes that improvements in organization, policies, processes and technology tools together with effective project and change management will advance the State's capabilities across governance, planning, sourcing, contract management and other procurement-related management disciplines. It is imperative that the State undertake improvement efforts to its plan-to-procure-to-pay practices – more strategic, more well-coordinated, standardized, fully adopted, and fully integrated with the State's enterprise resource planning system.

The State has established seven public policy foundations upon which to launch a concerted effort of transforming how the state plans, procures and pays.

Purchase Transparency and Accountability – Public procurement in Ohio is an open process, providing public visibility over purchasing policies, regulations and purchases without the bureaucracy often associated with getting this information. This openness increases public trust in the integrity of the State's procurement processes and assurance that taxpayer dollars are spent wisely.

Goal – Public view of procurement is much more than just a checkbook view of dollars spent. Within two years of adopting a fully automated procurement solution, deploy robust, self-service public access to a full range of meaningful procurement, contract, opportunity, and spending information services.

Increased Competition Reduces Prices – A single point of supplier registration and open access to all State business opportunities with automated notifications increases the supplier base, increases competition, and thereby reduces prices. Extending automated procurement tools to suppliers further empowers them without additional costs, saving them money and allowing them to be more competitive.

Goal – Within two years of adopting automated contract management, reduce average competitively awarded contract price and increase competition.

Leveraged Buying Power – Spend under management provides an enterprise approach to the approximately $4 billion purchased in goods and services. By taking a comprehensive category approach to managing spend, the State can collaborate across agencies, higher education and political subdivisions and leverage its collective buying power into new Statewide contracts with better prices and better performance, and reduce the sourcing effort and cost for both buyers and sellers.

Goal – Increase spend under management within two years of adopting automated contract management and analytics.

Increased Administrative Efficiency – Eliminating manual processes; improving cycle times; automating workflow and approval processes; incorporating governance and oversight early in the process; and, fully integrating with ERP financials increases staff effectiveness and gives substantial gains in efficiency across the entire State. Agencies can focus more on core mission rather than driving purchases through the procurement process. Procurement Offices can focus more on spend analysis and better contracts rather than processing requisitions.

Goal – Reduce average agency and procurement office processing time within two years of adopting automated, end-to-end workflow.

Expanded Ohio Small Business Opportunities – Open, fair, equal, and standardized access to procurement opportunities and the automated tools to participate make it simpler and less costly for Ohio's small businesses to compete. Preference programs can be more effective and socio-economic objectives more readily realized through increased participation by small businesses.

Goal – Increase realization of preference program aims and increased small business participation within two years of adopting automated contract and supplier management and end-to-end workflow.

Reduced Duplicate Systems and Operating Costs – Eliminating redundant, duplicate purchasing systems and manual processes enables colleges and universities and state and local agencies to eliminate duplicate purchasing systems saving significant dollars in licensing, implementation and support costs, and reducing costs to suppliers by not having to sustain multiple disparate selling methods.

Goal – Adopt automated, end-to-end contract management, solicitation management, fulfillment management, and commodity shopping management, and begin reduction of off-stream systems and processes within two years of adoption.

Expanded Local Government, Federal Government and Higher Education Participation – Enabling access to the same efficient tools, processes and lower-cost contracts will entice more participation beyond just state government itself against state contracts. This additional participation in turn provides far more buying power, more attractive contracts, and more competitive interest from suppliers. Such access allows other government offices throughout Ohio beyond the state government level to redefine and simplify their own procurement practices, lower their operational and purchase costs, and receive benefits the State enjoys.

Goal – Increase the volume and value of participation in state contracts by other government offices in Ohio outside of state government within two years of adopting automated contract and commodity shopping management.

The required procurement operating environment – organization, policies, processes, systems, integrations, data, and reporting – will be assessed, designed and implemented by the Contractor in such a way as to enable the State to conduct business in a federated manner under common governance achieving the above public policy foundations and the following specific business objectives:

- Provide a common, easy experience for the State’s buyers and suppliers;
- Consolidate and streamline procurement business processes;
- Provide a consistent and transparent procurement process;
- Provide governance and oversight early in the procurement process;
- Shorten end to end procurement cycle times;
- Increase purchasing power;
- Improve use of contracts;
- Lower the operating cost to conduct procurement;
- Lower the price paid for procured goods, services and solutions;
- Eliminate duplicate data entry and reduce data entry errors;
- Incorporate automated workflow to minimize or eliminate manual approvals;
- Reduce maintenance cost of third party software applications and supporting hardware;
- Improve integration with internal and external systems;
- Reduce manual efforts in data collection and reporting; and,
- Improve reporting capabilities and accuracy.

Purchasing activities across the state are a mix of centralized and decentralized practices, encompassing a large number of organizations including:

- More than 159 agencies, boards and commissions;

- 37 public universities and community colleges;
- Over 3,000 political subdivisions including cities, villages, counties, townships, school districts, port authorities, park districts, water districts, and others; and,
- A supplier base of more than 50,000 including 1,289 MBE and 1,694 EDGE certified businesses.

The State government of Ohio – which excludes public colleges, universities and local governments – alone annually procures over $4.5 billion in operational purchases and conducts $9-17 billion in sourcing events.

Within State government, there is no overarching governance of the procurement practice and spend as a comprehensively managed whole. Twelve central offices have responsibility for managing a wide scope of categories of procured spend, each could benefit from enhanced policies, practices, and automated systems arising as a result of this project, in addition, some spend categories may require central superintendence. The Ohio Department of Administrative Services (DAS) and the Ohio Office of Budget and Management (OBM) have a general scope of policy authority regarding many common procurement and payment practices respectively, that can be enhanced via this project as applied to its independent central offices.

It is within this context of distributed and various maturities, practices, authorities, and systems having to do with the State's management of its procured spend, that the state intends to begin a concerted, multi-year effort to install a system of common governance, organization, policies, practices and automated tools. With the scope of effort intended in this request for proposals, central procurement offices, the central accounting office, the central enterprise resource planning program office, and the central shared business services office intend to be the initial anchor tenants of a collaborative, common discipline of managing state procured spend and a system of common governance, policies, practices and automated tools.

Those initial anchor tenant central offices of this effort are:

- The Ohio Office of State Accounting within OBM (OSA)
- The Office of Ohio Shared Services within OBM (OSS)
- The Office of Ohio Administrative Knowledge System Service Assurance within DAS (OAKS)
- The Office of Contracts within the Ohio Department of Transportation (OOC)
- The Office of Enterprise Information Technology Contracting within DAS (EITC)
- The Office of Procurement Services within DAS (OPS)

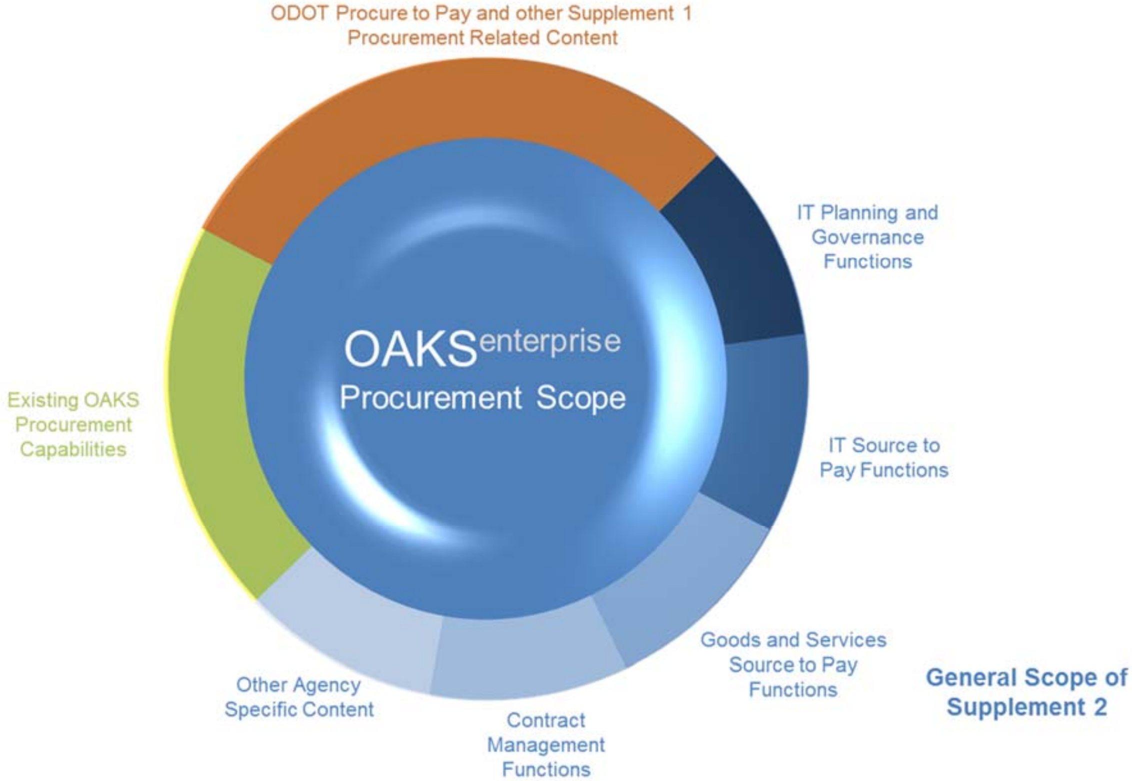
As described below and throughout Supplement Numbers 0, 1, and 2, the initial effort to begin standardization of common procurement governance, policies, practices and technology tools will begin with OOC – responsible for the procurement of non-turnpike road construction and related services and materials; EITC – responsible for the procurement of information technology and telecommunications products, services and solutions; and, OPS – responsible for the procurement of general commodities, services and business solutions. The state believes that the respective general superintending authority of these offices together with that of OSA, OSS and OAKS is sufficient to accomplish the goals and objectives of this effort to establish a single, common procurement practice with only that which is unique to construction and technology solutions as the lone differentiation.

1.1 OAKS^{enterprise} Procurement Objectives and Agency Alignment Requirements

The OAKSenterprise project in its entirety is designed to foster a broader use of OAKS across all Agencies in the State. This Supplement contains requirements specific to the needs of DAS central procurement functions – in general DAS/GSD for "goods and services" and OIT for "Information Technology" related procurement items, additionally, in consideration of the Ohio Department of Transportation requirements contained in Supplement 1, the combined set of requirements are indicative of the superset of needs of the State and, when designed and implemented must serve as the basis for Statewide procurement by all Agencies that use OAKS and the

Procurement Authority of the Agency to adopt a unified set of capabilities, tools, processes and technologies to drive efficiency, consistency and commonality across the State.

Conceptually, and in consideration of existing implemented Procurement capabilities within OAKS the composite of these requirements can be viewed as follows:



Therefore, the State's Strategy for Procurement related functions contained in this RFP is as follows:

1. Ensure that ODOT related Procure-to-Pay requirements are addressed (within Supplement 1) and designed and implemented in such a manner as to leverage or extend (wherever possible) existing OAKS capabilities in such a manner as to maintain consistency and compatibility with the needs of the State enterprise;
2. Ensure that DAS (GSD and OIT) requirements contained in this Supplement are designed and implemented in such a manner as to be extensible to all Agencies with Procurement Authority (inclusive of ODOT) and wherever possible in consideration of the needs of ODOT be implemented "once and for all" from a process and technology perspective, realizing that certain compromises or tradeoffs may need to be addressed by Agencies within the scope of this RFP. These compromises and tradeoffs will be addressed by the OAKS Steering Committee during the discovery and design phases of the project and subsequently during the implementation and Organizational Change Management elements of this RFP;
3. Minimally drive a common set of policies, tools, software, processes, governance and organizational capabilities across the procurement content contained in Supplement 1 (ODOT) and Supplement 2 (Enterprise Procurement) to minimize post implementation operations, maintenance and support requirements once the system(s) are implemented;
4. Remove complexity and establish common governance at all levels for Procurement functions whether they be technical, process, organizational or policy related to streamline the overall "plan-to-procure-to-pay" process for the State in order to focus and leverage the State's spending, vendor relationships and buying power;

5. Outside of the Scope of this RFP, but a strategy and longer term implementation factor to be considered and included in the design and implementation, ensure that whatever decisions, requirements and other implementation factors are determined, ensure that the OAKSenterprise procurement solution can be deployed (based on State preferences and priorities) to other central procurement authorities, State agencies, and potentially extensible to public colleges and universities, and political subdivisions as opposed to a "re-implementation" of non-complimentary technologies and business practices.

The State acknowledges that, in consideration of all procurement requirements in this RFP, there is a high degree of commonality in the narrative and requirements matrices contained herein, and seeks to work with the Contractor to identify and (to the extent possible) resolve duplicative or non-complimentary requirements.

Offerors responding to this Supplement (and as Contractors performing the awarded Work) are required to:

- Review all requirements pertaining to Procure-to-Pay contained in Supplement 1 in the formulation, proposal and approach to performing the work contained in this Supplement in such a manner as to create a unified Procurement solution for the State in consideration of the State's general objectives and requirements in this Section;
- Upon commencement of the work contained in this Supplement, align Contractor teams, efforts, deliverables and workplans with the Procure to Pay elements of the work contained in Supplement 1, and thereafter communicate and collaborate with any Contractor performing Procure to Pay Work in Supplement 1;
- In conjunction with the Contractor awarded Supplement 1 work to the extent possible, reconcile all requirements and identify any gaps, duplications or inconsistencies that require consideration by the State. As part of this reconciliation the Contractor will provide a recommendation for the resolution of these gaps, duplications or inconsistencies by way of a solution design inclusive of changes (or additions to) the State's technology, process, policy or organizational capability; and
- Seek the direction of the State on the State's preferred method to resolve any remaining gaps, duplications or inconsistencies and adjust their solution and the work associated to design and implement the same accordingly.

Additional requirements and details are contained in the following Phasing Approach and Strategy section of this Supplement.

2 Phasing Approach and Strategy

This Supplement is designed to generally parallel the work contained in Supplement 1 in timing and delivery objectives, and is organized into four major phases.

Phase 1 **Discovery, Preliminary Design and Planning** for the entire required functionality described within this RFP with implementation decisions after the design. This phase will utilize the functionality scoping information included in this supplement including detailed organizational and system requirements where provided.

Phase 2 Following the completion of Discovery, Preliminary Design and Planning and upon the State's direction, the Contractor will complete a **Detailed Organization, Systems and Process Design** inclusive of organization, policies, systems, processes, integrations and other requirements sufficient to develop, deploy, operate and version the systems.

Phase 3 In the **System Construction/Build and Test** phase, all required system and organizational components will be built and then tested to validate required functionality of the system based on the implementation decisions during Phase 1. The completion of this phase will result in new/refined business processes, revised role definitions, revised governance and organization, revised business policies and practices, interfaces to existing applications at DAS and other agencies as required, trained users, high quality data migrated from the existing applications, etc.

Phase 4 In the **Production Readiness Deployment** phase, the organization and system will be delivered in accordance with the Project timeline that may include phased approaches.

Objectives and Requirements for each phase will be presented in turn. Based on the State's priorities that factor cost, systems retirement, ability to migrate to the new operating environment and other factors, this Supplement includes stringent go-live requirements for each phase and are contained later in this Supplement.

2.1 Document Convention: Deliverable Identification

All items in this Supplement that are marked with the sequentially numbered red identifier (e.g., **Deliverable 000)** will be considered formal deliverables inclusive of the elements of the deliverable as indicated by red bullets (■) and be subject to the State's deliverable acceptance process described in Part 2: Special Provisions, Submittal of Deliverables of the RFP.

2.2 Phase 1—Discovery, Preliminary Design and Planning (DDP)

The Discovery, Preliminary Design and Planning phase must include, at a minimum, the below requirements and deliverables. Offerors must augment and propose their own methodologies, terms, and techniques based on similar successful experiences in designing and deploying systems for departments of transportation and PeopleSoft-based ERP systems. The State requires a highly collaborative and interactive approach, ideally this will be a form of Joint Application Design (JAD) and Conference Room Pilots (CRP) to performing these responsibilities including the utilization and participation of DAS (EITC and OPS) Procurement, ODOT Procurement Subject Matter Experts (SMEs) supporting the Procurement content of Supplement 1, OSS and OSA representatives of the State's supplier and pay management practices, IT personnel, external consultants, system software experts, expert representatives of application publishers, and the State OAKS team.

During the Discovery and Preliminary design phase, the Contractor will include the involvement of Oracle Corporation Product Management, product management of any additional third-party application publishers, pre-Sales or Marketing Expertise with the requisite product knowledge to assist and provide expertise to the State and Contractor as follows:

- The offeror will design it's response to include PeopleSoft expertise in such a manner as to ensure that any gaps or inconsistencies Contractor personnel understanding of PeopleSoft capabilities are not a factor in the conducting CRPs and are grounded in factual and contemporary capabilities of PeopleSoft 9.2 or higher modules and functions.
- PeopleSoft experts will participate and ideally lead the demonstration of "out of the box" or "as designed" capabilities of PeopleSoft modules, functions or capabilities to address the particular requirements of the State being addressed in the CRP session, and across the offeror proposed solution regardless of whether the impacted PeopleSoft modules have been licensed or implemented by the State (e.g., what is the PeopleSoft "best practice" for the functions that are the subject of the CRP).
- Identification of methods and recommendations to leverage "out of the box" PeopleSoft functionality in lieu of any customizations (e.g., how can the State avoid expensive customizations in lieu of a configuration and OCM/Policy based approach to addressing the requirements)

This phase will confirm, refine and baseline the detailed requirements included in this Supplement to the extent they are known and prioritized by the State; some functionality and details will require additional requirements discovery and confirmation in the context of the procurement operating environment, OAKS and end-state. Procurement team members will "discover" together with the Contractor's team, in more detail, the capabilities of the proposed systems, best practices, the OAKS existing operating environment and other available PeopleSoft functionality as it relates to procurement-specific business requirements and processes. The Contractor's team members will lead, document and complete the discovery together with the Procurement team. The Contractor will validate the system functionality and requirements included in this Supplement; perform analysis and prepare implementation strategies and recommendations for areas identified for solution confirmation and direction; prepare an overall To-Be architecture and system blueprint reflecting the finalized and approved system scope; and provide an updated implementation plan for fully deploying the system blueprint to a production status.

The following deliverables will be developed by the Contractor during **Discovery**:

Deliverable 001. A validation of system functionality and requirements included in this Supplement inclusive of a fit/gap analysis to OAKS assets both implemented and available as well as to be addressed in new Procurement systems (i.e., non-OAKS based) under this Supplement that align with and are complimentary to those performed under Supplement 1.

Deliverable 002. Identification and documentation of all impacted business processes to be the subject of system support, change management, training, testing and operational readiness activities later in the Project that includes a catalog of all business processes and an indication as to their implementation disposition (e.g., "use OAKS process", "modify or extend OAKS process", "new State process", or "new Procurement process").

Deliverable 003. Development of an overall operating blueprint for all major Procurement business areas, organizations, governance, policies, systems, processes and stakeholder groups that are impacted by the Project sufficient to communicate to stakeholders and users (in general) and develop organizational, logical, functional and technical details during subsequent design, development and deployment phases of the Project inclusive of definitive systems requirements for functionality defined in this Supplement. Identify areas of process that are out-of-scope or will be consider as part of a future procurement project.

Deliverable 004. Updated implementation approach and phasing plan reflecting any required adjustments based on scope decisions made by the State during this phase.

The following deliverables will be developed by the Contractor during **Preliminary Design**:

Deliverable 005. Based on the knowledge gained in Discovery and scoping and system requirements provided herein, the Contractor will produce a functional design of the overall Procurement systems inclusive of OAKSenterprise considerations. As part of this deliverable Contractor will provide specific solutions for State approval.

Deliverable 006. Design, at a functional level, how the OAKSenterprise system will be used for Enterprise Procurement, including what expanded PeopleSoft functionality will be deployed and how it will be implemented and include implementation plans, business processes, configurations, interfaces, customizations, workflows reports and extensions (RICEFW) that is sufficient to meet the State's requirements.

Deliverable 007. Establish what data (by system and what level of detail/history) will be migrated to the OAKSenterprise system and whether there are quality issues that need to be addressed in the implementation projects inclusive of the design, the required future business processes and how they will utilize OAKS Procurement systems and associated modules and establishment of what, if any, additional software or custom development may be required to fill the gaps between functionality needed and functionality provided via PeopleSoft functionality.

Deliverable 008. Determine the configuration and change requirements to OAKS inclusive of timing and change management / version management and specify requirements for organization, governance, demo/CRP/training and other non-production environments to support design, development, testing and production deployment of the system sufficient to drive the required collaboration between ODOT, OAKS, DAS, OBM, Contractor and other participants in a CRP or "prototyping" manner.

Identify key Procurement design, governance, organization, and policy issues (ODOT, DAS, OBM and OAKS) which need to be resolved as part of the implementation project.

The Planning elements will be delivered by the Contractor and based on the aforementioned system functional design and implementation plans provided by the Contractor, the State will decide what functionality will be implemented in the OAKSenterprise system and the phasing that will control and govern the overall project functionality timeline inclusive of releases of the system and phase participants. In parallel with the State review and approval of the system functional design, the Contractor will create and thereafter maintain an overall project plan, inclusive of the definition and scheduling of the resource requirements, and develop a detailed schedule and work plan for each implementation work stream. The Contractor will develop detailed project plans and schedules including any project sub-phasing, if included at this point.

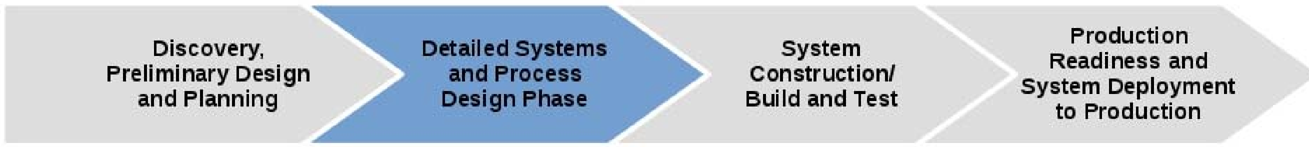
The following deliverables will be developed by the Contractor during **Planning**:

Deliverable 009. Finalization of Discovery, Preliminary Design and Planning and the completion of all documentation required to support a system scoping approval meeting with State leadership and stakeholders;

Deliverable 010. Updates to the master project plan which reflects State approved implementation plan and various implementation work streams; and

Deliverable 011. Definition of the Project resource requirements.

2.3 Phase 2—Detailed Systems and Process Design Phase



The Contractor will lead and complete the detailed design for all organization, governance, policies, systems, interfaces, business processes and other artifacts required to develop and deploy the Procurement operating environment and utilize and extend OAKS as required based on the functional designs and decisions made in the Discovery, Preliminary Design and Planning phase.

Deliverable 012. The Contractor will produce a definitive and final detailed systems design in consideration of the following components and functions:

- Providing system designs and validations;
- Enabling technology infrastructure requirements and architecture, and a technology configuration and operations strategy with business technology requirements;
- A catalog and details for all required conversion and interface approaches and designs, and conference room pilots;
- An updated configuration and operations plan with business technology requirements upon completion of the conference room pilots;
- A catalog of all required standard and custom reports to meet State requirements;
- An Inventory of all workflow deployment and configuration designs, values and validation specifications ;
- Configuration and integration requirements for all third-party or custom development of functionalities not supported by PeopleSoft; and
- Change management and agency readiness activities including training development, curriculum, training approach (e.g., train-the-trainer, direct training, online training, job aids and the like).

The following Operational deliverables will be developed by the Contractor during Detail Design sufficient to develop and implement all systems and processes in the State's Production Environment inclusive of any elements that impact OAKS directly or indirectly including:

Deliverable 013. Detailed Functional, Technical and Process designs

Deliverable 014. Enabling Technology Configuration and Operations Strategy and Requirements

Deliverable 015. Conversion Approach and Design

Deliverable 016. Interface Approach and Design

Deliverable 017. Identification (by role and preferably by name) all Project Resource requirements to support the development, testing (Contractor and State) and Production Release of the system(s) to the State inclusive of participation level, schedule, location and involvement requirements

2.4 Phase 3—System Construction/Build and Test Requirements

Phase 3 of the Project will be Build and Test of the OAKSenterprise system for ODOT including any other third-party or custom developed systems selected for implementation. The build and testing will be based on the materials and deliverables developed in prior phases of the Project.

During the System Construction/Build the Contractor will develop all systems to meet the functional, technical, and process requirements of the approved design while utilizing contemporary development practices including but not limited to:

- Use of coding and configuration standards, reviews, and requirements traceability;
- Establishing, scheduling and conducting design and build checkpoints;
- Building solution components to support approved design specifications;
- Designing and implementing security elements such as user roles, permissions, and IDs;
- Building and configuring the technical architecture;
- Configuring and customizing integrated solution components and interfaces to external systems;
- Documenting solution and refining applicable system, integration, performance and acceptance criteria; and
- For PeopleSoft-based development elements, adhere to established State standards for PS-Admin, PeopleTools, Oracle ExaX (ExaData/ExaLogic), file transfer, database, interface and reporting data structures inclusive of version control, code management, software change management, release management and production acceptance checklists and processes in use at the State.

The Contractor will be responsible for developing and unit, system and performance testing all code and configuration necessary to complete the implementation of the proposed solution. This will include preparing and delivering automated test scripts which can be utilized to support regression testing required during the Project and following implementation.

The Contractor will, in its development, incorporate the use of coding and configuration standards, reviews, and requirements traceability, including release control and schedule regular user walk-through(s) of the solution to ensure that the Project and its development are aligned with the agreed to design as well as the anticipated operating model requirements.

The Contractor's efforts will include the creation and elements sufficient to conduct System testing and State Acceptance testing (as defined in this Supplement) inclusive of test and production procedures and job schedules, as appropriate.

The Contractor will be subject to all Service Level Agreements contained in this Supplement through the Project's completion and acceptance by the State.

Contractor will also perform the following tasks, activities and deliverables as part of implementing the solution:

- Establish, schedule and conduct design and build checkpoints with the State to review progress, code/system under development as to ensure that the final system meets State expectations and is acceptable to the State.
- Perform detailed technical design as agreed appropriate.
- Build solution components to support approved design specification deliverables as follows:

Deliverable 018. Configure, code and customize the solution requirements inclusive of all interfaces, reports, conversions, extensions, forms and workflows including:

- Build/configure the technical architecture (e.g. batch scheduling, interfaces, operations architecture, etc.);
- Configure and customize integrated solution components and interfaces to external systems;
- Use technologically current development tools (e.g., development environments, code versioning tools, debuggers, compilers and user interface development toolsets) and languages as appropriate to improve programmer productivity, code stability and reusability; and
- Perform unit testing for solution components and assess quality and completeness of results.

Deliverable 019. Document solution and refine applicable acceptance criteria.

- Develop Applications in accordance with the State's strategies, principles, and standards relating to technical, data and Applications architectures as communicated to the Contractor. The Contractor will contribute to the ongoing development of such strategies, principles and standards through, at a minimum, advising the State of developments in technology which may be applicable to the State's business requirements;
- Conduct Build progress reviews with appropriate State personnel.

During the Testing portion of this Phase, the Contractor will develop system planning testing protocols and environments to ensure the proper satisfaction of the State's requirements inclusive of functional, technical, integration and overall performance of the system.

At a minimum, the Contractor will include the following activities and deliverables as part of their work:

Deliverable 020. **Test Plan and Execution Elements**– As the system is built the Contractor will develop system planning testing protocols and environments to ensure the proper performance of the system. At a minimum, the Contractor will include the following:

- Unit and component testing;
- System testing;
- Performance testing;
- Integration testing;
- Interface testing; and
- User acceptance testing.

The Contractor will ensure that any code-based deliverables and elements that are subject to a formal State testing and acceptance process, uses objective and thorough test criteria established by the State and Contractor that will allow the verification that each build meets the specified functional, technical and where appropriate, performance requirements.

The testing and acceptance process will be developed for each build and applicable release of the solution as soon as possible after establishing the business and user requirements. The testing and acceptance process will include sufficient audit trails and documentation as required to track and correct issues.

The tasks, activities and deliverables that the Contractor will perform as part of the testing and acceptance process must include the following:

- Develop and maintain test data repositories as agreed appropriate;

Deliverable 021. Develop test plans, scripts, cases and schedules as agreed appropriate; in doing this, the Contractor is required to support the OAKS Support team to ensure the schedules developed for UAT are developed with input from ODOT with regard to ODOT resource availability;

- Perform the following testing activities for solution components and assess quality and completeness of results including:
  - System Test / Assembly;
  - Integration/interface testing and automated regression testing of new releases for existing applications; and
  - Performance Test including automated regression testing of new releases for existing applications as well as the potential performance impacts to current production environments where a risk of impacting performance may be introduced as a result of these elements;
- Provide test environments as required to perform the system and user acceptance testing work, and where appropriate performance testing. The test environments will be designed and maintained by the Contractor so that test activities will not adversely affect the production environment. The Contractor will expand capacity if testing requirements are constrained by the hardware;
- Perform technical architecture build/configuration testing (e.g. batch scheduling, interfaces, operations architecture, etc.)

Deliverable 022. Support the following testing activities relating to the State's performance of user acceptance test (UAT) for solution components as follows:

- Develop with the State agreed upon UAT test plans, scripts, cases and applicable acceptance criteria;
- Coordinate UAT execution and acceptance procedures with the appropriate State participants;
- Record and report UAT results;
- Review changes, fixes and enhancements with the participants in the UAT testing; and
- Correct identified defects and nonconformities in accordance with the acceptance process.

- Compile and maintain solution issue lists;
- Conduct quality and progress reviews with the appropriate State personnel; and
- Coordinate and confirm the State approval of solution components and verification of applicable acceptance criteria for transition into deployment and production use.

2.5 Phase 4 – Production Readiness and System Deployment to Production

In the production deployment phase the Contractor will be responsible for developing a system deployment plan to assure that the transition to the functional system is efficient and effective to produce the desired requirements. At a minimum the deployment plan will include the following activities, tasks and deliverables:

Deliverable 023. Production Deployment Plan including:

- Data conversion and loading plan
- Architecture and infrastructure plan
- Agency readiness plan
- Technical support plan
- All system documentation, notes, user and operator guides and other materials sufficient for the State to commence operation and maintenance of the system(s)

- System training materials
- Training materials

Deliverable 024. Obtain State's formal written approval to move the system elements to Production and commercial use in accordance with established OAKS change management procedures.

The Contractor will be responsible for working with the State and its Managed Service vendor, and executing the production deployment and roll-out of the solution to the Production Environment.

If the Deployment includes software deployment to the End User Desktop Equipment or file server elements (if applicable), the Contractor will be responsible for: the identification of interfaces and any required conversions/migrations, installation and testing of any required middleware products, installation of server software, and any required testing to achieve the proper roll-out of the Application software.

The Contractor will comply with the State required implementation and deployment procedures. This may include, network laboratory testing, migration procedures, and the use of any pre-production or pseudo-production environment prior to production migration. The Contractor will be responsible for business user support required during the initial weeks of a production deployment as determined by the affected State business units and will provide enhanced levels of support during the term of the Project.

- Execute required data conversions and migrations including, but not limited to, baseline system configuration tables and parameters, and ancillary supporting data as required by the system to function successfully in the production environment:
  - Establish data to be used with the new solution by producing new data and reconciling and mapping different data and database representations;
  - If required, convert electronic data into a format to be used by the new solution using the data conversion program;
  - Perform required data matching activities and error reporting;
  - Document data issues and provide to the State for resolution;
  - Coordinate and confirm the State approval of data conversion results; and
  - Conduct production pilot(s) (including "day in the life" simulations) and fine tune solution as agreed appropriate.
- Compile and maintain solution issue lists including:
  - Architecture and infrastructure plan,
  - Agency readiness plan,
  - Technical support plan, and
  - Process workflow charts;
- End to end final validation of the operational architecture for each solution;
- Conduct quality and progress reviews with appropriate State personnel;
- Develop, and thereafter make available to the State, a knowledge base of documentation gathered throughout the Project's life and allow for re-use of such documentation for future projects;
- Transition solution support responsibility to the State.
- Conduct a post-implementation review process upon the completion of the Project which will include an analysis of how the business system(s) resulting from the Project compare to the post-deployment performance requirements established for such Project; and

- Establish a performance baseline for the Project business systems, and where appropriate document requirements for future performance enhancement of the business systems implemented as part of the Project.

3 Department of Administrative Services, Office of Procurement Services Overview

The Office of Procurement Services (OPS), within the Department of Administrative Services (DAS) is the central purchasing authority for general goods, services and business solutions. OPS is currently composed of the following units:

State Purchasing – assists State Agencies with the procurement of general supplies, services and business solutions through competitive selection and negotiated contracts, and assists State emergency response management in crisis response where the acquisition of emergency supplies and services is required.

Cooperative Purchasing – extends the benefit of State contract pricing and performance to participating political subdivisions, such as local governments, schools and universities.

Procurement from Community Rehabilitation Programs – assists State Agencies with purchasing supplies and services from work centers that employ persons with disabilities, and assists those work centers with doing business with the State.

Procurement Support – administers opportunity, bidding and contract reference functions and the systems that support those functions.

To carry out its responsibilities regarding general purchasing, OPS establishes policies and procedures, establishes Statewide multi-use contracts for the use of State and local agencies and colleges and universities, and provides procurement services directly for State Agencies for their higher cost general needs.

OPS also currently administers what ERP systems there are for the State's procurement-related functions. (*However, as part of the scope of work contemplated with this RFP, systems for procurement-related functions are anticipated to be entirely replaced and their technical administration transferred from OPS to the State's ERP management office known as OAKS. Also as part of the scope of work contemplated with this RFP, a new governance approach to the business administration of these systems is anticipated. Please see specifics below.*)

OPS also reviews the general purchase requests of State Agencies for preference sources and sourcing methods. In general, State Agencies are granted specific Direct Purchase Authority (DPA) limits under which they may conduct purchases directly themselves. Generally, this limit is no more than $50,000 for individual purchases or $50,000 cumulative annually with a single supplier. Procurements with an anticipated value that would exceed an agency's DPA are submitted to OPS to determine the source or sourcing method. Should an available source not be applicable to satisfy the agency's need and if OPS elects not to conduct the procurement, the State Agency must first obtain approval from the State Controlling Board (www.ecb.ohio.gov) as part of making the procurement itself. (*A list of Agencies and institutions with their DPA limit is provided in this Supplement.*)

3.1 DAS, Office of Information Technology (OIT) Overview

The DAS Office of Information Technology delivers Statewide information technology and telecommunication services to State government agencies, boards and commissions. The State CIO within OIT superintends the IT policies, standards, operation and consumption of IT services for Ohio's executive branch agencies.

The Enterprise Information Technology Contracting (EITC) section, within the Office of Information Technology, is charged with establishing and optimizing an IT contract portfolio that leverages terms and conditions that are favorable to the State and improving the efficiency and effectiveness of contract management processes, including expiration, renewal, and compliance audit. Like OPS, the EITC section establishes policies and procedures to guide Agency/Board/Commission information technology purchasing activities.

EITC is composed of the following units:

Category Contract Management – manages IT categories contracts used primarily by external agencies that establish key categories to harmonize terms and conditions, establishes price and performance measures, simplifies purchasing mechanisms, and supports agency best practice in utilizing the contracts.

Enterprise Contract Management – manages high visibility contract relationships that represent key Ohio services, through bid, contract administration, and rebid planning. May be a single vendor, or an integrated set of vendors organized to deliver a unified service.

Agency Solicitation Support and Contracting – supports agency-level solicitation events and contract negotiation and execution.

Sourcing and Analytics – performs data analysis to drive category and vendor analysis, tracks and manages performance measures, vendor reporting and management reporting.

The State's procurement portal (http://www.procure.ohio.gov) provides customer access to IT and general goods and services contracts that are maintained in the State's current contract management system, Omnicom. For more information on this system, see Section 4.2, Enterprise & Central Applications.

Direct Purchase Authority for information technology is limited to $50,000 for individual purchases. An Agency/Board/Commission initiating an IT procurement that does not utilize an established State contract, and that will exceed the annual cumulative DPA threshold with a single vendor must first obtain purchase authority approval from the State Controlling Board (www.ecb.ohio.gov).

3.2 Existing Statewide Procurement Practices/Processes (General)

Procurement offices throughout the State currently operate as independent, separate organizations. This decentralized approach contributes to missed opportunities, a lack of synergies across processes and technology, and ultimately impacts the State's buying power, our vendor community, customer service to the Agencies that consume our services and inevitably to the users of the items we procure.

As a result of this RFP, the offeror will propose, design and implement a solution that:

- Removes manual, labor-driven and paper driven elements from the purchasing process.
- Enable Employees to focus on providing high levels of customer service and responsiveness while removing the constraints of manual processes and antiquated support systems.
- Eliminate legacy (purchased or developed) applications and support State business and customer service needs via a coherent, well architected technology and process solution set while eliminating the fragmented and/or duplicative processes and technology in place.
- Enable significant increases in sharing information between systems and across State Agencies.
- Eliminate wherever possible non-enterprise level applications including spreadsheets that are utilized to support customer facing services.
- Enable a higher level of customer transparency and self-service via standardized interaction and service technologies and processes.
- Centralize governance controls (review and approval) as early in the process to "fast track" or otherwise expedite Agency/Board/Commission purchasing work within established plans, budgets and operating parameters.
- Ensure that items that require approvals are obtained prior to required GSD or OIT review and approval while managing the expectations of customers as to "what the process is", "where they are in it" and "what steps remain".
- To the greatest extent possible, establish methods to ensure that IT procurements are not excluded or deviate from approved Agency/Board/Commission IT plans and that those (when approved) are executed in concert with these plans in the most expeditious manner possible (e.g., those that adhere to approved plans are streamlined, and those that are exceptions are discussed/reviewed accordingly).

3.3 OPS and EITC Procurement Governance and Guidance

Please refer to Section 4.10 regarding likely changes currently in development as a result of newly passed legislation.

OPS and EITC provide general procurement guidance to Agency/Board/Commission procurement offices to govern actions once those offices have received an internal purchase request from within their organization related to general and information technology purchases. However, there are no standard processes within agencies to govern the initiation, processing, or subsequent approval of purchase requests for submission to the agency procurement office. Individual Agencies/Boards/Commissions have established their own processes, procedures, and in some cases, automated tools for these processes. Policy and processes also vary for agencies purchasing through the other central procurement offices outside of OPS and EITC.

The State maintains a procurement guidance document, which maintains established guidelines and standard processes that support procurement practices within these organizations. The current State of Ohio Procurement Handbook (http://procure.ohio.gov/pdf/PUR_ProcManual.pdf) prescribes a sequenced "checklist" process intended to direct an agency procurement office to the preferred source or method of procurement.

As a summarization, the current process, preferences and standards are as follows:

Use In-State Resource if available. Consider the following resources to determine if they can meet the need.

- Department of Rehabilitation and Corrections (DRC)
- Ohio Penal Industries (OPI)
- Community Rehabilitation Programs (CRP)
- Department of Mental Health and Additions Services, Office of Support Services (OSS)
- Pharmacy Services Division
- Opportunity for Ohioans with Disabilities (OOD)
- Bureau of Services for Visually Impaired, Business Enterprise Program (BEP)
- Office of Information Technology Enterprise Services
- General Services Division State Services
- Surplus Goods

Use State Contract if available. List available at procure.ohio.gov including:

Mandatory Term Contracts:

- General Distribution Contracts (GDC), available to most Agencies/Boards/Commissions.
- Limited Distribution Contracts (LDC), available to multiple named agencies.
- Agency Specific Contracts (ASC), available to a specific agency.

Master Cloud Service Agreement (MCSA)/Master Service Agreement (MSA), considered for enterprise agreements executed to deliver cloud-based services, including hardware, software operations, maintenance and services support. MCSA/MSA may be either mandatory or optional.

OIT-Issued Contract, executed in response to RFP for enterprise use or on behalf of an agency.

Optional Contracts. Schedules and agreements that may include multiple suppliers for similar types of supplies or services. Agencies and Institutions may purchase any dollar amount provided that approved funds are available to cover the purchase.

- State Term Schedules (STS), based upon most favored pricing for customers who are similarly situated as the State of Ohio. May be based on Federal Supply Schedules administered by the General Services

Administration (GSA). Agencies are encouraged to request quotations and/or negotiate to obtain the most favorable pricing.

- Master Maintenance Agreements (MMA), available for maintenance and service of equipment that is no longer covered under a manufacturer's warranty.
- Master License Agreement (MLA), considered for enterprise agreements executed with a manufacturer to deliver software licensing and related support services, subscription-based services, and other enterprise-wide licensed support and services.

Multiple Award Contracts (MAC), contracts that include more than one supplier for same or comparable supplies or services in the same geographic location. MAC's may be either mandatory or optional.

Other Methods/Means.

- $50,000 and below, Agency/Board/Commission conducts a sourcing event
- $500 and below – 2 verbal quotes required
- Above $500 up to $25,000 – 3 written quotes required
- Above $25,000 up to $50,000 – issue a solicitation, post on Ohio Procurement Portal website

For general goods and services over $50,000 or the purchase exceeds the cumulative annual threshold with a single supplier, Agency/Board/Commission requests OPS to make the purchase on their behalf, or with OPS permission, request the Controlling Board to approve the purchase.

For IT hardware and software products and services over $50,000 or the purchase exceeds the cumulative annual threshold for the Agency/Board/Commission, prior Controlling Board approval is required.

Agencies, Boards and Commissions currently utilize the requisition and purchase order functionality in OAKS which serves as the system of record for these entities. Purchases from an In-State Resource or State Contract require the agency procurement office to create a Requisition within OAKS to obtain the necessary approvals. OAKS creates and dispatches the purchase order to the vendor. If the In-State Resource or State Contract has been made available as a catalog in the Ohio Marketplace eCatalog, then the agency procurement office will utilize that system to search/select items, which are automatically added to an OAKS requisition.

Purchases requiring an Agency/Board/Commission to take a sourcing action (e.g., obtain quotes and solicitations) are not currently standardized across the State. The OPS Procurement Handbook provides guidance for each type of formal solicitation but detailed procedures are left to each agency procurement office to develop. Typically solicitation documents are created using MS Office (Word, Excel). Some organizations have established template documents for standardization and consistency. Commonly, agency procurement offices copy documents from a previous solicitation rather than use established templates. Solicitations expected to exceed $25,000 must be posted on the www.procure.ohio.gov web portal.

The available types of formal solicitation are:

- Invitation to Bid (ITB)
- Request for Quote (RFQ), normally issued by agency procurement offices
- Request for Proposal (RFP)
- Reverse Auction

3.4 Current OPS Procurement Practices

Please refer to Section 4.10 regarding likely changes currently in development as a result of newly passed legislation.

For general goods and services procurements over an Agency, Board, or Commission's direct purchase authority, the organization must process the request through OPS. The agency procurement office submits a 'Request to Purchase' (RTP) form to OPS. The OPS State Purchasing unit reviews all RTP forms to make a determination on the appropriate action to be taken:

- Authorize the Agency/Board/Commission to purchase under its direct purchase authority. (Release & Permit number will be issued to track/ authorize the purchase). Once Agencies complete their sourcing event and make an Award they must create a requisition and order in OAKS.
- Procure on the Agency/Board/Commission behalf as either a one-time purchase bid or as a term contract. For a one-time purchase bid the agency must create a requisition in OAKS.

There are certain types of purchases that do not require submission to OPS when they exceed the agency direct purchase authority. On an annual basis OPS reviews the Expense Account as published by OBM, State Accounting (http://obm.ohio.gov/StateAccounting/voucherreview/ExpenseAccountCodes.aspx) and determines which codes will be covered by a blanket Release and Permit waiver. OPS blanket Release and Permit waivers do not have spend limits however a blanket Release and Permit waiver does not waive the necessity for any other reviews or approvals required by law or other policies.

For one-time bids OPS will create the OAKS purchase order from the original requisition created by the Agency/Board/Commission. The OPS State Purchasing unit is responsible for conducting procurements both in response to Agency/Board/Commission Request to Purchase (RTPs) and to create State contracts.

State contract solicitations may be initiated either to meet newly identified statewide needs or to meet the needs of a group of Agencies/Boards/Commissions. Solicitations may also be initiated for situations where an existing contract has expired or needs to be re-competed.

OPS Contract Analysts conduct spend and market analysis to determine whether a contract is needed and if so, identify an appropriate solicitation method. Data for the analysis is obtained from OAKS voucher reports and vendor revenue share reports which are manually loaded and manipulated through Excel.

Solicitation documents are typically created using MS Office (Word, Excel). General solicitation document templates have been created within OPS to establish standardization and consistency, but it is the current practice among Contract Analysts to utilize documents from a previous similar solicitation as opposed to using a repository of standard templates. For single item price-based solicitations, OPS has occasionally used the OAKS eBid tool to post, notify vendors, and accept on-line bids.

All OPS solicitations are posted on the Procure.Ohio.gov web portal.

3.5 Current OIT Procurement Practices

The Enterprise Information Technology Contracting section within OIT is responsible for conducting procurements both in response to Agency/Board/Commission RTPs and accompanying IT Release & Permits (R&P) and to create State contracts, however, unlike OPS, OIT does not currently create a purchase order in OAKS for any OIT-supported procurement event.

At the beginning of each fiscal year, OIT reviews the spending profile (historical and planned) of each Agency/Board/Commission and issues a blanket Release and Permit to cover IT expenditures under $25,000 per purchase for that fiscal year, up to the annual threshold of the selected procurement authority.

OIT establishes the amount of the blanket Release and Permit, generally limited to one, for each Agency, Board, or Commission per fiscal year. This information is stored in the R&P application and the State's enterprise financial system (OAKS). Agency users may enter a request to change the amount through a modification request to their blanket Release and Permit. OIT's issuance of a blanket Release and Permit does not waive the necessity for any other reviews or approvals required by law or other OIT policies.

State contract solicitations for IT hardware and software products and services may be initiated either to meet identified statewide needs or to meet the needs of a group of Agencies/Boards/Commissions. Solicitations may also be initiated for situations where an existing contract has expired or needs to be re-competed.

The use of optional contracts established by OIT, as well as other procurement authorities, is subject to pre-approval requirements associated with the IT product or service account code. Unless the account code is exempted from purchase order requirements, an Agency/Board/Commission initiates an approved purchase by completing a purchase order in OAKS.

To acquire Enterprise Services provided by OIT, such as telecommunications, servers, storage, VoIP, email and other delivered services, an Agency/Board/Commission places an order for the approved information technology product or service in the OIT ServiceNow application. At present, ServiceNow contains most, but not all, OIT telecommunication contracts.

3.6 Offeror Requirements Functional Matrix Response and Completion

This Supplement includes a variety of State "as-is" and "to-be" narrative requirements as well as detailed functional matrices, integration, conversion and reporting requirements pertinent to the work. For those sections of this Supplement that include a requirements matrix, offerors are to complete these matrices using the embedded Microsoft Excel® spreadsheets and provide these spreadsheets in native form (i.e., not PDF) as part of their response. In addition, the requirements matrices as completed must be reflected in the inline response to this Supplement.

The matrices are organized as to the **method** of achieving the State's requirements as follows:

Approach	Description
Offeror Proposed Tool/Solution	Offerors are to include the name and major version number of the Proposed Tool/Solution to address the requirement (e.g., Acme Corporation® WidgetMaster™ v9.1).
Out of the Box	Offerors are to indicate, in full lifecycle development hours (i.e., design, implement, test), the number of hours to be spent implementing this requirement using as delivered functions of the offeror proposed solution. Should this not be applicable, offerors are to record a zero (0) in this column.
Configuration Item	Offerors are to indicate, in full lifecycle development hours (i.e., design, implement, test), the number of hours to be spent implementing this requirement using as configurable functions (e.g., interfaces, reports, workflows, screen elements) of the offeror proposed solution. Should this not be applicable, offerors are to record a zero (0) in this column.
Customization	Offerors are to indicate, in full lifecycle development hours (i.e., design, implement, test), the number of hours to be spent implementing this requirement using as configurable functions (e.g., interfaces, reports, workflows, screen elements) of the offeror proposed solution. Should this not be applicable, offerors are to record a zero (0) in this column.
Extension/Interface	Offerors are to indicate, in full lifecycle development hours (i.e., design, implement, test), the number of hours to be spent implementing this requirement using as extensions or interfaces (e.g., interfaces, reports, workflows, screen elements) of the offeror proposed solution to OAKS (PeopleSoft), State interfaces, or other offeror provided solution elements. Should this not be applicable, offerors are to record a zero (0) in this column.
Other	Offerors are to indicate, in full lifecycle development hours (i.e., design, implement, test), the number of hours to be spent implementing this requirement using as that do not fit into the aforementioned categories. Should this not be applicable, offerors are to record a zero (0) in this column.

The matrices are organized as to convey the **priority** of the State's requirements as follows:

Priority	Description
1 – Required (R)	Mandatory requirements that the Contractor must include in their proposal, design, implement and test and support the production use of in their response.
2 – Preferred (P)	Requirements that the State believes are dependent on implementation of Must Have requirements should be included based on scope, timing, cost and integration considerations.
3 – Optional (2. Preferred)	Requirements that pending on scope, timing, cost and integration considerations the State may elect to include in the final Contracted Scope of Work.
4 – If Available (A)	Requirements that should only be considered should they be available via "Out of the Box" or "configurable" methods using the offeror proposed solution. Custom development of these items is not permitted under this RFP.

And finally, offerors must provide a relative **level of effort complexity** indication based on the following for each requirement:

Effort Complexity	Description
Low	The Contractor can design, configure, implement and test the requirement within a one (1) FTE week in consideration of all required work (e.g., accomplish the requirement within 40 hours)
Medium	The Contractor can design, configure, implement and test the requirement within a one (1) FTE month in consideration of all required work (e.g., accomplish the requirement within 180 hours)
High	The Contractor can design, configure, implement and test the requirement within a one (1) FTE quarter in consideration of all required work (e.g., accomplish the requirement within 500 hours)
Extreme	The Contractor can design, configure, implement and test the requirement within a one (1) FTE year in consideration of all required work (e.g., accomplish the requirement within 1,980 hours)

Offeror Note: multiple FTEs are permitted to perform responsibilities to complete the State's requirements, all hours in the above table represent total work effort of the Contractor, regardless of actual Contractor staffing model. A "comment" field has been provided to allow offerors to highlight their approach, provide insights to the State as to benefits or limitations as well as rationale to the Approach, Priorities and Level(s) of Effort.

Offeror Response: Comments and Narrative

In addition, the State has provided as part of the Requirements Matrix a free form field labeled 'Offeror Narrative' that is design to facilitate the offeror's response to the requirements in such a manner as to convey any offeror considerations, showcase offeror capability to deliver or identify any offeror requirements on the State with regard to detailed requirements contained in the matrix. Offerors may include graphics, screen images or other text oriented verbiage in this column as they deem appropriate to offer the State a complete solution as required.

4 Procurement Methods, Process and Required Approvals Overview

4.1 OPS Procurement Approval

Please refer to Section 4.10 regarding likely changes currently in development as a result of newly passed legislation.

The State has established requirements for certain purchases to be reviewed and approved by designated agencies before completing the purchase. The need for prior approval may be triggered by the type of general goods or services, amount of purchase, or deviation from normal procedures.

General goods or services requiring pre-approval:

- **GSD/OSP Office of State Printing** approval – required for the purchase of facsimile, copier or duplicator devices.
- **GSD Fleet Management approval** – required for the purchase and lease of vehicles, automobiles or trucks.

Purchase amounts or deviations requiring pre-approval:

- **Release and Permit (R&P) approval** – required when an Agency/Board/Commission anticipates that it will exceed its direct purchase authority threshold and/or cumulative annual threshold.
- **Controlling Board approval** – required when the cumulative amount to be spent with a single vendor will exceed $50,000 per fiscal year and the purchase is not made by DAS.

4.2 Current OIT Planning, Investment Governance and Procurement Functions

All IT hardware and software products and services and resources required to support agency IT projects must first be identified and approved in an Agencies IT strategic investment plan. Within the State, IT planning is an ongoing process. Initially part of the budgeting cycle, the planning function is primarily focused on lifecycle requirements of, and the projects needed to support, operate and maintain, an agency's application portfolio. The IT Application Lifecycle and Projects System (ALPS) is the State's current IT strategic planning application.

IT Planning As a result of this project, the offeror must ensure that the IT strategic planning with the procurement cycle is designed and implemented in such a manner as to gain early visibility into agency spending plans as well as to help the State harmonize IT investments, ensure that investments align to OIT standards and direction, and are well orchestrated from a procurement and execution perspective.

ALPS supports the review and approval of planned procurements for IT products or services and provides a pick list of standard technology resources, defined by classes (e.g., hardware, software, labor, enterprise services) with multiple items and types under each class.

Release and Permit Once budgets are planned and established, selected account codes within ALPS pertinent to information technology products or service require pre-approval through the OIT Release and Permit (R&P) application. An agency procurement office will submit a request for a Release and Permit to OIT or associate the purchase to their blanket Release and Permit (limited to $25,000 cumulative annually). A Release and Permit authorization applies to a single vendor and a single contract. The application has recently been modified to enable an Agency/Board/Commission to allocate a Release and Permit request across multiple IT projects, which will facilitate a reduced number of unique R&P requests, reviews and authorizations.

Procurement Authority/Authorization While information reporting requirements in the R&P application vary based on the procurement authority selected (i.e., Controlling Board Request, OIT Issued ITB or RFP, Direct Purchase, etc.), the minimum dataset includes: request title, request type, procurement type, purchasing authority, fiscal year, IT plan/project information, purchase justification, requested amount, allocation across job type, vendor contract, and vendor selection justification.

Workflow The R&P application maintains a workflow that facilitates OIT's review to make a determination on the appropriate action to be taken:

- As a pre-condition for considering an R&P authorization, the information technology product or service must be approved in ALPS, which maintains the governance structure focused on adherence to standards, policies, architecture, project management, service management and procurement.
- OIT assesses and validates the information supplied and determines whether the requested procurement and method is consistent with the IT strategic plan.
- The Release and Permit authorization number is required by OAKS prior to issuing a purchase order.

Acquisition Fees In addition to the OIT Release and Permit application serving as a gated process for IT products and services procurement review, it also supplies an administrative fee (.458%) on most of the transactions processed through the system. Exceptions to this fee are primarily limited to the State's Service Provider contract for staff augmentation services, which currently participates in a revenue sharing model (.75%) of total spend. Revenue sharing, with the MSP vendor and other service providers, coupled with the R&P administrative fee, recover the costs to support the establishment and management of OIT enterprise contracts.

4.3 Receiving

Agencies/Boards/Commissions have responsibility to perform receiving functions for procurements. These activities are largely paper-based and manual. OAKS provides functionality to record receipts but its use is currently limited. Current procedures require the ordering office is to keep copies of all delivery receipt documents and use them along with the purchase order to verify and authorize invoices for payment within OAKS.

4.4 MBE & EDGE Programs

As an extension to procurement practices the State has established programs intended to assist Ohio-based minority owned businesses and socially and economically disadvantaged businesses in obtaining State business through contracts or direct purchases. These programs are administered and managed by the DAS Equal Opportunity Division (EOD). Each program has specific guidelines that have been incorporated into the procurement regulations and must be followed by all Agency, Board, Commission and Central procurement offices.

Minority Business Enterprise (MBE) program: establishes a 15% set-aside for State agencies, boards and commissions in awarding contracts/purchases for goods and/or services to certified MBE businesses. Vendors are certified by the DAS Equal Opportunity Division (EOD).

Encourage Diversity, Growth and Equity (EDGE) program: establishes a 5% goal in awarding contracts/purchases of supplies, services, professional services, information technology services, construction and professional design services to EDGE certified vendors. Vendors are certified by the DAS Equal Opportunity Division (EOD).

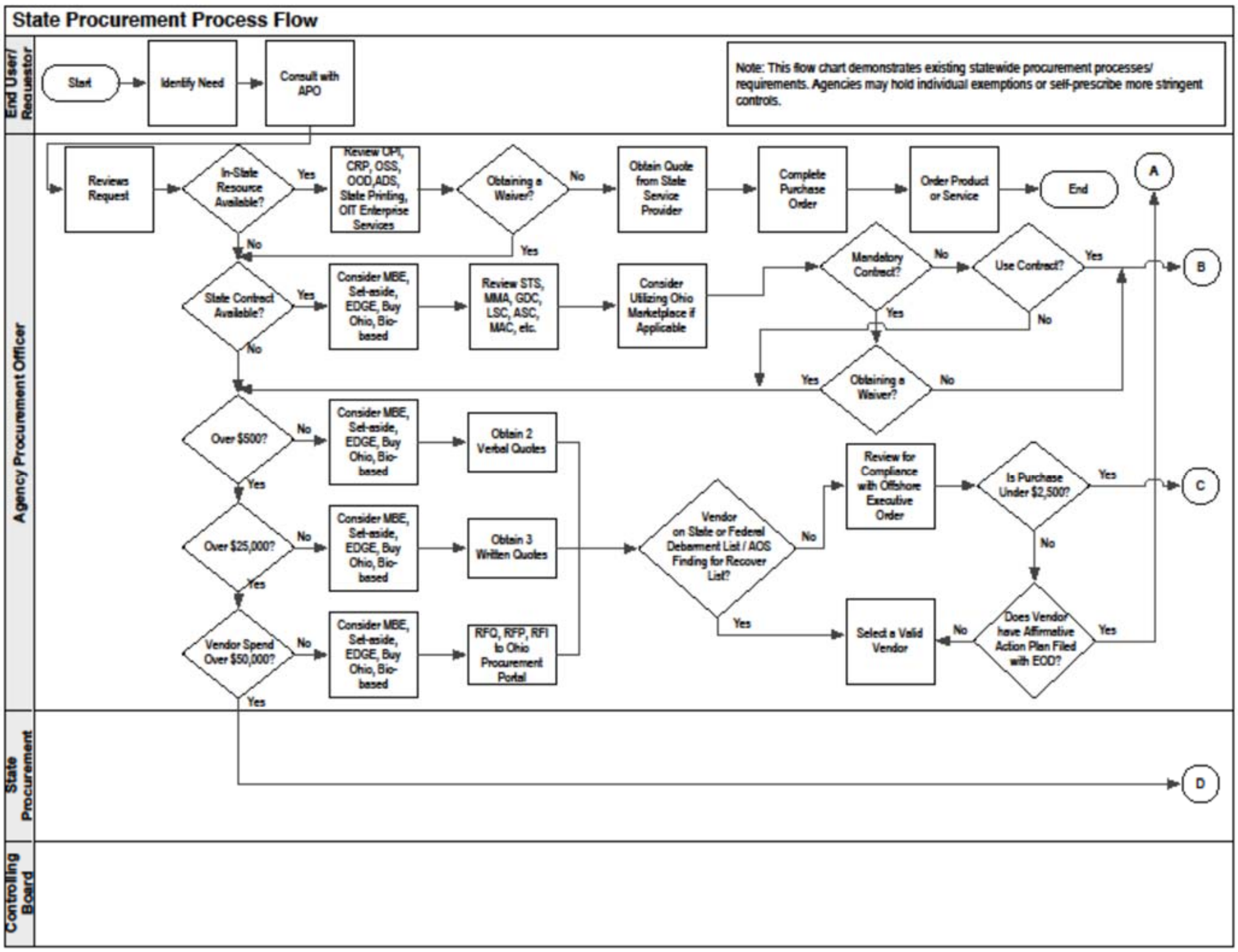
Additional information on these programs is available on the EOD website: http://das.ohio.gov/Divisions/EqualOpportunity.aspx.

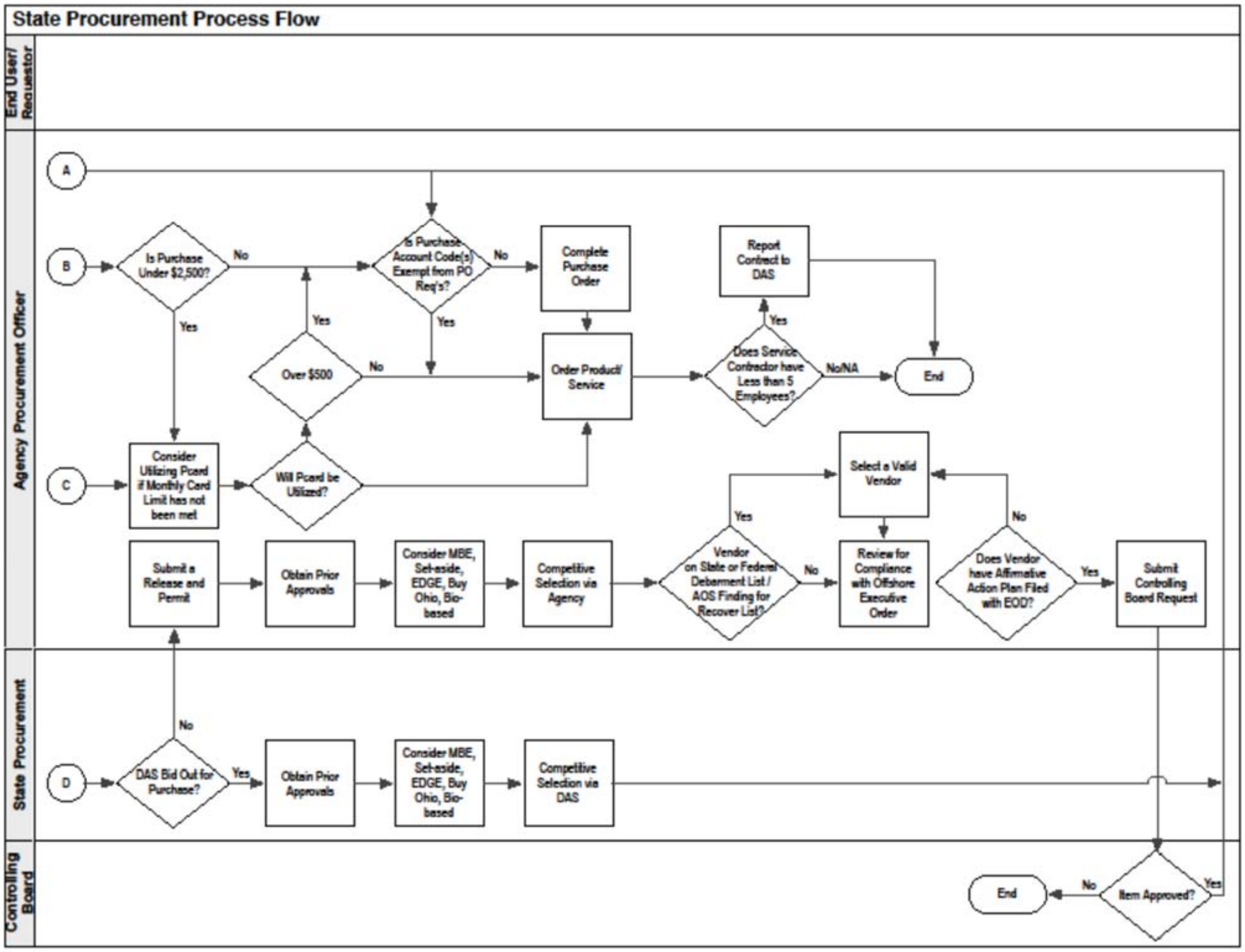
4.5 Payment Card Program

The most prominent of the three such payment card systems used by the State, the State of Ohio has a Payment Card (PCard) Program that allows cardholders to make small dollar purchases for goods and services without creating a purchase order or other transaction within OAKS. PCard use is intended primarily for the purchase of tangible materials, equipment, supplies and services that cost less than $2,500. A verbal or written quote/bid is not required if the cardholder is reasonably sure that a competitive price is being obtained. Cardholders have a standard single transaction limit, typically of $2,500, and a monthly spend limit that is enforced at the point of purchase by Visa control features. Individual cardholders may have a different spend limit (higher or lower) from the established standards. Temporary changes to spend limit may be granted to individuals by the OBM PCard Program Administrator. Additional details regarding the payment card program are available at http://obm.ohio.gov/StateAccounting/pcard/manual.aspx.

4.6 Goods and Services Procurement (OPS)

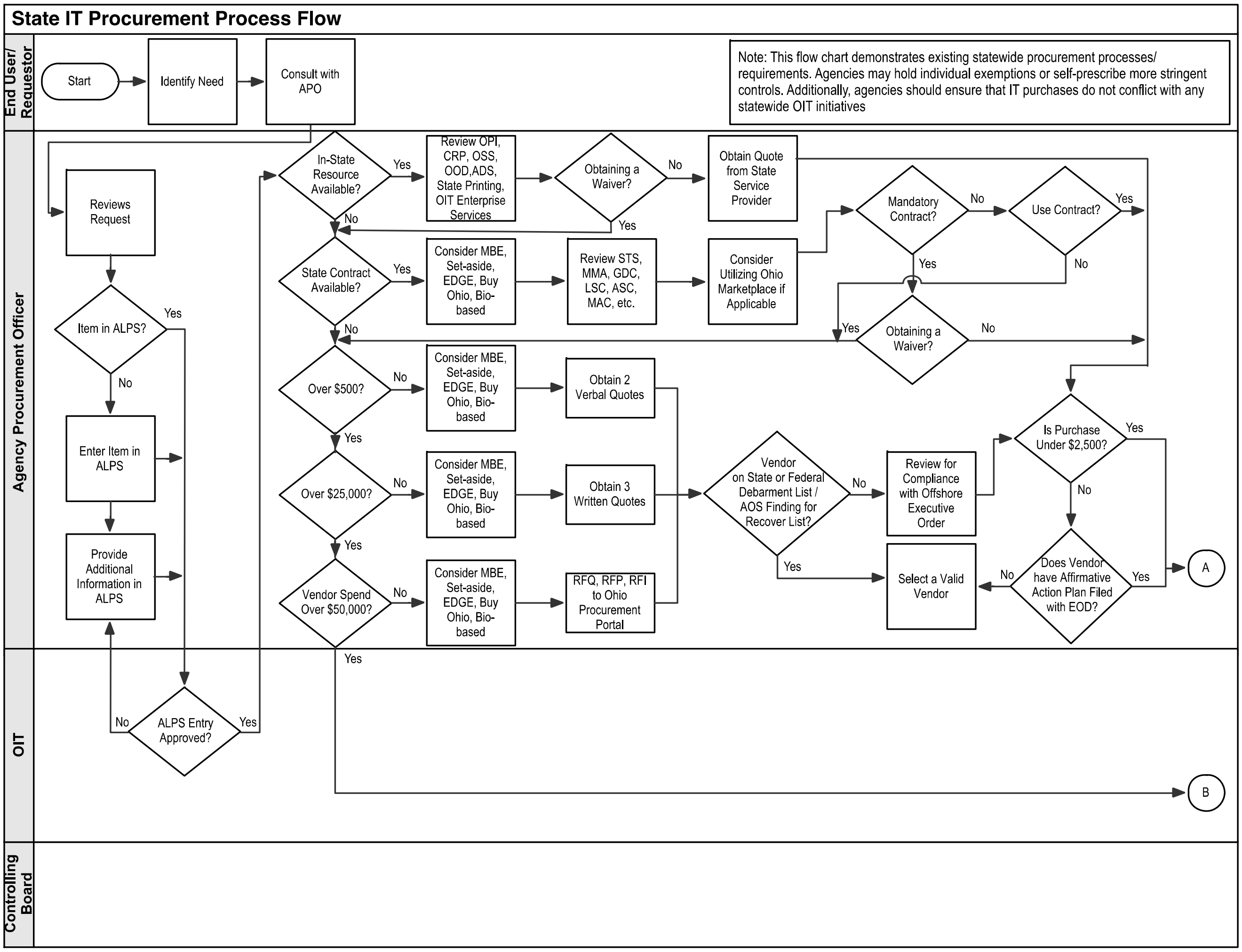
The following diagram illustrates the Current State general goods and services procurement processes for Agency/Board/Commission procurements. ***Please refer to Section 4.10 regarding likely changes currently in development as a result of newly passed legislation.***

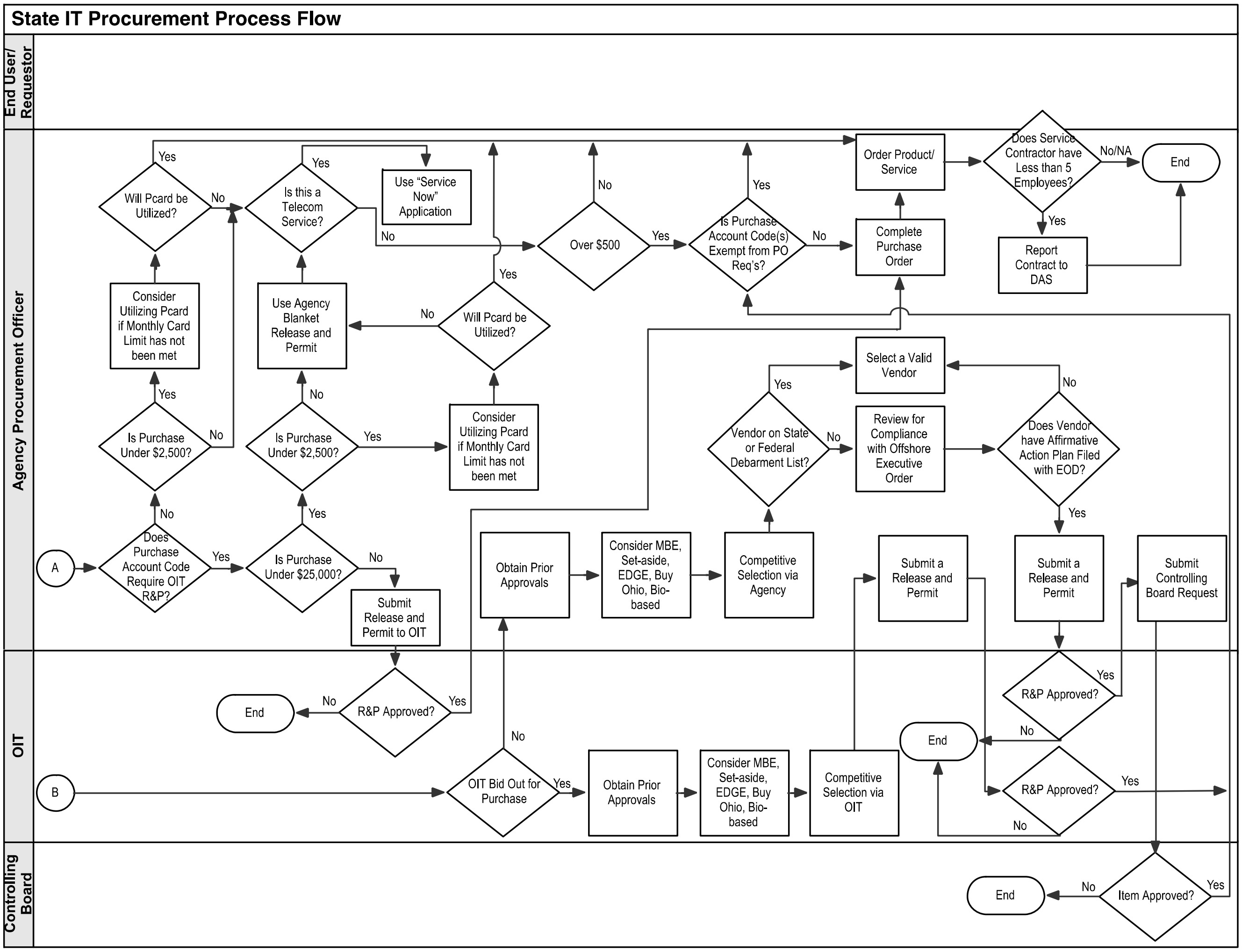



State Procurement Process Flow
End User/ Requestor
Agency Procurement Officer
State Procurement
Controlling Board
A
B
C
D
Is Purchase Under $2,500?
Is Purchase Account Code(s) Exempt from PO Req's?
Complete Purchase Order
Report Contract to DAS
Over $500
Order Product/ Service
Does Service Contractor have Less than 5 Employees?
End
Consider Utilizing Pcard if Monthly Card Limit has not been met
Will Pcard be Utilized?
Select a Valid Vendor
Submit a Release and Permit
Obtain Prior Approvals
Consider MBE, Set-aside, EDGE, Buy Ohio, Bio-based
Competitive Selection via Agency
Vendor on State or Federal Debarment List / AOS Finding for Recover List?
Review for Compliance with Offshore Executive Order
Does Vendor have Affirmative Action Plan Filed with EOD?
Submit Controlling Board Request
DAS Bid Out for Purchase?
Competitive Selection via DAS
Item Approved?
Yes
No
No/NA

4.7 Information Technology Procurement (OIT)

The following diagram illustrates the Current State IT hardware and software products and services procurement processes for Agency/Board/Commission procurements. ***Please refer to Section 4.10 regarding likely changes currently in development as a result of newly passed legislation.***




State IT Procurement Process Flow
End User/ Requestor
Agency Procurement Officer
OIT
Controlling Board
A
Does Purchase Account Code Require OIT R&P?
Yes
No
Is Purchase Under $2,500?
Yes
No
Consider Utilizing Pcard if Monthly Card Limit has not been met
Will Pcard be Utilized?
Yes
No
Is Purchase Under $25,000?
Yes
No
Is Purchase Under $2,500?
No
Yes
Use Agency Blanket Release and Permit
Is this a Telecom Service?
Yes
No
Use "Service Now" Application
Consider Utilizing Pcard if Monthly Card Limit has not been met
Will Pcard be Utilized?
Yes
No
Over $500
No
Yes
Is Purchase Account Code(s) Exempt from PO Req's?
Yes
No
Complete Purchase Order
Order Product/ Service
Does Service Contractor have Less than 5 Employees?
No/NA
Yes
End
Report Contract to DAS
Submit Release and Permit to OIT
R&P Approved?
No
Yes
End
Obtain Prior Approvals
Consider MBE, Set-aside, EDGE, Buy Ohio, Bio-based
Competitive Selection via Agency
Vendor on State or Federal Debarment List?
Yes
No
Select a Valid Vendor
Review for Compliance with Offshore Executive Order
Does Vendor have Affirmative Action Plan Filed with EOD?
No
Yes
Submit a Release and Permit
Submit a Release and Permit
Submit Controlling Board Request
B
OIT Bid Out for Purchase
Yes
No
Obtain Prior Approvals
Consider MBE, Set-aside, EDGE, Buy Ohio, Bio-based
Competitive Selection via OIT
R&P Approved?
Yes
No
End
R&P Approved?
Yes
No
Item Approved?
Yes
No
End

4.8 Systems Supporting Procurement Functions - Current State

Agencies & Institutions Within Agencies/Boards/Commissions, office automation tools (e.g. email, spreadsheets, word documents, Access databases) are used to manage procurement requests, internal approvals, sourcing and contracting. These are typically end user generated, manually maintained and represent significant data/labor duplication. A small number of agencies and institutions have either developed internal systems or implemented third-party applications to help facilitate some portions of the procurement process. Examples include purchase request tracking, vendor registration and vendor bidding.

Enterprise & Central Applications Enterprise and central office tools are in place to manage some portions of the procurement process. These are largely stand-alone systems with manual entry and file extracts/uploads augmented with limited automated methods of passing data from one system to another. There are some integrations with OAKS, requiring manual intervention for changes or updates that occur in the source systems.

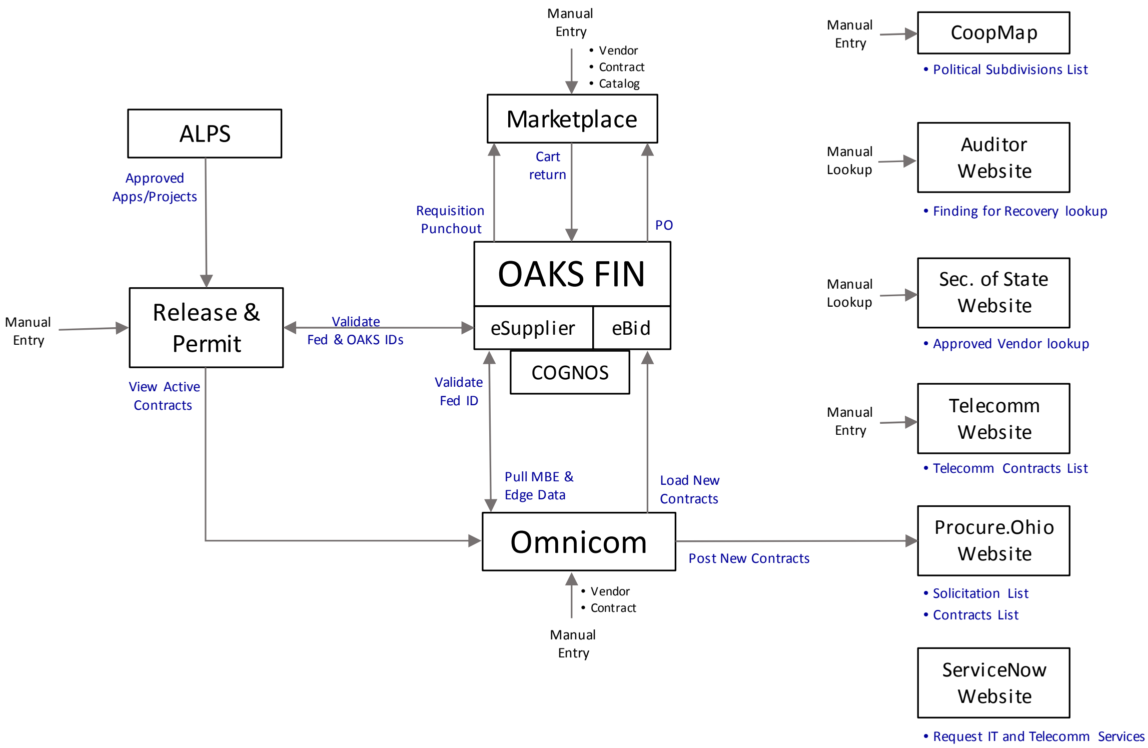
Analysis and Reporting Procurement reporting is largely unavailable though the Enterprise BI reporting tool, COGNOS, which provides access to OAKS transactional data. Common user practice is to utilize COGNOS to extract data down to Excel and then manually combine multiple data extracts, manipulate the data to do analysis and reporting.

In addition, there is a set of existing systems that support and augment the State's procurement process as listed below:

System	Description/Purpose
ALPS	A IT Strategic Planning application used by Agencies to identify their Application Portfolio and associated IT projects. OIT reviews and approves ALPS submissions. Based on this review, IT projects are either promoted to an approved stage that facilitates an agency's request for a Release & Permit or approves a specific detail planned value item within the project. In either case, at present, OIT may enter certain relevant pre-authorization data in Release & Permit.
COGNOS	OAKS reporting module that includes an Ad Hoc report building tool. Data sources are primarily OAKS and the OIT Release and Permit system, but can be configured to access other sources.
Complaint to Vendor Form	A web based form used to submit a compliance complaint about a contract vendor.
Controlling Board Application	An application administered by the Ohio Controlling Board providing request and workflow functions related to agency purchases requiring Controlling Board approval
CoopMap	An application to record Political Subdivisions that have requested to purchase from State contracts and display data in an interactive map format.
GSA Elibrary Website (GSAE)	GSA reference website used by buyers to research GSA schedules. http://www.gsaelibrary.gsa.gov/ElibMain/home.do
OAKS eBid	An on-line bidding component of OAKS (a PeopleSoft module) for price-based solicitations and reverse auctions. Features include building the solicitation, emailing vendor notices, public posting and vendor bidding through their eSupplier account.
OAKS eSupplier	A self-service vendor registration component of OAKS (utilizing PeopleSoft module). Vendors provide all data needed to support purchasing and finance including identification of UNSPSC codes to identify the goods/services they sell.
OAKS Financial	The Enterprise Financial system and as described previously, except for PCard transactions, all purchases are processed in OAKS as Requisitions and Purchase Orders. OAKS core functionality is comprised of PeopleSoft 9.2 modules.
Ohio Auditors Findings Website	A public search utility used by local governments and State Agencies to check and ensure, as required by law, that public contracts are not awarded to persons or businesses against which a Finding for Recovery has been issued and remains unresolved. https://ohioauditor.gov/findings.html

System	Description/Purpose
Ohio Marketplace (OMP) eCatalog ***(** See Advisory Immediately Following this Section**)***	A catalog shopping tool (SciQuest Spend Director/Order Manager modules) that is integrated with OAKS requisition and purchase order processes. Users initiate a requisition in OAKS and 'punch-out' to the Marketplace to shop State contracts and in-state resources (e.g. OPI, Surplus). Selected items are returned to the OAKS requisition for approval processing and order creation. OAKS orders are then integrated back to Marketplace for electronic order dispatch to the vendor. PCard holders place and dispatch orders in Marketplace without creating the OAKS requisition or purchase order. Deployment details for FY15 (as of 4/18/2015) include: Total number of POs and Pcard Orders: 15,151 Total Spend: $22,027,807 Percent of POs on OMP contracts in OMP: 65% Percent of Spend on OMP contracts in OMP: 65% Number of contracts: 142 Number of vendors: 140 Number of MBE vendors: 25
Ohio Secretary of State Business Inquiry Website	A public business inquiry website used to confirm that a vendor is approved by the Ohio Secretary of State. http://www2.sos.state.oh.us/pls/bsqry/f?p=100:1
Ohio ServiceNow Customer Service Portal	Online request system for State employees to order IT and Telecommunication services. http://das.ohio.gov/Divisions/InformationTechnology/TelecommunicationsServices.aspx
OMNICOM	A third-party contract management application serves as the repository for most GSD and OIT issued/managed Mandatory, Optional and Multi-Award contracts. Also the tool used by EOD to manage MBE and EDGE certifications. Other functionalities include: - Record Contract Vendors, Contacts, Distributors & Dealers - Contract document storage including price lists - Record Contract ID - Produces Procure.Ohio.gov Contracts list - Vendor-facing portal that supports upload of Revenue Share reports and vendor contract self service - OAKS integration to validate Fed ID and pull MBE/Edge - OAKS integration to load new Contracts into OAKS - Release & Permit integrated to pass Vendor/Contract data to R&P
Procure.Ohio.gov Website	Website providing access to searchable list of procurement opportunities and current contracts. The back end application, referred to as 'Back office', not only posts to the website but also provides alert notices as well. http://www.procure.ohio.gov/proc/index.asp
IT Release & Permit	An application for agencies/institution to request authority to purchase above their direct purchase authority or to purchase IT goods/services. Also used by OIT for internal work assignment, approvals and work tracking. Integrated with OAKS to provide R&P authorization numbers for OAKS purchase order validations and Omnicom to provide contract information.
Request to Purchase	A web based form used by Agencies/Boards/Commissions to request GSD to make a one-time purchase bid or a term contract on their behalf.
Telecom Web Site	Website providing a searchable listing of Telecommunications hardware and services contracts. Contract entries for this list are maintained separately from the OMNICOM system through they are also entered in OMNICOM as well. http://das.ohio.gov/Divisions/InformationTechnology/TelecommunicationsServices.aspx

The following is an overview of these systems and their logical relationships:



4.9 Offeror Advisory – Ohio Marketplace

Offerors are advised that this Supplement contains references to the Ohio Marketplace which, in general is an electronic marketplace designed to connect State Agencies with State Vendors and facilitate the procurement of goods and services via an electronic catalog, comparison shopping, volume purchases and other aspects of high volume commoditized procurements. The State is reviewing its position with respect to the longer-term disposition of the Marketplace both as a concept and as a collection of capabilities, processes and technologies to facilitate these types of purchases. Additional details on the current system and its use can be found at http://www.procure.ohio.gov/OMP/ompinfopage.html.

For purposes of offerors developing a complete solution as a response to this Supplement and more broadly the RFP, offerors responding to this Supplement should assume that:

- The specification or replacement of the Ohio Marketplace is specifically out of scope for this RFP;
- A enhancements to the current solution, a modern cloud or software-asset based Markeplace will be determined by the State in the period following the award of this RFP;
- The functional footprint of the State's solution may contain (at a minimum): spend analysis; sourcing, supplier management; vendor self-service; vendor catalog management; eProcurement; ePayment and other functions generally available in the marketplace from eminent / experienced vendors
- Integration will be via modern middleware, API or SOA based methods that are compatible and supported by PeopleSoft 9.2
- Every effort was made by the State to remove requirement references throughout this Supplement pertaining to the Ohio Marketplace (functional, technical, integration and otherwise) but for the completeness of understanding the overall Procurement systems landscape from an "as-is" and an overall context of the "to-be" include an as yet to be determined augmentation, enhancement or replacement of the Ohio Marketplace in part or in full, references to the Marketplace are contained in this Supplement for continuity purposes only.

Offerors should design and propose a complete response to this Supplement. Should the State determine at a future date that integration between the offeror's proposed solution and the State's identified Marketplace system be required, the State at it's sole discretion may request a quotation from the Contractor awarded the work under this Supplement or may chose alternative methods to obtain the required integration.

4.10 Offeror Advisory – Procurement Workflow

Offerors are advised that this Supplement contains references to existing procurement workflow practices of both OIT and OPS and an intent that this scope of work contemplates the implementation and integration of end-to-end automated workflow. Ohio House Bill 64 – more commonly referred to as the State budget bill – has recently passed establishing a new preference system for veteran-owned businesses and requiring OIT and OPS to modify procurement workflow with regard to the governance of State Agencies' use of various preference programs. As of this August 2015 writing, OIT and OPS are reviewing the legislation and beginning work on a new system of administrative rules, policies, processes and procurement workflow to carry out the intent of the legislation. It is anticipated that work will be completed on designing and changing the procurement workflow by the time a contract is executed regarding the scope of this RFP.

For purposes of offerors developing a complete solution as a response to this Supplement and more broadly the RFP, offerors responding to this Supplement should propose a complete response to this Supplement based upon the current state information provided regarding procurement workflow as it stands as of this August 2015 writing. Offerors should anticipate the need to conduct a thorough assessment of workflow requirements as part of the discovery phase of work and should anticipate that the resulting scope of certain requirements will likely differ substantially from those presented in this Supplement.

5 Procurement Implementation and Operating Environment Requirements

5.1 Operating Model Considerations

The State's procurement processes will remain organizationally federated which permits a greater understanding of customer requirements and flexibility in meeting those requirements. As a result of this RFP, central procurement governance, oversight, processes and systems will be designed and implemented in a manner to ensure that purchasing and State spend is:

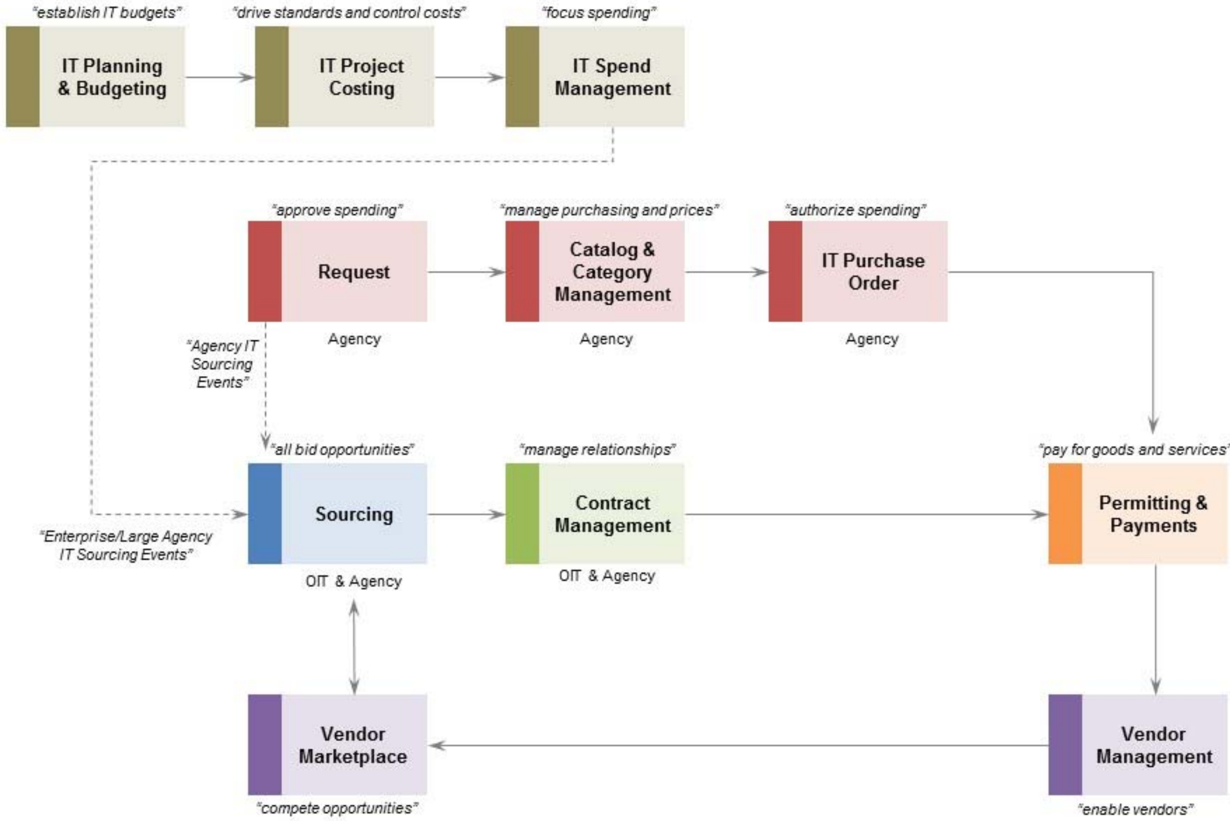
- Aligned with State laws, policies and conventions;
- Supported by contemporary, standardized processes that are well thought out, efficient and customer (outcomes) focused;
- Streamlined to remove unnecessary steps, functions or systems interactions while migrating to an OAKS (PeopleSoft) based integrated procurement model;
- Migrated from current operating processes and practices to the new operating model afforded by Contractor designed and implemented processes and systems;
- Extensible to support the needs (from a customer and vendor perspective) of Agencies, Boards and Commissions including use of In-State Resources, State Contracts and targeted Vendor groups (e.g. MBE, Edge, Buy Ohio);
- Extensible to support the needs of the State's other central purchasing offices.
- Includes explicit functionality, processes and (if required) Policies to ensure that version control within and between vendor contracts are maintained and always contemporary with the relationship, contracts, amendments and other contracting and agreement artifacts between the State and a State vendor.
- Result in the standardization of sourcing and contracting practices must also be achieved both at the Agency and Central procurement levels.

As a result of central procurement's (DOT OOC, DAS OPS and DAS EITC) establishment of standards, models and push down 'best practices' should establish a foundation for Agencies, Boards and Commissions to adapt procurements to their specific 'line of business' needs and to any external requirements, such as with Federal grants. These capabilities (collectively organizational, process and system changes) must enable the State to leverage its buying power through strategic sourcing and increased competition while reducing the manual effort, complexity and duplication in doing so.

The State vision to support this integrated procurement operating model is leverage and extend existing OAKS functionality by implementing eProcurement functionalities comprised of web-based, integrated procurement tools that not only automate all aspects of procurement via seamless technical integration via OAKSenterprise and enhanced procurement processes, such that approvals, verifications, controls and data exchanges are accomplished without requiring manual user action across a simplified end-to-end Plan-to-Procure-to-Pay process. The State vision encompasses support of processes and procurement decision making through the extension of the State's Business Intelligence (BI) platform to provide a consolidated view of purchase/spend data for reporting and analytics. This Plan-to-Procure-to-Pay process will replace many existing systems and processes, in part or in whole, that are currently used to execute or manage procurement activities. Specific requirements follow later in this Supplement.

5.2 Conceptual Integrated Procurement Operating Model – IT Example

The OAKSenterprise initiative presents the State the opportunity to streamline the overall procurement process (IT and commodity) to drive consistency, cost efficiencies, savings and better manage the overall "State/Vendor" procurement landscape including better procurements, better alignment and control of spend, making the State an easier place to do business and (for vendors) to do business with. Conceptually, using IT procurements as an example the overall procurement operating model can be represented as (Overall):



Sourcing opportunities include direct cost savings, cost avoidance and better vendor management as a result of elimination of siloed systems, processes and organizational idiosyncrasies and inefficiencies including:

	Sourcing	Contract Management	Request, Catalog and Category Management, Purchase Orders	Permitting and Payments
General Scope	▪ Agency & DAS Purchasing Authority ▪ eBidding ▪ Strategic Sourcing ▪ IT Sourcing	▪ Contract Lifecycle Management ▪ Agency & Central Contracts ▪ Changes, Amendments, Renewals, CRs, IDAs ▪ Standard Terms/Conditions	▪ Agency request management & approvals ▪ State Term Schedule Management ▪ DBITs (emerging) Management ▪ Purchase Order initiation & dispatch	▪ Budget / Standards Check ▪ Pre-Approved Purchasing ▪ Release and Permit ▪ Invoice/PO Matching ▪ Prompt Payment (cost avoidance)

	Sourcing	Contract Management	Request, Catalog and Category Management, Purchase Orders	Permitting and Payments
Outcomes	▪ Pipeline Management & Tracking ▪ RFx Let/Management ▪ Std. Templates ▪ Negotiation & Clarification	▪ Omnicom ▪ Std. Procurement Templates	▪ STS Most Favorable Pricing ▪ MBE Spend Alignment	▪ Release & Permit Automated for "in plan, in budget" purchases ▪ Management by exception ▪ Purchase order in hours rather than weeks ▪ Realization of savings by execution of Payment Terms
General Strategy	Procurement Portal Replacement	Contract Lifecycle Management	Agency Procurement Management Enhanced Vendor Portal Supply Chain Management	Supply Chain Management
Change Management	▪ Reengineering of IT Procurement Process, Templates and Standards	▪ All contracts and versions managed in a central repository	▪ Reengineer Agency procurement processes ▪ Drive purchasing compliance with approved contracts ▪ Distribute need identification to a wider population	▪ Replacement of existing processes and systems in lieu of unified system/workflow

From an IT perspective, the planning process should be designed to drive Enterprise IT spending to existing and planned central service offerings and align IT investments around Agency missions and benefit to the public including enhancements in the following areas:

	IT Planning	IT Project Costing	IT Spend Management
General Scope	▪ Biennial / Annual Agency IT Planning ▪ IT Budgeting ▪ Policy / Standards Based Buying ▪ Enterprise Investment Planning	▪ Transparency into IT component costs and investments (Goods, Labor, Services) ▪ Spend Management ▪ IT Governance	▪ Streamlined procurements, permitting and payments within planned, budgeted and approved limits ▪ Exception based management and governance ▪ Elimination of Agency spend in lieu of available central services
Outcomes	▪ Alignment of Agency Spend to State strategy and standards ▪ Pre-approval of IT Spending by category ▪ Elimination of non-aligned spending ▪ Exception based management thereafter	▪ Fine(r) grain analysis and reporting of investment, spend, operating and retirements ▪ Infrastructure / Application spend alignment ▪ Reduction of non-Standard spend ▪ Better control of Large / Enterprise project and program spend	▪ Standards based procurements ▪ Continued emphasis on MBE spend and identification / creation of opportunities ▪ Elimination of non-standards based spending ▪ Spend reduction (CAPEX/OPEX) in Labor, Contracting, Equipment, Services, Projects, Networking
General Strategy	▪ Streamlined Systems and Processes	▪ Management of Project Costs	▪ Visibility to State Spend ▪ Enablement of Strategic Sourcing
Change Management	▪ Replacement of existing processes and systems in lieu of unified system/workflow	▪ Replacement of existing processes and systems in lieu of unified system/workflow	▪ Replacement of existing processes and systems in lieu of unified system/workflow

Finally, for State vendors and the overall Ohio Marketplace, for the State to operate at efficient levels, it must better position itself in relation to the vendor community and realize the significant opportunities to improve supplier management including self-service, automation, and standardization of processes and terms with an overall goal of lowering the cost of vendors doing business with the State including:

	Vendor Marketplace	Vendor Management
General Scope	▪ Interface with existing front-end portals/websites with future design to support a Singular Vendor Facing Portal ▪ Central Repository of Vendor Opportunities including Procurement and Grantor Opportunities ▪ Identity Management for Vendors	▪ Vendor Lifecycle and Data Management ▪ Rollout of Standard Processes and Management to all Vendors ▪ Standardized Supplier Training
Outcomes	▪ Ability for Vendor Facing Systems to Leverage Vendor Marketplace and Identity Management ▪ Improved State – Vendor Relationships ▪ Elimination of Duplicative Agency Facing Vendor Systems	▪ Improved Supplier Data ▪ Enablement of Self-Service Processes ▪ Identification and Management of Active Vendors ▪ Reduced Paper Based Payments ▪ Reduced Error Handling and Rework
General Strategy	Interface to existing vendor portals with design to support a Centralized Vendor Portal	Vendor Lifecycle Management
Change Management	▪ Vendor Adoption Campaign ▪ Migration of new/existing State vendors to Marketplace ▪ Replacement of existing agency vendor systems & opportunity posting websites	▪ Standardized Processes between the State and vendors related to contracts, terms, payment, invoicing, compliance & filing

5.3 End State System Disposition Requirements

As a result of the Contractors work, the following table represents the State's requirements for the end-state of the current systems that support the procurement systems in place. Those items with a check mark (✓) represent the State's minimal requirement, those with an open circle (❍) represent optional offeror proposed solutions.

System	Link	Integrate Data & Process	Interface	Replace	Convert Data	Mobile Enable	Requirements
ALPS or Successor		✓	✓	❍	❍		Offerors must propose a solution that integrate (bidirectionally) IT planning, budget and spending utilizing ALPS and OAKS or propose or an alternative IT Strategic Planning tool. Regardless of prosed option, the Contractor will design and implement all required functionality between OAKS/ALPS or OAKS and the Successor IT Planning Tool.
COGNOS		✓					The Contractor will include eProcurement Spend Management/Reporting data, reports and analytical tools within the OAKS BI environment including the integration of eProcurement data sources into COGNOS from the eProcurement reporting solution.
Complaint to Vendor Form				✓	✓		Replace this functionality in its entirety within the eProcurement solution.
CoopMap				✓			Replace this functionality in its entirety within the eProcurement solution.
GSA Elibrary Website (GSAE)	✓						Provide this data via a link on all pertinent/required procurement workflows to support procurement reference data

System	Link	Integrate Data & Process	Interface	Replace	Convert Data	Mobile Enable	Requirements
PeopleSoft eBid		✓		❍	❍		Assess this functionality and recommend to retain or replace inclusive of design and implementation in its entirety within the proposed eProcurement solution.
PeopleSoft eSupplier		✓					eSupplier will be designed and implemented by the Contractor to be the source of vendor data for all eProcurement functionalities including: invited catalog management; solicitation management; on-line bidding; reports access; submission of revenue share reports; submission of subcontractor payment data; submission of invoices and tracking of payments. Offerors should review existing OAKS-SciQuest vendor integration functionality to determine if it can be re-used or needs to be re-created. Notwithstanding SciQuest or a successor solution, the Contractor will design and implement the aforementioned eSupplier integrations with OAKS.
PeopleSoft Financial		✓					Offerors should review existing OAKS-SciQuest vendor integration functionality to determine if it can be re-used or needs to be re-created. Notwithstanding SciQuest or a successor solution, the Contractor will design and implement the aforementioned eSupplier integrations with OAKS.
Ohio Auditors Findings Website		✓	✓				Design and implement integration between the Auditor's finding data and the eProcurement solution to limit/restrict State business with entities that have such funding.
Controlling Board Application		✓	✓				Design and implement integration between the eProcurement solution and the Controlling Board application for seamless and integrated workflow approval related to procurements to be put before the Controlling Board for approval.
SciQuest eCatalog or successor		✓	✓				Offerors should review existing OAKS-SciQuest interface and integration functionality to determine if it can be re-used or needs to be re-created. Notwithstanding SciQuest or a successor solution, the Contractor will design and implement the aforementioned interfaces and integrations with OAKS.
Ohio Secretary of State Business Inquiry Website	✓	✓					Offerors will design and implement an interface from the eProcurement tools to the Ohio Secretary of State licensing system to, at a minimum, validate vendors as part of Purchase Request, Purchase Order, Bid Evaluation and Award processing.
Ohio ServiceNow Customer Service Portal		✓					The Contractor will design and implement integrations to allow ServiceNow requests to be initiated within the eProcurement 'Need to Pay' functionality such that Agency ordering of OIT services is enabled inclusive of the capture of order, pricing and billing details. Offerors proposing a Contract Management solution will also provide direct access to ServiceNow for associated IT contracts.
OMNICOM Contract Management				✓	✓		The Contractor will design and implement the replacement of Omnicom inclusive of the conversion of all active contracts and related artifacts (amendments, changes etc.) maintained within Omnicom.
Procure.Ohio.gov Notice, Opportunity, and Look-up				✓	✓	✓	The Contractor will design and implement the replacement of the notice, opportunity, and look-up functions of the Procure.Ohio.gov website that presents searchable listings of Solicitations and Contracts, and the necessary interfaces and integrations.

System	Link	Integrate Data & Process	Interface	Replace	Convert Data	Mobile Enable	Requirements
IT Release & Permit				✓	✓	✓	Replace system in its entirety inclusive of workflows, edits and approvals while maintaining approvals, exceptions and thresholds in RTP.
General Request to Purchase				✓		✓	Replace system in its entirety inclusive of workflows, edits and approvals while maintaining approvals, exceptions and thresholds in RTP.
Telecom Website				✓			Consolidate data into the full state contracts list and design and implement the display of telecommunications contracts on the Telecomm Website.

5.4 Procurement System Integration with Enterprise Function Requirements

Single-Sign On/Identity The eProcurement system will be designed and implemented by the Contractor to provide single sign-on functions based on the State's Active Directory such that vendors access the system using their OAKS eSupplier account and State employees would access the system using their State userid. The system must provide the capability for Political Subdivisions to have direct access via an extension of Active directory to facilitate maintenance of these userids and onward access to the system.

Public Transparency The system must also provide capabilities that support State requirements for public access and procurement transparency. This includes public web access to Solicitations (active and closed), Contracts, and other purchasing transactions/information that the State is required to make transparent.

Mobile Access The Contractor will design and implement functions mobile enable (to the public and State worker) those requirements marked as "mobile enable" mobile adaptive and reflexive by including mobile access requirements such that these websites automatically sense and adjust onscreen content to be readable and usable on mobile devices and allow the State worker to complete the procurement workflows via a mobile device as applicable.

5.5 Future State Procurement Operating Environment and Systems Requirements

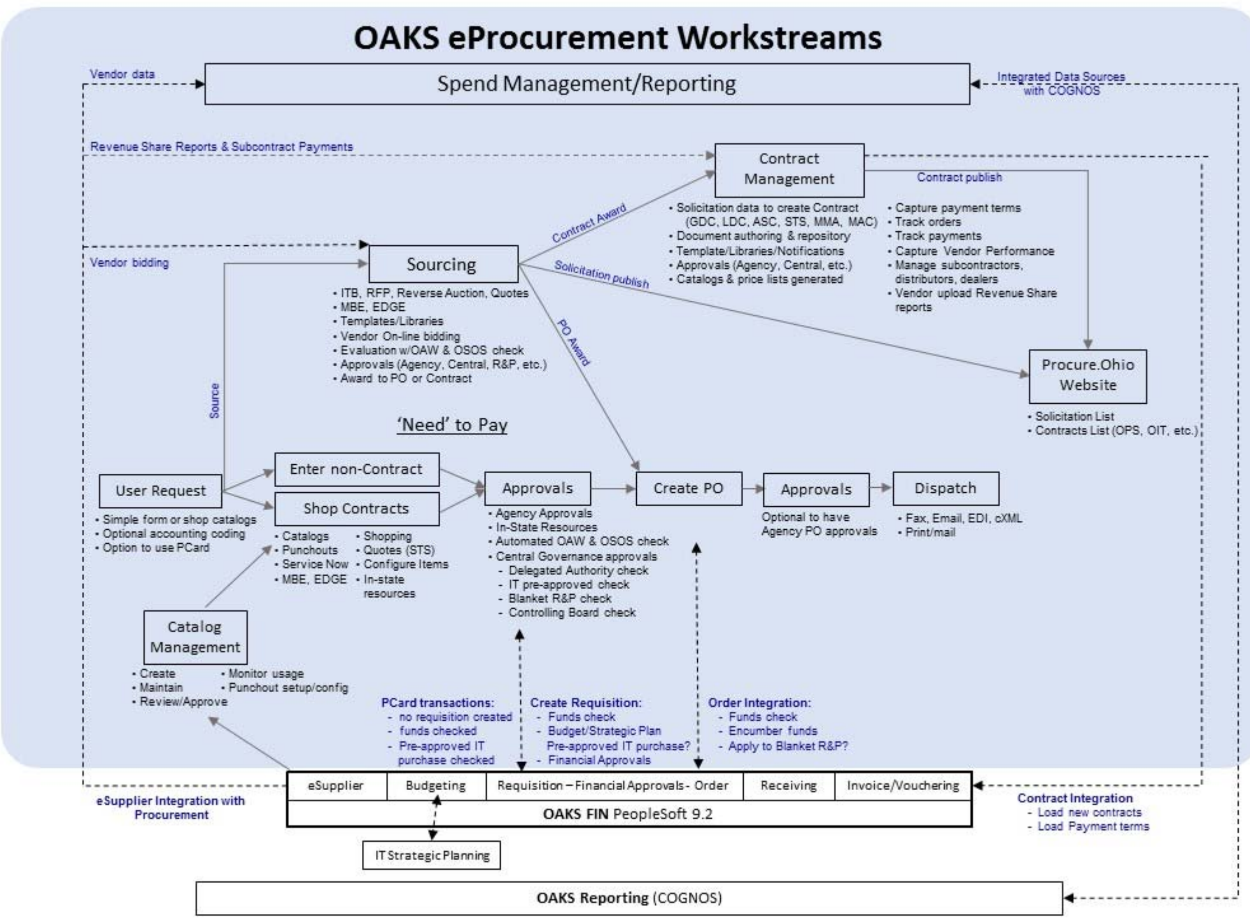
The State requires an integrated procurement operating environment that is designed and implemented inclusive of the management of user change management to utilize the new environment in the most effective and efficient manner possible given the context of the desired environment which must:

- Provide a common, easy experience for the State's buyers and suppliers;
- Consolidate and streamline procurement business processes;
- Provide a consistent and transparent procurement process;
- Provide governance and oversight early in the procurement process;
- Shorten end to end procurement cycle times;
- Increase purchasing power;
- Improve use of contracts;
- Lower the operating cost to conduct procurement;
- Lower the price paid for procured goods, services and solutions;
- Eliminate duplicate data entry and reduce data entry errors;

- Incorporate automated workflow to minimize or eliminate manual approvals;
- Reduce maintenance cost of third party software applications and supporting hardware;
- Improve integration with internal and external systems;
- Reduce manual efforts in data collection and reporting; and,
- Improve reporting capabilities and accuracy.

5.6 Logical Workstream Requirements

Logically this environment will be designed and implemented to result in the following workstream orientation using a combination of offeror proposed systems, system replacements, migration to PeopleSoft functions or integrated (as required by the State) with core OAKS functionality:



5.7 Functional Requirements and Matrix

The following functional requirements must be addressed by the offeror, and as Contractor, designed and implemented in the work. These requirements are organized by the procurement Workstreams listed below. Offerors must propose a solution that addresses requirements contained in all workstreams.

Proposed solutions do not have to be PeopleSoft components and may rely on 3rd Party software components, however the tools proposed must be implemented to integrate at the data, process and function level with all other eProcurement tools as required and with OAKS and other existing State systems as identified in the requirements.

Details of State existing and licensed OAKS PeopleSoft functionality has been provided in Supplement 0 of this RFP.

Grouping of Requirements:

- **Need to Pay** – end-user identification of a 'need', catalog shopping to drive spend to existing contracts, workflow to apply organization and Statewide business rules, on-line approvals, electronic order dispatch, receiving and integration with State finance system.
- **Catalog Capability** – buyer and vendor functionality to setup, review, approve, manage and maintain contract catalogs as hosted content or available by 'punching out' to the vendors website.
- **Vendor/Supplier Enablement** – integration with the State's eSupplier system to obtain all Vendor data needed by the eProcurement tools with the option for vendors to directly establish and maintain an account in the eProcurement system. Vendor access to and bid on sourcing events, receive orders and contract awards, load sales reports and subcontractor data
- **Sourcing/Bid Management** – creation of solicitations with templates and libraries (formal or informal, sealed or un-sealed, complex or simple), public posting, notification of vendors, evaluation bids/proposals and creation of the award. Integration with other eProcurement components automates the creation of Catalogs and Contracts.
- **Contract Management** – contract development, amendments and renewals with document authoring, templates and libraries, approvals, management of subcontractors, identification of dealers, loading vendor sales reports and capturing vendor performance. Integration with other eProcurement components to track/analyze contract usage. Integration with State finance system to track/analyze contract spend and provide contract data for financial management reporting.
- **Spend Management** – procurement data analytics, reporting and dashboard presentations across operation dimensions such as vendor classification, organizational elements and buying trends with the ability to 'drill down' to the transactional data for comprehensive analysis. Transparency supported with ability to design reports, charts and dashboards for public access.

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
Need to Pay Workstream		The Need to Pay components of the system provide functionality to automate the ordering process from the end-user identifying a 'need' through authorizing payment for the resulting order. Key components include catalog shopping to drive spend to existing contracts, intelligent workflow engine to apply organization and Statewide business rules, on-line approvals, electronic order dispatch, receiving, integration with State finance system, electronic invoicing, and 3-way match for payment authorization.												
EPROC-PRD-1	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the ability for users to submit requests for the purchase of goods and/or services with capabilities that meet both procurement and finance business needs with robust approval rules functionality	1. Required											
EPROC-PRD-2	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide access via role-based controls to authorize users to create Purchase Requests.	1. Required											
EPROC-PRD-3	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capabilities of both a system-assigned and state-established Purchase Request number format that ensures the identifier is unique and non-duplicated.	1. Required											
EPROC-PRD-4	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide configuration capability to allow the State to control whether a Purchase Request, and associated purchase orders, can include purchases for multiple Fiscal Years (must be within the same Biennium	1. Required											
EPROC-PRD-5	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality should provide the capability to establish a planning request that would be routed to the Strategic Planning group (e.g. OIT IT Planning) for review and pre-purchase approval. This planning would be coordinated with budget development and allow subsequent purchase requests associated with this pre-approved planning request to process forward without Planning group review/approval.	2. Preferred											
EPROC-PRD-6	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to create and approve Purchase Requests which will produce the purchase order(s) at a future date (e.g. next Fiscal Year) but within the biennium.	1. Required											
EPROC-PRD-7	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must allow for multiple Purchase Requests for like items to be easily identified and combined into a single Purchase Request.	1. Required											
EPROC-PRD-8	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to set up organization specific template Purchase Requests for use by end users.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PRD-9	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability for end users to set up template Purchase Requests for recurring purchases with the option to establish an automatic schedule to submit the Purchase Request for processing.	1. Required											
EPROC-PRD-10	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to include state standard and organization specific terms and conditions at the time of Purchase Request creation which will be carried forward to all resulting purchase orders.	1. Required											
EPROC-PRD-11	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to include standard specification text or attachments of any size or type based on commodity (UNSPSC) or other standard field values.	1. Required											
EPROC-PRD-12	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide capability to search for similar Purchase Requests and copy the information to a new transaction with the option to copy any attachments. Functionality should present the attachments available for copying and allow the user to select which to copy/include.	1. Required											
EPROC-PRD-13	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to attach documents of any type to the Purchase Request as a whole.	1. Required											
EPROC-PRD-14	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality should provide the capability to attach documents of any type to individual line items of a Purchase Request.	2. Preferred											
EPROC-PRD-15	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to distinguish an attachment as internal or to be sent to vendor.	1. Required											
EPROC-PRD-16	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to include comments at the header or line level with the ability to distinguish as internal, for State Agency use only (e.g. information regarding the purpose of the purchase and who signed off on the purchase) or to be sent to vendor (e.g. information about available hours when delivery can be accepted).	1. Required											
EPROC-PRD-17	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to have Statewide and organization specific 'user defined' Purchase Request fields at the header, line and accounting line levels including valid values and field attributes (e.g. required, optional, numeric format, date format) with appropriate field edits and user definable error/warning messages.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PRD-18	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to establish default values for all Purchase Request reference fields (system and user defined) at the user level.	1. Required											
EPROC-PRD-19	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to have ship to and bill to addresses at either the line level or the Purchase Request as a whole. Addresses would default from the user profile and could be changed.	1. Required											
EPROC-PRD-20	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to specify a delivery schedule (location, date, quantity, etc.) for line items with the ability to have different delivery dates for individual line items and the ability to specify multiple delivery dates for an individual line item.	1. Required											
EPROC-PRD-21	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to provide additional delivery instructions beyond the ship to address (e.g. specific delivery to person or special packaging requirements).	1. Required											
EPROC-PRD-22	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to select registered vendors or internal organizations (government entities providing goods or services) and select a specific fulfillment location.	1. Required											
EPROC-PRD-23	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to have multiple vendors on a Purchase Request and produce separate orders per vendor. Each order will include all items to a vendor even if they are from separate catalogs or contracts. For contracts each line item will include the associated contract number.	1. Required											
EPROC-PRD-24	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to include trade-in line item values (i.e. negative) for equipment currently owned by the state, but used as a trade-in for new equipment.	1. Required											
EPROC-PRD-25	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to include zero value line items.	1. Required											
EPROC-PRD-26	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to include shipping/freight/handling charges as a distinct value. This functionality should be configurable so it can be prohibited for specific Contracts.	1. Required											
EPROC-PRD-27	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality should provide the capability to process Purchase Requests either with or without taxes.	3. Optional											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PRD-28	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must be able to cancel or process changes to approved Purchase Requests as revisions to the original Purchase Request with an auditable history that documents all changes made to each version and who made the change. Changes are to be associated to the date they occurred (e.g. the amount of a decrease to a prior Fiscal Year order will be associated with the date the change order was issued). The system should provide notifications to approvers that the Purchase Request was changed/cancelled.	1. Required											
EPROC-PRD-29	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must maintain the complete history of changes to the Purchase Request.	1. Required											
EPROC-PRD-30	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide Purchase Request line item creation functionality utilizing catalogs, punch-out, contracts, direct entry of non-catalog items and by obtaining/selecting quotes from contract vendors (e.g. STS, services, SOW work, configurable products). Items selected from a catalog or referencing a contract will automatically populate line item fields. Users with appropriate privileges will be able to edit the pre-populated field values.	1. Required											
EPROC-PRD-31	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality should provide the capability to establish sub-line items to support kitting, bundling and configured product situations.	3. Optional											
EPROC-PRD-32	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to assign a UNSPSC code to each line item. UNSPSC code descriptions must not be allowed to be altered by users. This functionality should provide features to help insure that users pick an appropriate code (e.g. filter available codes to those that the selected vendor has registered for).	1. Required											
EPROC-PRD-33	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to establish chart of accounts structure and code values that include fields standardized across all state government entities and fields that are organization specific.	1. Required											
EPROC-PRD-34	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to load valid accounting code field values from the State's finance system and ensure that changes (new, revised, deleted) to code values are immediately available to all procurement activities.	1. Required											
EPROC-PRD-35	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to allow default accounting code field values to be established for individual users and for a group of users (i.e. buyer number 94 and agency number 300).	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PRD-36	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability for entry of chart of accounts values by line item or the Purchase Request as a whole including split accounting by percentage, dollar amount or quantity. Chart of account value entry on the Purchase Request as a whole must allow a user to enter the values one time for all line items rather than enter the values at the line item level for each line item. Available field values must be filtered so only values valid to the user are available for selection.	1. Required											
EPROC-PRD-37	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide the capability to allow entry of simplified code values (e.g. speed charts/codes) that automatically map and populate values into other accounting fields (e.g. Enter the Project ID that automatically populates fields for Budget Code and Grant Number based on the previously loaded/mapped data for that specific Project ID.)	1. Required											
EPROC-PRD-38	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality should provide field level controls to limit choices in one field depending on selection made in another field.	2. Preferred											
EPROC-PRD-39	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must use the State time zone standard for current date and time for Purchase Request development.	1. Required											
EPROC-PRD-40	Need to Pay / Purchase Request Development	The eProcurement Request Development functionality must provide a means to limit creation of backdated Purchase Requests to specific individuals who have been give the privileges to do so. This would support loading in-process transactions for system implementation and to capture any orders processed outside the system.	1. Required											
EPROC-WRK-1	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide robust workflow management allowing for organizational and state-level approval, oversight and governance rules. This includes Supervisor, Agency, Board and Commission level approvals. Functionality would be specific such that there would be no overlap between state-level and local government approval rules.	1. Required											
EPROC-WRK-2	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide flexible workflow business rules for Purchase Requests, purchase orders and change orders that allow for user specific, organization element specific, agency specific and state-wide specific business rules that are conditional based on multiple data elements in the Purchase Request. Rule capability must allow for multiple data triggers within the same rule to support complex situations such as dollar threshold limits for specific users or restrictions for specific contracts.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-WRK-3	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide business rules and controls to enforce the current Release and Permit approval process. Functionality would provide the ability to bypass approvals if the purchase was previously approved in either the Budget or Strategic Sourcing components of OAKS. Includes tracking/management of blanket Release and Permit use and automated approval routing to OPS or OIT based on any data element (e.g. UNSPSC code, Accounting code). OPS/OIT would have the option to approve, direct the Agency to conduct a specific type of sourcing event or OPS/OIT may elect to conduct a sourcing event on behalf of the Agency.	1. Required											
EPROC-WRK-4	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality should have the capability to allow Agencies, OPS or OIT to route procurements to the Controlling Board for approval. This should automate the existing process to the maximum extent possible.	2. Preferred											
EPROC-WRK-5	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must be able to allow the OPS, OIT and other DAS central authority purchasing groups to establish business rules to require their approval. The rule may be based on specific contracts, commodity or any other data element.	1. Required											
EPROC-WRK-6	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must include business rules that allow creation of required approval steps in the workflow with the ability for the rule to stipulate placement in the workflow with in-series or multi-path options.	1. Required											
EPROC-WRK-7	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide the capability to allow authorized users to create Purchase Requests, purchase orders and change orders that use alternate workflow business rules which may include fully by-passing workflow. For example, entry of confirming ('after the fact') purchases or emergency purchases.	1. Required											
EPROC-WRK-8	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide a means to define business rules that will route Purchase Requests, purchase orders and change orders to specific buyers or buyer groups based on data elements of the Purchase Request (e.g. UNSPSC code).	1. Required											
EPROC-WRK-9	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must allow approvers to be individual users or roles with assigned users. For Role based approvers, the system must record the individual that actually provided the approval and remove the pending approval from the accounts of other users in that Role.	1. Required											
EPROC-WRK-10	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must record who actually provided the approval and eliminate the pending approval action from the accounts of all other users in the same approval group.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-WRK-11	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must allow approvers to add comments and attachments (any size or type) when they are reviewing/approving the transaction.	1. Required											
EPROC-WRK-12	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality should provide approval configuration capability to allow Approvers to approve or deny individual line items with approved items going forward.	2. Preferred											
EPROC-WRK-13	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must allow authorized approvers to edit Purchase Requests, purchase orders and change orders and have business rules defined to evaluate changes to determine whether workflow needs to be re-started. The system should provide notifications to the requestor and any prior approver that changes were made to the Purchase Request.	1. Required											
EPROC-WRK-14	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide the ability for authorized users to bypass approval requirements or override denials/rejections to approve a Purchase Request or purchase order. The system must provide audit functionality to capture this action and a reason.	1. Required											
EPROC-WRK-15	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide visibility into Purchase Request and purchase order status and tracking by end users, managers and other authorized individual users.	1. Required											
EPROC-WRK-16	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide a display depicting the workflow generated for Purchase Requests and purchase orders, indication of users/roles assigned to approve each step, steps completed, and status with easy access to approval/denial details.	1. Required											
EPROC-WRK-17	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide email alerts and on-screen messages to the user when they access the system when their approval task becomes active with a link to the Purchase Request.	1. Required											
EPROC-WRK-18	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must include a system-based inbox of pending approval tasks.	1. Required											
EPROC-WRK-19	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must allow delegation of approval authority to a specific user for a limited timeframe.	1. Required											
EPROC-WRK-20	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must notify the approver if action is not taken within a defined time period.	1. Required											
EPROC-WRK-21	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must store a complete history of workflow actions executed regarding the Purchase Request or change order including initial and re-started workflow actions.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-WRK-22	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide users with the ability to withdraw Purchase Requests, purchase orders and change orders submitted for approval. The system should provide notifications to approvers for any completed approvals that the Purchase Request was withdrawn.	1. Required											
EPROC-WRK-23	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide users with the ability to change and re-submit denied Purchase Requests, purchase orders and change orders.	1. Required											
EPROC-WRK-24	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality must provide the capability to insert additional approvals (a.k.a. ad hoc approvers) at any point in the workflow as in-series or in parallel, to support situations such as product inspection/acceptance review or data entry review.	1. Required											
EPROC-WRK-25	Need to Pay / Workflow Management	The eProcurement Workflow Management functionality should escalate a task to other individual users or roles if the task is not completed within a defined time period.	2. Preferred											
EPROC-PO-1	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide automated purchase order or blanket order creation from approved Purchase Requests or by copying an existing order with capabilities that meet both procurement and finance business needs and upon approval provide for electronic delivery to vendors.	1. Required											
EPROC-PO-2	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must allow the creation of an order from a blanket order that copies all item detail including account coding with the ability to modify coding, ship to and bill to addresses.	1. Required											
EPROC-PO-3	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide role based controls to authorize users to create purchase orders, blanket orders and change orders.	1. Required											
EPROC-PO-4	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide the capability to define state and organizations specific purchase order templates and types.	1. Required											
EPROC-PO-5	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must have capabilities of both a system assigned and state established order number format using a unique identifier.	1. Required											
EPROC-PO-6	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must carry forward all information (quantities, description, unit price, extended price, attachments, relevant comments, etc.) to the Purchase Order. Data brought forward includes, at a minimum, line item fields, vendor data, UNSPSC codes, accounting codes, user defined field values, ship to/bill to addresses, delivery schedules and terms/conditions	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PO-7	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality should allow for multiple purchase orders of like items to the same vendor to be easily identified and combined into a single purchase order with configurable controls to determine whether this can occur across agencies or not.	2. Preferred											
EPROC-PO-8	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must have a means to attach or automatically include organization specific terms and conditions with each non-contract order generated. Orders associated with a contract will be governed by the terms and conditions specific to the contract.	1. Required											
EPROC-PO-9	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide the capability to have Statewide and organization specific 'user defined' purchase order fields at the header, line and accounting line level including valid values and field attributes (e.g. required, optional, numeric format, date format) with appropriate field edits and user definable error/warning messages.	1. Required											
EPROC-PO-10	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide the capability to establish default values for all purchase order reference fields (system and user defined) at user level. For example, for the Department ID for the user.	1. Required											
EPROC-PO-11	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide the capability to add attachments to the purchase order with the ability to distinguish an attachment as internal or to be sent to vendor.	1. Required											
EPROC-PO-12	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide the capability to include comments at the header or line level with the ability to distinguish as internal, for State Agency use only (e.g. information regarding the purpose of the purchase and who signed off on the purchase) or to be sent to vendor (e.g. information about available hours when delivery can be accepted).	1. Required											
EPROC-PO-13	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must have the capability to support printed versions of orders with state or organization specific document format (i.e. template) including the ability to print internal data such as accounting values. Printing can be done individually or in groups with the ability to reprint at any time. Pre-approved versions of the purchase order can be printed as 'draft' documents prior to approval or integration with the State financial system (OAKS).	1. Required											
EPROC-PO-14	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must have the capability to transmit approved orders to vendors electronically via Email, eFax, and electronic record transmission utilizing either EDI or cXML including comments and attachments.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PO-15	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must have the capability to print or email orders that have already been transmitted to the vendor.	1. Required											
EPROC-PO-16	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must be able to process change orders through revisions to the original purchase order to ensure with an auditable history that documents all changes made to each version. Changes are to be associated to the date they occurred (e.g. the amount of a decrease to a prior Fiscal Year order will be associated with the date the change order was issued). Including at minimum the following:	1. Required											
EPROC-PO-17	Need to Pay / Purchase Order Generation & Management	a. The eProcurement Purchase Order functionality must retain original orders with version numbers to track changes.	1. Required											
EPROC-PO-18	Need to Pay / Purchase Order Generation & Management	b. The eProcurement Purchase Order functionality must maintain complete change order history and provide the change order history in an easy to understand fashion so the vendor knows what has changed between versions of an order.	1. Required											
EPROC-PO-19	Need to Pay / Purchase Order Generation & Management	c. The eProcurement Purchase Order functionality must provide change orders with the same approval, print and electronic transmission capabilities as the original orders.	1. Required											
EPROC-PO-20	Need to Pay / Purchase Order Generation & Management	d. The eProcurement Purchase Order functionality must allow change orders to be created after partial receipts have been recorded against the order.	1. Required											
EPROC-PO-21	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality must provide users with the ability to cancel purchase orders or blanket orders. The system should provide notifications to approvers and the vendor that the purchase order was withdrawn/cancelled.	1. Required											
EPROC-PO-22	Need to Pay / Purchase Order Generation & Management	The eProcurement Purchase Order functionality should provide the ability for authorized users to automatically close open purchase orders and blanket orders based on specific criteria (e.g. Order dates are in a prior Fiscal Year).	3. Optional											
EPROC-PC-1	Need to Pay / Payment Card Integration	The eProcurement PCard functionality must provide the capability for use of purchase card (PCard) for payment to vendor for orders.	1. Required											
EPROC-PC-2	Need to Pay / Payment Card Integration	The eProcurement PCard functionality must provide for full compliance with PCI credit card industry standards for use, transmission, storage and handling of PCard related data. PCard numbers cannot be included on printed or faxed documents including purchase orders and contracts.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-PC-3	Need to Pay / Payment Card Integration	The eProcurement PCard functionality should allow for certain Purchase Request types, contracts and/or vendors to be flagged as unable to use PCard for payment.	2. Preferred											
EPROC-PC-4	Need to Pay / Payment Card Integration	The eProcurement PCard functionality should provide PCard management capabilities including establishing one or more PCards to a user profile, setting dollar limits with minimum and maximum thresholds, ability to temporarily increase limit, deactivating PCards and reviewing/monitoring PCard holder purchase activities. Access to the management functionality will be restricted to only authorized users.	2. Preferred											
EPROC-PC-5	Need to Pay / Payment Card Integration	The eProcurement PCard functionality should allow for use of virtual PCard accounts (i.e. "ghosted" PCards) by a user.	3. Optional											
EPROC-PC-6	Need to Pay / Payment Card Integration	The eProcurement PCard functionality should provide PCard management and reconciliation capabilities including, but not limited to, the following:	3. Optional											
EPROC-PC-7	Need to Pay / Payment Card Integration	a. Provide a user log capability to record non-purchase order PCard transactions;	3. Optional											
EPROC-PC-8	Need to Pay / Payment Card Integration	b. Provide the an automated utility to load the PCard bank file/tape into the system;	3. Optional											
EPROC-PC-9	Need to Pay / Payment Card Integration	c. Provide an automated reconciliation function that will match PCard bank transactions using intelligent rules (e.g. 1st pass based on purchase order number match; 2nd pass based on vendor and amount match);	3. Optional											
EPROC-PC-10	Need to Pay / Payment Card Integration	d. For unmatched transactions, provide an online function to allow the user to either manually match transactions to purchase orders or provide an explanation of the charges;	3. Optional											
EPROC-PC-11	Need to Pay / Payment Card Integration	e. Provide the capability to attach supporting documents to the reconciliation;	3. Optional											
EPROC-PC-12	Need to Pay / Payment Card Integration	f. For transactions matched to purchase orders, apply the accounting code values from the order to the reconciled bank transaction and allow the values to be edited;	3. Optional											
EPROC-PC-13	Need to Pay / Payment Card Integration	g. For unmatched transactions, default accounting code values from the PCard holders' profile and allow the values to be edited;	3. Optional											
EPROC-PC-14	Need to Pay / Payment Card Integration	h. Provide integration/interface with the State finance system (OAKS) budget/funds verification and encumber funds;	3. Optional											
EPROC-PC-15	Need to Pay / Payment Card Integration	i. Provide email notifications to PCard holders to alert them when the system is ready for them to reconcile the bank transactions;	3. Optional											
EPROC-PC-16	Need to Pay / Payment Card Integration	j. Maintain history records of reconciliation records for review, research and reporting;	3. Optional											
EPROC-PC-17	Need to Pay / Payment Card Integration	k. Provide workflow capability for reconciliation results to be reviewed and approved. Functionality should include email notifications to approvers; and	3. Optional											

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EPROC-PC-18	Need to Pay / Payment Card Integration	l. Provide the capability to identify a transaction as a fixed asset or 1099 reportable. This data would be available in the integration/interface with the State finance system.	3. Optional											
EPROC-RC-1	Need to Pay / Receiving	The eProcurement Receiving functionality must provide standard goods/service receiving capabilities.	1. Required											
EPROC-RC-2	Need to Pay / Receiving	The eProcurement Receiving functionality must provide notifications to alert responsible users when deliveries are due.	1. Required											
EPROC-RC-3	Need to Pay / Receiving	The eProcurement Receiving functionality must be role based controls to authorize users to create/enter receipts.	1. Required											
EPROC-RC-4	Need to Pay / Receiving	The eProcurement Receiving functionality must have capabilities of both a system assigned and state established receipt number format.	1. Required											
EPROC-RC-5	Need to Pay / Receiving	The eProcurement Receiving functionality must allow desktop (i.e. ordering person has ability to acknowledge receipt and acceptance of products directly) or central receiving (i.e. warehouse received products and acknowledges receipt and acceptance of products). The type of receiving (desktop/central) to be done for a purchase order will be set at either the user or organization level.	1. Required											
EPROC-RC-6	Need to Pay / Receiving	The eProcurement Receiving functionality must include the capability to provide full and partial receipt entry against orders at the line item and sub-line level.	1. Required											
EPROC-RC-7	Need to Pay / Receiving	The eProcurement Receiving functionality must have the ability to specify the amount received, amount rejected, and the capability to provide key information such as dates, comments, attachments and any hazardous material data.	1. Required											
EPROC-RC-8	Need to Pay / Receiving	The eProcurement Receiving functionality should have the ability to receive goods or services by quantity or dollars.	2. Preferred											
EPROC-RC-9	Need to Pay / Receiving	The eProcurement Receiving functionality should support receipt entry through the use of wireless devices.	3. Optional											
EPROC-RC-10	Need to Pay / Receiving	The eProcurement Receiving functionality must have an auditable method to correct receiving entry errors.	1. Required											
EPROC-RC-11	Need to Pay / Receiving	The eProcurement Receiving functionality should provide the ability to establish commodity based over-receiving tolerances by quantity, dollars or percentage at the organization level.	2. Preferred											
EPROC-RC-12	Need to Pay / Receiving	The eProcurement Receiving functionality should have the capability to capture additional data for fixed assets (e.g. serial number on a microscope).	2. Preferred											
EPROC-RC-13	Need to Pay / Receiving	The eProcurement Receiving functionality should have capability to capture assessment of quality of delivered goods/services from end user.	2. Preferred											
EPROC-RC-14	Need to Pay / Receiving	The eProcurement Receiving functionality should have the ability to track and log receiving information by vendor for vendor performance.	2. Preferred											

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Vendor/Supplier Enablement Workstream		The existing OAKS eSupplier application is planned to act as the 'front door' to do business with the State. All eProcurement tools will integrate to obtain Vendor data from eSupplier. As the 'front door', Vendors establish and maintain an account in eSupplier defining who they are and what they sell along with other key data elements needed by the State to procure from and pay the vendor. Vendors will use this account access all relevant eProcurement tools such as to bid on sourcing events, receive orders and contract awards, load sales reports and submit invoices electronically. The Vendor/Supplier Enablement requirements are for additional functionality that needs to be provided in addition to the existing OAKS eSupplier capabilities.												
EPROC-VDR-1	Vendor/Supplier Enablement	The Vendor Enablement functionality should provide the following automated verification capabilities:	2. Preferred											
EPROC-VDR-2	Vendor/Supplier Enablement	a. IRS TIN/Name;	3. Optional											
EPROC-VDR-3	Vendor/Supplier Enablement	b. Address validation (existence & USPS formatting);	2. Preferred											
EPROC-VDR-4	Vendor/Supplier Enablement	c. Email address validation;	2. Preferred											
EPROC-VDR-5	Vendor/Supplier Enablement	d. Phone & Fax number validation;	2. Preferred											
EPROC-VDR-6	Vendor/Supplier Enablement	e. Debarment status;	2. Preferred											
EPROC-VDR-7	Vendor/Supplier Enablement	f. Licensure with state;	3. Optional											
EPROC-VDR-8	Vendor/Supplier Enablement	g. EOD Affirmative Action and MBE registry and performance;	3. Optional											
EPROC-VDR-9	Vendor/Supplier Enablement	h. State Tax registry;	3. Optional											
EPROC-VDR-10	Vendor/Supplier Enablement	i. State Criminal History;	3. Optional											
EPROC-VDR-11	Vendor/Supplier Enablement	j. Federal Office of Foreign Assets Control's (OFAC) Specially Designated Nationals List; and	3. Optional											
EPROC-VDR-12	Vendor/Supplier Enablement	k. Ohio Secretary of State (OSOS) certification.	3. Optional											
EPROC-VDR-13	Vendor/Supplier Enablement	The Vendor Enablement functionality should provide the ability for a vendor to securely upload and store, as part of their profile, business defining documents such as Professional License and Insurance Certificates that may be needed to conduct business with the state.	2. Preferred											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-VDR-14	Vendor/Supplier Enablement	The Vendor Enablement functionality should have the ability to send electronic (eFax or Email) notification to vendors for renewal of vendor submittals based on expiration or other related dates (i.e., insurance, certifications, etc.).	3. Optional											
EPROC-VDR-15	Vendor/Supplier Enablement	The Vendor Enablement functionality vendor account must integrate with the OAKS eSupplier module to provide the vendor with a single point of access to transact with the State including but not limited to the ability to:	1. Required											
EPROC-VDR-16	Vendor/Supplier Enablement	a. retrieve and review awarded purchase orders;	1. Required											
EPROC-VDR-17	Vendor/Supplier Enablement	b. receive notifications of solicitation opportunities (new, amended and status updates including award) by Email, eFax or online account messaging;	1. Required											
EPROC-VDR-18	Vendor/Supplier Enablement	c. access solicitations and submit bids/proposals online through the account;	1. Required											
EPROC-VDR-19	Vendor/Supplier Enablement	d. retrieve and review awarded contracts;	1. Required											
EPROC-VDR-20	Vendor/Supplier Enablement	e. submit subcontracting plans/updates/payments to contracts;	2. Preferred											
EPROC-VDR-21	Vendor/Supplier Enablement	f. upload/submit sales report data;	2. Preferred											
EPROC-VDR-22	Vendor/Supplier Enablement	g. create, upload or submit invoices;	1. Required											
EPROC-VDR-23	Vendor/Supplier Enablement	h. access status updates on State processing of invoices and payments;	3. Optional											
EPROC-VDR-24	Vendor/Supplier Enablement	i. access to State historic purchasing data (solicitations, orders, contracts) for analysis (e.g. competitive market analysis, buying trends analysis, contact development); and	3. Optional											
EPROC-VDR-25	Vendor/Supplier Enablement	j. submit updated contract price lists and catalogs.	2. Preferred											
EPROC-VDR-26	Vendor/Supplier Enablement	The Vendor Enablement functionality must integrate with the State's eSupplier system to obtain vendor data needed to support all procurement processes.	1. Required											
EPROC-VDR-27	Vendor/Supplier Enablement	The Vendor Enablement functionality should interface with the State professional licensing system to provide current licensing data to the Sourcing and Contract modules of the system.	2. Preferred											
EPROC-VDR-28	Vendor/Supplier Enablement	The Vendor Enablement functionality must send a yearly reminder to the registered email on the vendor account requesting they log into the system and update their registration information, otherwise account is set to inactive.	1. Required											

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Sourcing/Bid Management Workstream		The Sourcing components of the system provide functionality to automate the entire bidding process for both the buyer and the vendor. All types of solicitations can be created leveraging standard templates and libraries. Formal or informal, sealed or un-sealed, complex or simple. Other key functionalities include public posting, notification of vendors, evaluation bids/proposals and making the award. Integration with other eProcurement tool automates the creation of Catalogs and Contracts. Integration with existing marketplace and future online centralized market place.												
EPROC-SRC-1	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide sourcing functionality to create, edit or cancel all types of solicitations to support basic to complex purchasing scenarios in a manner that is inclusive to all vendors, provides public access (transparency) and automates the entire process through award. At a minimum, the following solicitation types will be provided:	1. Required											
EPROC-SRC-2	Sourcing/Bid Management	a. Invitation to Bid (ITB);	1. Required											
EPROC-SRC-3	Sourcing/Bid Management	b. Request for Quotation (RFQ);	1. Required											
EPROC-SRC-4	Sourcing/Bid Management	c. Request for Proposal (RFP);	1. Required											
EPROC-SRC-5	Sourcing/Bid Management	d. Sole Source;	1. Required											
EPROC-SRC-6	Sourcing/Bid Management	e. Request for Information (RFI);	1. Required											
EPROC-SRC-7	Sourcing/Bid Management	f. Negotiated solicitations (e.g. BAFO - Best And Final Offer) with multiple rounds restricted to vendors qualified/invited to continue after review of initial bids/responses;	1. Required											
EPROC-SRC-8	Sourcing/Bid Management	g. Informal, simplified format for end-users to obtain quotes;	1. Required											
EPROC-SRC-9	Sourcing/Bid Management	h. Reverse Auction; and	2. Preferred											
EPROC-SRC-10	Sourcing/Bid Management	i. Surplus Auction.	3. Optional											
EPROC-SRC-11	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capabilities of both a system assigned and state established unique, non-duplicating solicitation number format.	1. Required											
EPROC-SRC-12	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to have Statewide and organization specific 'user defined' solicitation fields at the header and line levels including valid values and field attributes (e.g. required, optional, numeric format, date format) with appropriate field edits and user definable error/warning messages.	1. Required											

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EPROC-SRC-13	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must support the use of MS Office software in the creation of solicitations.	1. Required											
EPROC-SRC-14	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to create a solicitation by copying an existing solicitation. All data including attachments would be copied into the new solicitation.	1. Required											
EPROC-SRC-15	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability of temporarily or permanently re-assigning work within the defined organizational hierarchy.	1. Required											
EPROC-SRC-16	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for sourcing tool standards to be established at varying organizational levels to include, at a minimum, the following:	1. Required											
EPROC-SRC-17	Sourcing/Bid Management	a. solicitation templates;	1. Required											
EPROC-SRC-18	Sourcing/Bid Management	b. terms and conditions; and	1. Required											
EPROC-SRC-19	Sourcing/Bid Management	c. specifications with option to have associated attachments.	1. Required											
EPROC-SRC-20	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow a solicitation to be created without having a Purchase Request or Requisition in the system.	1. Required											
EPROC-SRC-21	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for a solicitation to be created from a Purchase Request with the ability for authorized users to combine multiple Purchase Requests into a single solicitation.	1. Required											
EPROC-SRC-22	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide workflow rules that can be established to route solicitation and awards for review/approval prior to being finalized. Examples of rule triggers include at a minimum user, dollar, and commodity. Approvals may be within the team, the State Agency, the Office of State Procurement Services, or the Office of Information Technology with the ability to override or reassign if the assigned approver is unavailable.	1. Required											
EPROC-SRC-23	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the ability to capture comments/journal entries that are appended to the procurement file throughout the process and retained as history.	1. Required											
EPROC-SRC-24	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to include attached documents (any size or type) to a solicitation with the ability to identify, by attachment, whether it is to be viewable by the public. The eProcurement Sourcing/Bid Management tool must be capable of publishing attachments with the solicitation in a manner that is easily accessible and downloadable.	1. Required											

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EPROC-SRC-25	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to include URL links to websites that provide additional/reference information in the solicitation.	1. Required											
EPROC-SRC-26	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to assign UNSPSC code references identifying the goods/services to be procured within the solicitation. The eProcurement Sourcing/Bid Management tool must be able to accommodate one or multiple codes for a given solicitation. The UNSPSC code descriptions must not be alterable by users.	1. Required											
EPROC-SRC-27	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must be designed to allow solicitations to be structured to support specific bidding scenarios including but not limited to item pricing, tiered pricing, discounts (amount or percentage) and services pricing as part of existing process. This must be designed to support a centralized marketplace that will be part of a future procurement project.	1. Required											
EPROC-SRC-28	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the ability to establish weighted scoring criteria, bid factors or bid factor groups for formal (RFPs and ITBs) and informal (RFQs) solicitations.	1. Required											
EPROC-SRC-29	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow the buyer to indicate whether alternate bids/proposals will be accepted.	1. Required											
EPROC-SRC-30	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must have the capability to automatically generate a vendor list for a solicitation based on the following criteria:	1. Required											
EPROC-SRC-31	Sourcing/Bid Management	a. registered vendors based on solicitation specific criteria including UNSPSC codes, delivery addresses, MBE, EDGE and other similar requirements;	1. Required											
EPROC-SRC-32	Sourcing/Bid Management	b. should include vendors with prior or active contracts/purchase orders (same UNSPSC codes);	2. Preferred											
EPROC-SRC-33	Sourcing/Bid Management	c. allow the user to include vendor list from a prior solicitation;	2. Preferred											
EPROC-SRC-34	Sourcing/Bid Management	d. authorized users could add or remove vendors, multiple at a time, from the list; and	2. Preferred											
EPROC-SRC-35	Sourcing/Bid Management	e. not have a limit on the number of vendors that will be on the list.	1. Required											
EPROC-SRC-36	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for un-registered vendors to be added to the generated vendor list by the buyer. The eProcurement Sourcing/Bid Management tool should allow for un-registered vendors to be added to the generated vendor list at any time during the solicitation process (even after release of the solicitation). Un-registered vendors should receive a system generated invitation to register.	1. Required											

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EPROC-SRC-37	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must maintain a vendor list document in the procurement file in a printable format for all vendors that have either been sent notification of the bid or that have expressed interest in the bid through entry of their information on the public bid website. The vendor list document must be accessible and printable or automatically emailed to the buyer.	1. Required											
EPROC-SRC-38	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow the buyer to set the solicitation closing date and time which can be revised by creating an amendment.	1. Required											
EPROC-SRC-39	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the official electronic procurement file for all sourcing event data, documents/attachments, modifications, buyer notes 'to file', evaluator comments and other official records/information meeting all Ohio Public Records laws and data retention and open records requirements.	1. Required											
EPROC-SRC-40	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should provide a means to make the electronic procurement file and attachments publicly viewable in a read-only format with the ability to exclude proprietary and confidential information/documents.	2. Preferred											
EPROC-SRC-41	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the ability for State users to search for open/closed solicitations using keyword, solicitation number, UNSPSC code, or other identifying element.	1. Required											
EPROC-SRC-42	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow the buyer to control publishing of the solicitation by setting a specific publish date and time that overrides any automatic system publishing of the solicitation. The publish function must post the solicitation and related attached documents to the state public bid website. The function will allow a user to publish on-behalf of another user.	1. Required											
EPROC-SRC-43	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool publish function must send electronic notifications (Email and eFax) to vendors in the vendor list.	1. Required											
EPROC-SRC-44	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide a state public bid website with open access to all open and closed solicitations. Postings must include detailed information of the entire life-cycle of the solicitation including solicitation details/documents, status updates, bid/proposal details/documents and award/no-award details/documents. Postings must not include proprietary, confidential or sensitive data. The Buyer must control when information will be posted.	1. Required											
EPROC-SRC-45	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability for the buyer to post an alert associated with a specific solicitation on the state public bid website.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-SRC-46	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the ability to allow vendors to access solicitations online through their system account.	1. Required											
EPROC-SRC-47	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the ability to allow vendors, Political Subdivisions or any individual to view solicitations and documents online as a public user from the State Procure.Ohio website.	1. Required											
EPROC-SRC-48	Sourcing/Bid Management	The system should provide the capability to gather basic vendor information (not require full registration) from any vendors attempting to download solicitation documents from the public website to add them to that solicitations' vendor list for future solicitation communications and notifications.	2. Preferred											
EPROC-SRC-49	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for the modification of a solicitation, as a new version, at any time prior to closing date and time. Modifications to the solicitation must be posted on the state public bid website and send electronic notifications (Email and eFax) to all vendors on the vendor list and any vendors that have already submitted bids/proposals. Modifications include changes to the close date/time or placing the solicitation in a 'hold' status.	1. Required											
EPROC-SRC-50	Sourcing/Bid Management	While solicitation is open, the eProcurement Sourcing/Bid Management tool must provide vendors the ability to submit questions/inquiries to the specified procurement opportunity.	1. Required											
EPROC-SRC-51	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to a 'cut off' point for vendor submission of questions (e.g. number of business days before close date/time or specifying a 'cut off' date and time for a specific solicitation).	1. Required											
EPROC-SRC-52	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide an email notification to the buyer anytime a question has been submitted by a vendor.	1. Required											
EPROC-SRC-53	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the buyer an ability to view and respond to questions.	1. Required											
EPROC-SRC-54	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should provide the ability for buyers to load an Excel file of questions and responses into the system as an alternative entry method.	3. Optional											
EPROC-SRC-55	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to post all questions and answers for public online viewing without disclosing the name/s of the vendor that submitted the inquiry.	1. Required											
EPROC-SRC-56	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for buyer identification of which questions and responses can be viewed online to allow screening of any inappropriate or duplicate questions.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-SRC-57	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow vendors to submit bid/proposal responses electronically with the following capabilities:	1. Required											
EPROC-SRC-58	Sourcing/Bid Management	a. bid/proposal responses must be held in a secure lockbox;	1. Required											
EPROC-SRC-59	Sourcing/Bid Management	b. bid/proposal responses to formal solicitations must be encrypted in the lockbox until the solicitation close date/time passes;	1. Required											
EPROC-SRC-60	Sourcing/Bid Management	c. while solicitation is still open, vendors must be able to withdraw or revise/resubmit their bid/proposal response;	1. Required											
EPROC-SRC-61	Sourcing/Bid Management	d. load a price list file as bid prices;	2. Preferred											
EPROC-SRC-62	Sourcing/Bid Management	e. vendors must be able to submit alternate bids/proposals that must be separate and distinct from response to solicitation, and must have ability to mark as alternate;	1. Required											
EPROC-SRC-63	Sourcing/Bid Management	f. vendor must be able to submit multiple attachments (any size or type) with their online bid/proposal;	1. Required											
EPROC-SRC-64	Sourcing/Bid Management	g. vendors must be able to submit a no-bid in its entirety or by line item;	1. Required											
EPROC-SRC-65	Sourcing/Bid Management	h. vendors must receive an electronic confirmation (Email or eFax) that their bid/proposal response, modification of their bid/proposal response, and cancellation of a bid/proposal response was received by the system; and	1. Required											
EPROC-SRC-66	Sourcing/Bid Management	i. vendor contacts must be captured.	1. Required											
EPROC-SRC-67	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow the buyer to require vendors to submit proposals outside of the system, in hard copy or other format.	1. Required											
EPROC-SRC-68	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must date and time stamp the receipt of each bid/proposal. If a bid/proposal response is resubmitted, the new receipt date and time stamp shall be applied.	1. Required											
EPROC-SRC-69	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the State the ability to enter any vendor submitted paper bids/responses into the system in a manner similar to a vendor submitted electronic bids/responses.	1. Required											
EPROC-SRC-70	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must limit access to vendor bids/responses and associated evaluation materials, at a minimum, to the buyer, the buyer's management, and staff denoted as evaluation panel members.	1. Required											
EPROC-SRC-71	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability for online evaluation of bid/proposal responses, with the following functionality:	1. Required											

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EPROC-SRC-72	Sourcing/Bid Management	a. Ability to review and compare submissions by vendor, line item, and grand total including comparison of negotiated (BAFO) submissions;	1. Required											
EPROC-SRC-73	Sourcing/Bid Management	b. Ability to review and compare proposals by vendor and score;	1. Required											
EPROC-SRC-74	Sourcing/Bid Management	c. Ability to have the system hide the name of the vendors.	2. Preferred											
EPROC-SRC-75	Sourcing/Bid Management	d. Ability to compare subcontract data across vendor responses;	2. Preferred											
EPROC-SRC-76	Sourcing/Bid Management	e. Automated bid/score evaluation functionality to provide buyer initial analysis results;	2. Preferred											
EPROC-SRC-77	Sourcing/Bid Management	f. Bid/score data should be capable of being exported;	3. Optional											
EPROC-SRC-78	Sourcing/Bid Management	g. Buyer should have the ability to attach documents to the evaluation;	2. Preferred											
EPROC-SRC-79	Sourcing/Bid Management	h. Buyer must have the ability to publish bid/proposals responses received to the state public bid website. Buyer should have the ability to set when a response is viewable and determine what information is published and what information is held 'private' including the ability to include specific attachments and hide names of the vendor;	1. Required											
EPROC-SRC-80	Sourcing/Bid Management	i. Ability to define and apply bid preferences (e.g. Ohio companies); and	1. Required											
EPROC-SRC-81	Sourcing/Bid Management	j. Apply bid preferences to Reverse Auction bids as they are received and presented to the user.	1. Required											
EPROC-SRC-82	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should provide secure online collaboration/messaging functionality between the buyer and vendor during evaluation or negotiation which is captured as part of the official electronic file.	2. Preferred											
EPROC-SRC-83	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide notes and attachment capabilities to allow the buyer to record/capture communications they have with a vendor regarding a solicitation.	1. Required											
EPROC-SRC-84	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the ability for evaluation panel members to enter scores, notes, comments, and attachments (any size or type) online for buyer review.	1. Required											
EPROC-SRC-85	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should provide an online collaboration or meeting function to allow evaluation panel members to communicate remotely as a group.	3. Optional											
EPROC-SRC-86	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for the development of an award recommendation that can be routed for review and approval utilizing the system workflow functionality.	1. Required											

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EPROC-SRC-87	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should notify the buyer after each award approval action occurs.	2. Preferred											
EPROC-SRC-88	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide the capability to create an award from the evaluated solicitation including at a minimum the ability:	1. Required											
EPROC-SRC-89	Sourcing/Bid Management	a. to award to one or more vendors by line item category and total award.	1. Required											
EPROC-SRC-90	Sourcing/Bid Management	b. to award in the form of a contract or purchase order that is generated from the solicitation and associated bid/proposal information.	1. Required											
EPROC-SRC-91	Sourcing/Bid Management	c. to post award results to the state public bid website. User must have the ability to control when the posting will occur and decide what information is posted including the option to include specific attachments.	1. Required											
EPROC-SRC-92	Sourcing/Bid Management	d. send an award notification (email or efax) to the vendor.	1. Required											
EPROC-SRC-93	Sourcing/Bid Management	e. generate notification letters to vendors whose bid/proposal has been determined to be disqualified for not meeting mandatory and/or minimum requirements set forth in the solicitation.	3. Optional											
EPROC-SRC-94	Sourcing/Bid Management	f. send non-award notification to vendors that submitted a bid/proposal but were not selected for award generate DQ letters or non-award	2. Preferred											
EPROC-SRC-95	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow for non-award of a bid or solicitation. Non-Award may be for a single line or for the entirety of the bid/solicitation.	1. Required											
EPROC-SRC-96	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must allow a user to post notice to the state public bid website indicating cancellation of a bid or solicitation and provide information regarding any future rebid plans. The user must be able to control when the notice will be posted.	1. Required											
EPROC-SRC-97	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must lock any bids/proposals received when a bid or solicitation is cancelled before it's close date/time.	1. Required											
EPROC-SRC-98	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should provide document repository capabilities to allow for the upload of documents related to the procurement file and award (e.g. proof of advertising for bid and protest requests and outcomes).	2. Preferred											
EPROC-SRC-99	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool should provide email alerts and on-screen messages to the user when they access the system to alert the user when there are issues or actions to be taken on a solicitation.	3. Optional											
EPROC-SRC-100	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must provide alerts or system messages to the user when they attempt to bid on a set-aside solicitation and they are not a certified MBE.	1. Required											

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EPROC-SRC-101	Sourcing/Bid Management	The eProcurement Sourcing/Bid Management tool must a means to track work OIT and OPS procurement offices perform for Agencies with the ability to set service fee rates and calculate billable amounts. Billable amounts would be interfaced to OAKS financial for invoicing to Agencies.	1. Required											
Contract Management Workstream		The Contract Management components of the system encompass all aspects of contract development, tracking and administration. Contract document authoring is automated through templates and libraries to provide consistency across the organization. Workflow functionality provides oversight by automating the review and approval processes. Key contract administration functions address management of subcontractors, identification of dealers, vendor sales reports, vendor performance as well as amendments and renewals. This component of the system will replace the State's current OMNICOM and Contract Tracking systems with conversion of the data from those systems.												
EPROC-CNT-1	Contract Management	The eProcurement Contract Management tool must be capable of creating a contract from a selected bid/proposal on a solicitation, bringing forward vendor information, scope, terms and conditions, mutually agreed RFP changes/revisions and pricing detail information.	1. Required											
EPROC-CNT-2	Contract Management	The eProcurement Contract Management tool should be capable of loading an external price list to a contract as line items. This capability should include the ability to load updated price list files as well.	2. Preferred											
EPROC-CNT-3	Contract Management	The eProcurement Contract Management tool must allow for creation of a contract through direct entry, without an associated solicitation in the system, including all updates, amendments and renewals.	1. Required											
EPROC-CNT-4	Contract Management	The eProcurement Contract Management tool should provide the capability to establish and manage grant contracts.	2. Preferred											
EPROC-CNT-5	Contract Management	The eProcurement Contract Management tool must provide the capability to establish the contract award value, award date, period of performance (dates), expiration dates (current, original and maximum) and renewal periods defined as dates or renewal periods that are user defined (e.g. months, years, multi-year).	1. Required											
EPROC-CNT-6	Contract Management	The eProcurement Contract Management tool must have capabilities of both a unique system-assigned and state-established contract number format.	1. Required											

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EPROC-CNT-7	Contract Management	The eProcurement Contract Management tool must provide document authoring capabilities with the ability to establish format templates that are used to generate official contract documents (e.g. Final contract, Supplement documents, renewals, allow formatting changes and include document management capabilities to 'check-in' and 'check-out' documents as changes are needed.	1. Required											
EPROC-CNT-8	Contract Management	The eProcurement Contract Management tool must support the use of MS Office software in the creation of contracts.	1. Required											
EPROC-CNT-9	Contract Management	The eProcurement Contract Management tool must provide workflow/business rules and notifications for review/approval of contracts, modifications and renewals prior to finalization.	1. Required											
EPROC-CNT-10	Contract Management	The eProcurement Contract Management tool should allow for the ability to establish contracts for a pool of vendors that receive and respond to user statements of work (SOW). Upon acceptance of vendor response, the system should be able to track individual SOW performance requirements and associated payments. Example - Job Order Contracting (JOC) or Task Orders	2. Preferred											
EPROC-CNT-11	Contract Management	The eProcurement Contract Management tool should provide the capability to define performance milestones that include scope description, dates, completion criteria and payment value amounts.	2. Preferred											
EPROC-CNT-12	Contract Management	The eProcurement Contract Management tool should provide the capability to enter payment retainage, withholding and retention amounts with descriptions, and amounts set as percentages or dollar values that are withheld until final approval of contract deliverables.	2. Preferred											
EPROC-CNT-13	Contract Management	The eProcurement Contract Management tool must provide the capability to enter payment type (fixed price, progress payment, etc.) and terms/discounts that can be made available to the finance system for A/P processing.	1. Required											
EPROC-CNT-14	Contract Management	The eProcurement Contract Management tool must allow attachment of any size or type of document and designate them as proprietary/confidential, for internal use only or as a public document.	1. Required											
EPROC-CNT-15	Contract Management	The eProcurement Contract Management tool must provide the ability to obtain awarded vendor data from the vendors account and enter additional contact information for the contract such as project manager, contract manager, etc.	1. Required											
EPROC-CNT-16	Contract Management	The eProcurement Contract Management tool must have edits to prevent backdated (prior to current date) contract effective dates. An 'override' capability must be available, requiring special Role assignment, to address exception situations and the initial entry of existing Contracts into the system as part of system implementation.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-CNT-17	Contract Management	The eProcurement Contract Management tool must provide the capability to designate a contract as Mandatory, Optional, Limited or MBE Set Aside. Limited use must include ability to identify which organizations can use the contracts. Must also be able to set spend limits for each contract as a minimum per order spend limit and a maximum total contract spend limit.	1. Required											
EPROC-CNT-18	Contract Management	The eProcurement Contract Management tool must provide the capability to establish specified default coding values (i.e. project, grant, vendor codes, line item codes, organization/agency codes, UNSPSC codes, etc.) to be used with orders from the contracts.	1. Required											
EPROC-CNT-19	Contract Management	The eProcurement Contract Management tool must provide the capability to establish reminders/ticklers for a contract with dates and multiple notification triggers (days) for each reminder/tickler at which time the system sends email notifications to a specified list of individual users. Examples include expiration and/or renewal of insurance, bonds, licenses and contracts.	1. Required											
EPROC-CNT-20	Contract Management	The eProcurement Contract Management tool should provide a means to capture subcontractor or reseller/dealer detailed information including scope and value of the products/services to be provided as either amount or percentage and allow attachment of associated documents (any size or type). For dealers situations the system should provide a means to identify a default location that the system will automatically populate on Purchase Requests.	2. Preferred											
EPROC-CNT-21	Contract Management	The eProcurement Contract Management tool should provide a means for vendors to submit/load subcontractor payments associated with a specific contract.	2. Preferred											
EPROC-CNT-22	Contract Management	The eProcurement Contract Management tool should provide a means for Political Subdivisions to submit/load spend data associated with a specific contract.	2. Preferred											
EPROC-CNT-23	Contract Management	The eProcurement Contract Management tool should provide the state the ability to identify the MBE and EDGE participation percentages awarded to the contractor, and each subcontractor per contract.	2. Preferred											
EPROC-CNT-24	Contract Management	The eProcurement Contract Management tool must provide the capability to identify one or more contract administrators for a contract.	1. Required											
EPROC-CNT-25	Contract Management	The eProcurement Contract Management tool should provide electronic signature functionality using secure system login credentials for both vendor and state signatory.	2. Preferred											
EPROC-CNT-26	Contract Management	The eProcurement Contract Management tool must provide the ability to allow vendors to retrieve and access their contracts online through their system account. Access would be read-only except for data updates the vendor is required to provide such as revenue share reports and subcontract payments.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-CNT-27	Contract Management	The eProcurement Contract Management tool must provide the official electronic procurement file for all contract data, documents/attachments, modifications, vendor performance, buyer notes 'to file' and other official records/information meeting all Ohio Public Records laws and state data retention and open record requirements.	1. Required											
EPROC-CNT-28	Contract Management	The eProcurement Contract Management tool should provide a means to make the electronic procurement file publicly viewable in a read-only format with the ability to exclude or redact proprietary and confidential information/documents.	2. Preferred											
EPROC-CNT-29	Contract Management	The eProcurement Contract Management tool must provide the ability for State users to search contracts based on multiple keywords, contract number, vendor, index number, UNSPSC code, category and other contract data elements to locate appropriate contract(s).	1. Required											
EPROC-CNT-30	Contract Management	The eProcurement Contract Management tool must provide the capability to issue contract modifications (amend, extend, suspend, cancel, and terminate).	1. Required											
EPROC-CNT-31	Contract Management	The eProcurement Contract Management tool must provide a full history of all prior contract modifications/amendments that have been issued.	1. Required											
EPROC-CNT-32	Contract Management	The eProcurement Contract Management tool must provide a state public contracts website with open access to contract details and documents. The list of contracts including both active and expired contracts and must be searchable with the option to present all active contracts or contracts issued by an individual organization/agency. Contracts and contract documents will automatically be removed from the list once they pass their expiration date. Additional search criteria/capabilities at a minimum should include: • supplier name; • contract number; • contract type; • commodity/category; • MBE; • EDGE; • date range; • agency; • buyer/contract officer; and • reference fields that the State has added to the Contract (e.g. Index Number).	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-CNT-33	Contract Management	The eProcurement Contract Management tool must provide the capability for the buyer or authorized user to control when approved contracts and any modifications are published to state website and control which details and documents to be published.	1. Required											
EPROC-CNT-34	Contract Management	The eProcurement Contract Management tool must provide the capability for the buyer to post an alert associated with a specific contract on the state website to communicate situations such as a renewal is being processed.	1. Required											
EPROC-CNT-35	Contract Management	The eProcurement Contract Management tool should provide email alerts and on-screen messages to the user when they access the system to alert the user when contracts are modified to exceed certain thresholds.	3. Optional											
EPROC-CNT-36	Contract Management	The eProcurement Contract Management tool must provide email alerts and on-screen messages to the users when they access the system to alert the user when contracts are approaching expiration/renewal. Alert timeframe must be assignable by staff based on the contracts.	1. Required											
EPROC-CNT-37	Contract Management	The eProcurement Contract Management tool should provide the ability to flag a contract as an MBE set-aside and capture the MBE set-aside on all purchase orders issued against the contract.	1. Required											
EPROC-CNT-38	Contract Management	The eProcurement Contract Management tool must track orders placed against the contracts and provide access to this information from the contract administration functions.	1. Required											
EPROC-CNT-39	Contract Management	The eProcurement Contract Management tool should provide vendors the capability to load/submit contract revenue share/sales reports and/or usage data through their system account.	2. Preferred											
EPROC-CNT-40	Contract Management	The eProcurement Contract Management tool should have the capability to calculate, track and monitor any revenue share fee assessed to a contract. Each contract may have a different revenue share fee percentage. This would include having the capability to compare vendor reported sales data to vouchered spend.	2. Preferred											
EPROC-CNT-41	Contract Management	The eProcurement Contract Management tool should provide the ability to flag contract as needing to be reviewed and/or monitored by a project management and/or project quality office.	3. Optional											
EPROC-CNT-42	Contract Management	The eProcurement Contract Management tool must capture supplier performance data including, but not limited to, the following:	1. Required											
EPROC-CNT-43	Contract Management	a. on-time delivery based on order need by vs. receipt dates;	1. Required											
EPROC-CNT-44	Contract Management	b. order accuracy based on ordered vs. received/rejected quantities;	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-CNT-45	Contract Management	c. pricing accuracy based on order vs. invoice prices;	1. Required											
EPROC-CNT-46	Contract Management	d. contract milestone completion;	1. Required											
EPROC-CNT-47	Contract Management	e. customer surveys;	1. Required											
EPROC-CNT-48	Contract Management	f. capture/storage of any performance complaint reports; and	1. Required											
EPROC-CNT-49	Contract Management	g. SLAs and associated damages.	2. Preferred											
EPROC-CNT-50	Contract Management	The eProcurement Contract Management tool must be able to integrate/interface with the State finance system to provide:	1. Required											
EPROC-CNT-51	Contract Management	a. ability to create encumbrances;	1. Required											
EPROC-CNT-52	Contract Management	b. ability to track payments against the contract;	1. Required											
EPROC-CNT-53	Contract Management	c. ability to verify budget/funds;	1. Required											
EPROC-CNT-54	Contract Management	d. ability to track offset for failed SLA.	3. Optional											
EPROC-CNT-55	Contract Management	The eProcurement Contract Management tool should provide a contract dashboard to monitor an organization's contract portfolio with visibility into expiring contracts, new contracts, renewed contracts, etc.	2. Preferred											
EPROC-CNT-56	Contract Management	The eProcurement Contract Management tool must provide a means to track work by OIT and OPS procurement offices performed for Agencies with the ability to set service fee rates and calculate billable amounts. Billable amounts would be interfaced to OAKS financial for invoicing to Agencies.	1. Required											
Spend Management Workstream		Spend Management components of the system provide robust data analytics and reporting to allow the organization to strategically assess spend for more effective sourcing and contracting. These tools also provide the means to assess spend across operation dimensions such as vendor classification, organizational elements and buying trends. Reporting is presented interactive charts and dashboards with the ability to 'drill down' to the transactional data for comprehensive analysis. Transparency is also a key feature to this component as reports, charts and dashboards can be designed for public access.												
EPROC-SMG-1	Spend Management	The eProcurement Spend Management tool must have analytic reporting capabilities that provide the state with the ability to analyze spend, purchase transactions and procurement actions to assess performance across a variety of objectives and attributes including spend management, operations, geographic, commodity, compliance, organizational and socio-economic.	1. Required											
EPROC-SMG-2	Spend Management	The eProcurement Spend Management tool must provide reporting capabilities that allow for user specified selection criteria and the ability to produce reports by any level of the organization.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-SMG-3	Spend Management	The eProcurement Spend Management tool must provide browser based reporting and query capabilities, with role-based data access rights to all state users.	1. Required											
EPROC-SMG-4	Spend Management	The eProcurement Spend Management tool must provide data extract and export functionality in common formats (i.e., PDF, Spreadsheet, and Flat file).	1. Required											
EPROC-SMG-5	Spend Management	The eProcurement Spend Management tool must provide standard ("canned") reports that include, but are not limited to, the following: (Note: unless specified otherwise, reported spend is to include PCard spend). Proposals must include a list with examples of these reports.	1. Required											
EPROC-SMG-6	Spend Management	a. Purchase Requests;	1. Required											
EPROC-SMG-7	Spend Management	b. Purchase Orders and Blanket Orders;	1. Required											
EPROC-SMG-8	Spend Management	c. Contract Expiration;	1. Required											
EPROC-SMG-9	Spend Management	d. Category and Commodity Spend Analysis;	1. Required											
EPROC-SMG-10	Spend Management	e. Catalog Use Analysis;	3. Optional											
EPROC-SMG-11	Spend Management	f. Agency Spend;	1. Required											
EPROC-SMG-12	Spend Management	g. Contract Modifications/Exception Reporting;	1. Required											
EPROC-SMG-13	Spend Management	h. Active Bids;	2. Preferred											
EPROC-SMG-14	Spend Management	i. Bid Responses by Vendor;	2. Preferred											
EPROC-SMG-15	Spend Management	j. Contracts and Orders by Vendor and Vendor type (e.g. MBE, CRP);	1. Required											
EPROC-SMG-16	Spend Management	k. Bid and Contract Status;	1. Required											
EPROC-SMG-17	Spend Management	l. Workload and Operations Analysis, includes tracking procurement activities and performance metrics;	1. Required											
EPROC-SMG-18	Spend Management	m. MBE & EDGE vendor participation and spend in Solicitations, Contracts and Orders by organization (Agency, OPS, OIT, etc.); and	1. Required											
EPROC-SMG-19	Spend Management	n. MBE set-aside spend tracking and percentage calculation for Contracts and Orders by organization (Agency, OPS, OIT, etc.); and	2. Preferred											
EPROC-SMG-20	Spend Management	o. Vendor Spend with ability to view PCard and non-PCard values separately; and	1. Required											
EPROC-SMG-21	Spend Management	p. PCard Spend Analysis.	1. Required											
EPROC-SMG-22	Spend Management	The eProcurement Spend Management tool must provide users with an ad hoc report development tool that allows the creation of personalized reports that can also be shared with other users or published for broader use.	1. Required											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-SMG-23	Spend Management	The eProcurement Spend Management tool's reporting tools must have access to all transaction and reference data in the system including data associated with the following:	1. Required											
EPROC-SMG-24	Spend Management	a. Purchase Requests and Approvals;	1. Required											
EPROC-SMG-25	Spend Management	b. Orders and change orders;	1. Required											
EPROC-SMG-26	Spend Management	c. Vendor accounts;	1. Required											
EPROC-SMG-27	Spend Management	d. Solicitations and associated attached documents, bidders list, bidder/offeror responses, evaluations/scoring, awards;	1. Required											
EPROC-SMG-28	Spend Management	e. Contract usage (orders, payments), contract data, amendments, attached documents, and vendor spend/performance and other contract administration information;	1. Required											
EPROC-SMG-29	Spend Management	f. Invoices; and	1. Required											
EPROC-SMG-30	Spend Management	g. Reference data associated with above data such as Procurement Types, MBE and EDGE types, UNSPSC codes, Chart of Accounts, Organizational-hierarchies, Vendor hierarchies (e.g. corporate affiliations, parent-child across tax ids).	1. Required											
EPROC-SMG-31	Spend Management	The eProcurement Spend Management tool's reporting tool must be able to export, interface or integrate data to the State's existing Enterprise Data Warehouse (EDW) or COGNOS reporting tool.	1. Required											
EPROC-SMG-32	Spend Management	The eProcurement Spend Management tool should have the ability to layer reports with drill down functionality to access detailed data from higher level report results.	2. Preferred											
EPROC-SMG-33	Spend Management	The eProcurement Spend Management tool must have the capability to present reports results in tabular, graphical and dashboard formats.	1. Required											
EPROC-SMG-34	Spend Management	The eProcurement Spend Management tool should have the capability to publish reports on any state entity internal or public website as pre-run report results or as reports that can be run on demand with user selection/filter criteria.	2. Preferred											
EPROC-SMG-35	Spend Management	The eProcurement Spend Management tool should have the capability to incorporate federal reporting requirements in standard report formats with the ability to have electronic submission of final reports to appropriate federal entity.	2. Preferred											
EPROC-SMG-36	Spend Management	The eProcurement Spend Management tool's reporting tools should have the capability to access data external to the eProcurement Spend Management tool for more comprehensive reporting (e.g. State's EDW, inventory system on-hand balances, ERP approval process data, alternate data rollup data such as Legislative Districts, payments, etc.)	2. Preferred											

No.	Requirement Area	Requirement	Priority	Offeror Proposed Tool/Solution	Out of the Box	Configuration Item	Customization Item	Extension/ Interface	Other	Low	Medium	High	Extreme	Offeror Comments
EPROC-SMG-37	Spend Management	The eProcurement Spend Management tool should provide the ability to establish analytic and reporting taxonomies other than coding captured on transactions (e.g. UNSPSC code) and provide functionality to establish business rules to categorize data (e.g. spend) to these taxonomies. These taxonomies would be available for use with all system reporting functionalities.	2. Preferred											
EPROC-SMG-38	Spend Management	The eProcurement Spend Management tool should provide the capability to produce report of PCard transactions at the vendor level (Requests/Purchase Requests, Purchase Orders and Bank transactions).	3. Optional											

5.8 Integration and Data Conversion Requirements

This section provides a comprehensive list of the State's integration and data conversion requirements that must be designed and implemented with the eProcurement tools/system. Offerors must address the requirements that are relevant to the eProcurement tool/system being proposed. Offerors must also include specific details on the technology and approach that will be implemented for the State.

#	Requirement	Priority	Offeror Proposed Tool/Solution
EPROC-IIC-1	eProcurement tools proposed for a Workstream must fully integrate with other eProcurement Workstream tools. At a minimum must be designed and implemented to include:	1. Required	
EPROC-IIC-3	a. Procurement requests must integrate to the Sourcing/Bid Management tool;	1. Required	
EPROC-IIC-4	b. Solicitations, bid evaluations and award notices must integrate to post on the State Procure.Ohio website;	1. Required	
EPROC-IIC-5	c. Solicitation awards must integrate to generate Contracts in the Contract Management tool and associated Purchase Orders in the Need to Pay tool;	1. Required	
EPROC-IIC-6	d. Contract Management must integrate to post on the State Procure.Ohio website;	1. Required	
EPROC-IIC-7	e. Spend Management/Reporting must integrate with the State reporting tool, COGNOS; and	1. Required	
EPROC-IIC-8	f. All eProcurement tools must integrate with the State eSupplier module of OAKS to access vendor data and, if as required, provide State vendor access to eProcurement functionality.	1. Required	
EPROC-IIC-9	The eProcurement Need to Pay tools must provide data integration with the OAKS Financial system as necessary to support, at a minimum, the following:	1. Required	
EPROC-IIC-10	a. Requisition creation;	1. Required	
EPROC-IIC-11	b. Funds/budget availability checking;	1. Required	
EPROC-IIC-12	c. Inventory update and checking (e.g. determine if items are available in inventory);	2. Preferred	
EPROC-IIC-13	d. IT procurement pre-approval checking, through integration with OAKS FIN and it's association with ALPS;	1. Required	
EPROC-IIC-14	e. Chart of Accounts validation and code updates;	1. Required	
EPROC-IIC-15	f. Generating pre-encumbrances and changes to pre-encumbrances;	1. Required	
EPROC-IIC-16	g. Financial approvals;	1. Required	
EPROC-IIC-17	h. Purchase Order creation;	1. Required	
EPROC-IIC-18	i. Relieving pre-encumbrances and generating encumbrances and changes to encumbrances;	2. Preferred	
EPROC-IIC-19	j. Receiving captured in eProcurement, including Fixed Asset data;	1. Required	
EPROC-IIC-20	k. Status data on procurement and financial transactions;	3. Optional	
EPROC-IIC-21	l. Capability to enable the integration functionality by Agency/Organization; and	2. Preferred	
EPROC-IIC-22	m. Capability for authorized users to override integration of a specific transaction for situations such as capture of an 'after the fact' order that has already been paid.	3. Optional	
EPROC-IIC-23	The eProcurement Need to Pay tools must provide data integration with the OAKS eSupplier system to, at a minimum, provide access to current vendor data/information required by the tools.	1. Required	
EPROC-IIC-24	The eProcurement Need to Pay Purchase Order functionality must interface, integrate or export order information to other State systems including inventory management system and other systems that rely upon order information.	1. Required	
EPROC-IIC-25	The eProcurement Need to Pay tools must provide data integration with the Ohio ServiceNow system to, at a minimum, allow users to support submission and approval of requests/orders against OIT services and Telecommunications contracts.	2. Preferred	
EPROC-IIC-26	The eProcurement Need to Pay tools must provide data integration with the Ohio Auditor Findings system to, at a minimum, validate vendors as part of Purchase Request and Purchase Order processing process.	3. Optional	
EPROC-IIC-27	The eProcurement Need to Pay tools must provide data integration with the Ohio Secretary of State licensing system to, at a minimum, validate vendors as part of Purchase Request and Purchase Order processing.	3. Optional	
EPROC-IIC-28	The eProcurement Catalog Management tools must provide data integration with the OAKS eSupplier system to, at a minimum, provide current vendor data/information and to provide vendor access to catalog management functionality.	1. Required	

#	Requirement	Priority	Offeror Proposed Tool/Solution
EPROC-IIC-29	The eProcurement Sourcing/Bid Management tools must provide data integration with the OAKS eSupplier system to, at a minimum, provide access to current vendor data/information and to provide vendor access to on-line bidding functionality.	1. Required	
EPROC-IIC-30	The eProcurement Sourcing/Bid Management tools should provide data integration with the Ohio Auditor Findings system to, at a minimum, validate vendors as part of Evaluation and Award processing.	3. Optional	
EPROC-IIC-31	The eProcurement Sourcing/Bid Management tools should provide data integration with the Ohio Secretary of State licensing system to, at a minimum, validate vendors as part of Evaluation and Award processing.	3. Optional	
EPROC-IIC-32	The eProcurement Contract Management tools must provide data integration with the OAKS eSupplier system to, at a minimum, provide access to current vendor data/information and to provide vendor access to access Contract functionalities (e.g. Contract review, Revenue Share Report submission, Subcontractor Payment submission).	1. Required	
EPROC-IIC-33	The eProcurement Contract Management tools must provide data integration with the OAKS Financial system to support, at a minimum, creation and maintenance of financial tracking contract record.	1. Required	
EPROC-IIC-34	The eProcurement Contract Management tools should provide data integration with the Ohio Auditor Findings system to, at a minimum, validate vendors as part of Contract creation and renewal processing.	3. Optional	
EPROC-IIC-35	The eProcurement Contract Management tools should provide data integration with the Ohio Secretary of State licensing system to, at a minimum, validate vendors as part of Contract creation and renewal processing.	3. Optional	
EPROC-IIC-36	The eProcurement Spend Management/Reporting tools must provide data integration with the OAKS Business Intelligence reporting system (COGNOS)	1. Required	
EPROC-IIC-37	The eProcurement Spend Management/Reporting tools must provide spend data to the State's existing Enterprise Data Warehouse (EDW) on no less frequently than daily).	1. Required	
EPROC-IIC-38	The eProcurement tools must be implemented as to import and export data in a variety of standard formats, including fixed width, delimited, csv, cXML, text, and Microsoft Excel.	1. Required	
EPROC-IIC-39	The eProcurement tools be implemented to import and export attachments in their native file formats (generally Microsoft Office and Adobe PDF).	1. Required	
EPROC-IIC-40	The eProcurement tools must be compatible with documents created using currently supported versions of Microsoft Word, Microsoft Excel, and Microsoft PowerPoint, at a minimum.	1. Required	
EPROC-IIC-41	The eProcurement tools must allow for the State to convert/load state legacy data into the system. This includes, but is not limited to, the following:	1. Required	
EPROC-IIC-42	a. In-process transactions Purchase Requests and Purchase Orders from the OAKS Financial system.	3. Optional	
EPROC-IIC-43	b. Solicitations - active solicitations in the State's eBid system (PeopleSoft module) including attached documents.	3. Optional	
EPROC-IIC-44	c. Contract Catalogs - all catalogs in the State's Ohio Marketplace system (SciQuest format).	1. Required	
EPROC-IIC-45	d. Contract data – all active and in-active contracts in the State's OMNICOM system including attached documents and pricing sheets.	1. Required	
EPROC-IIC-46	e. Vendor performance data – at a minimum, this may include past delivery performance and compliance complaints/resolution data. Data will come from the OAKS Financial and Complaint to Vendor systems.	3. Optional	
EPROC-IIC-47	f. User account data – existing State personnel currently involved in procurement activities. Data will come from the OAKS Financial system.	1. Required	
EPROC-IIC-48	g. Chart of Accounts data – all active accounting code values that will be needed to process new Purchase Request and Purchase Order transactions.	1. Required	
EPROC-IIC-49	h. OIT Release & Permit - historical workload management, tracking and internal service fee data.	3. Optional	

6 Organizational Change Management/Communications and User Training Requirements

This initiative brings significant change to the way the State conducts procurement business processes. Some of the business process changes may impact the State across multiple agencies while other changes are more centralized; the OCM approach applied during this project needs to be scalable to address both types of changes. The components of these changes (process redesign, system design, technical infrastructure, job and role changes, etc.) will only be as effective as the State's ability to adopt them. These changes must be carefully managed and delivered to State procurement stakeholders, which includes vendors, at all levels in order to realize the planned project benefits.

The Contractor must perform OCM functions during the course of the project including, but not limited to developing and managing the communication plan, identifying and tracking enterprise readiness, performing the Training Needs Assessment and designing and execution of Business Process Change Adoption and Training. The Contractor must identify and document the transition plan to State OCM resources. The Contractor must provide guidance on the effort and resources required by Agencies, OIT and GSD to sustain the organizational changes introduced with the project.

The Organizational Change Management delivery must include experienced Organizational Change Management practitioners on the ground from kickoff through post-implementation to initially inform end-users (by business function) of the coming changes associated with the system, subsequently to gain end user buy-in and adoption around the change, and finally to ensure that users are prepared, trained and practiced on the use of the new system(s) associated with this project. Because of this, Agencies, OIT and GSD require formalized Organizational Change Management activities throughout the project lifecycle, beginning early on and be a holistic approach that addresses change – including centralized changes specific to OIT and GSD needs as well as those to align or leverage processes that are already established (or will be established as a result of the work) for the State at the enterprise level. While aspects of the Change Approach are customized for each impacted agency and department, our overall approach is a comprehensive one which will include Enterprise Readiness, Communication, and Training activities for all impacted groups.

At a minimum, the Contractor will, through the design, execution and delivery of the OCM activities, ensure that:

- Users are ready for the change
- Users are able to adapt to the impending changes
- Users acquire the knowledge and skills to be productive at Go-Live and after Go-Live
- Users buy-in and accept the process changes
- Users are prepared to do business in the upgraded application environment
- Agencies, GSD and OIT have adapted the changes into their business model
- The overall procurement business model is compatible with (as appropriate) and leverages existing OAKS processes

6.1 Overview of Change Management Organization

The Contractor's Change Management approach should build on the foundation and governance structure defined during the Project Design Phase.

Project Change Management is comprised of three teams:

- Communications and Training
- Impacted Agency Readiness and Change

- OIT and GSD Readiness and Change

Because the State recognizes the significant change management effort that will be necessary in order to make the implementation of the project a success, each of the three teams has a State team lead that reports directly to project management and it is required that the Contractor propose a Training Lead and an Procurement Readiness and Change Lead. The scope and requirements for each team are outlined in the following sections.

6.2 Overview of Change Management Scope

Change management scope for the Project includes stakeholder engagement, communications, training, agency readiness, OIT and GSD readiness, all of the components of the end-to-end "Plan-to-Procure-to-Pay", business process reengineering, workforce transition, and the agency rollout strategy and execution. The specific requirements of the Contractor are described in detail in the following sections.

- Training Approach Communication Development and Deployment
- Training Logistics
- Communications Plan Maintenance and Updates
- Training Data Sets Change Readiness Assessments
- Workforce Transition Approach and Timeline
- Workforce Transition Plan for the procurement Training Material Development and Rollout
- Stakeholder Analysis Maintenance and Updates
- Training Delivery
- Agency Readiness for all Phases
- Vendor Communications and Training

The State acknowledges the vendor marketplace has experience in this area and seeks to incorporate best practices generally available in the marketplace. This section highlights the State's view of the minimum set of activities, deliverables and milestones required to deliver the Project. The offeror must include any additional considerations that would increase the overall probability of success and result in a high quality of delivery.

6.3 OCM Sizing Considerations

The following is a summary of the relative size considerations, which will be elaborated on later in this Supplement:

User Constituency	Agencies	GSD	OIT Planning & Procurement	DAS OIT/GSD Finance
General Scope	Procurement	State Procurement	Investment Governance & Planning IT Procurement	OIT Business Office GSD Business Office
End Users	820	Up to 300	Up to 50	Up to 20
Super Users	80	20	5	5
Supervisory	50	5	5	5
Vendors	65,000		N/A	

6.4 Solution Alignment

The Contractor will work to ensure that the Systems satisfy the needs of the new organizational model and operations. The Contractor will identify all organizational changes that may have an impact on either GSD or OIT and OAKS System's success in delivering requirements to business stakeholders and end-users. This includes, but is not limited to: modifications made that affect how stakeholders use the system, workflow processes, and reporting requirements. The Contractor must support and extend the systems implementation design efforts by actively participating in application design sessions. The Contractor will verify that the system design addresses the business and functional needs of DAS. The outcomes of the Contractor's participation are to be documented as part of the OCM System Design Analysis. If there is a discrepancy or gap with the system design, the Contractor is required to communicate the details of the discrepancy or gap to the State, as well as assist with developing an acceptable resolution of the identified issues (e.g., system, process, reporting or organizational change) as related to the scope of the work.

At a minimum, the Contractor will perform the following activities as part of their Work Plan:

- Reviewing relevant system design artifacts for the procurement systems such as use cases, functional design document, etc. and identifying OCM requirements and (if applicable) adjustments to these design artifacts to aid the State in realizing the goals and requirements of the program;
- Actively participating in JAD sessions for procurement systems to gain a detailed understanding of the system as well as to inform the design and rollout of OCM activities contained in the Work;
- Identifying and analyzing procurement systems issues that may adversely impact the State's ability to realize the future-state vision, as well as working to develop pragmatic or (if applicable) programmatic changes to the system as part of its design and development;
- Providing recommendations and assistance for addressing and resolving system issues related to organization and work design; and
- Identifying any State or Systems Integration Resources needed for developing all associated Deliverables for this key area.

6.5 Change Management

In order to ensure successful implementation of the effort, establishment of change management is critical. Doing such will enhance the State's ability to institute and manage changes throughout the impacted systems. The change program will be comprised of State and Contractor change agents at various levels, across all impacted DAS and Agency functions. The Contractor is responsible for the identification, coaching and monitoring of change agents This includes defining the appropriate number of change agents, defining roles and responsibilities of change agents, providing training and coaching to ensure effectiveness of the change agents, and employing a monitoring mechanism to gauge effectiveness of the said change agents. The Contractor is to leverage its assets (e.g., organizational knowledge, cultural understanding, technical skills, business acumen, etc.) to promote an effective and efficient transition to the future state.

Deliverable 025. The Contractor is responsible for the development and implementation of the Change Management Plan. This plan is to include, but not limited to: Change Agent roles and responsibilities, Change Agent Readiness Assessment, Change Agent Coaching Plan, Change Agent Action Plan (including communication activities), Change Network Evaluation Plan, and Change Agent Communication templates.

At a minimum, the Contractor will perform the following activities as part of the Work:

- Researching Ohio OAKS and existing procurement systems and all associated agencies to gain an understanding of the organizational structure and operations of each function within the agency;
- Meeting with DAS agency stakeholders to facilitate the identification of Change Agents;
- Reviewing readiness assessment results to identify risks and developing a coaching plan that offsets any identified risks;
- Creating materials and aides to assist with Change Agent coaching; and

- Identifying any State or systems implementation resources needed for developing all associated Deliverables for this key area.

6.6 Change Management/Communications and User Training

Over the course of the implementation, the Contractor will have the following responsibilities with regard to the effort which are additive to the general responsibilities contained in this Supplement as they pertain to Change Management and User Training. Each will be discussed in turn:

Change Management/Communications

- Contractor will work with the State to develop general communications materials regarding the scope, anticipated impact of change with regard to the change from existing systems and processes to the Contractor solution(s). These communications documents must be focused (at a minimum) on general communique to all impacted users;
- For State identified expert Users and Trainers, the Contractor will develop progress and design summaries to be shared by the State with these users;

It is the Contractor's responsibility to establish and maintain data sets within each environment that are sufficient to support the training development and delivery requirements outlined above. As part of this activity set, the Contractor will document data set organization, integration across functions, location of source information, and any other information required to understand how data sets were built and conduct knowledge transfer to the State.

6.7 Training Materials

Deliverable 026. Formal training materials will be developed to train end users and system administrators from DAS procurement functions. This should include all types of training detailed in the Training Needs Analysis deliverable and may include materials for Instructor Led Training courses, WBTs, and job aids.

Deliverable 027. Formal training materials will be developed to train vendors. This should include all types of training detailed in the Training Needs Analysis deliverable and may include materials for FAQs, Desktop guides, WBTs, and job aids.

Deliverable 028. For the OAKS Service Assurance function, OIT help desks that support OAKS, OAKS Business support functions utilized by DAS or otherwise supported by OAKS. The Contractor will develop targeted presentations that highlight specific DAS and Agency required support processes, workflows, job aids and updates arising from the solution implementation

Deliverable 029. For DAS and Agency Expert Users, the Contractor will develop for the State to publish general guides containing FAQ, one-page "how to" and help pages for the Procurement and OAKS websites on utilizing the new system for required functions;

Deliverable 030. For the State Service delivery functions, OAKS and OIT help desks that support the use of OAKS, and Business support functions in procurement the Contractor will develop targeted training sessions to be delivered that highlight the implementation, use, changes, workflow, reporting and other use considerations in such a manner as to facilitate the migration of business support functions to the new system.

Deliverable 031. For the user training components outlined above, the Contractor will deliver the training which has been identified as requiring Instructor Led Training in the Training Needs Analysis deliverable.

6.8 Design Review and Change Management Alignment

At the commencement of the build phase, the Contractor change management team will thoroughly review Design Phase deliverables that relate to change management. This includes but is not limited to the Change Strategy, Communications Strategy and Plan, Leadership Engagement Approach, Training Strategy, and DAS Organization support/usage model.

At the conclusion of this review, the Contractor change management team will meet with the State change management leads to review any questions or concerns about these Design Phase deliverables and the scope of the build phase. This approach will be designed to ensure mutual understanding and agreement on the change management plan and approach as soon as possible as the project moves into the build phase and begins developing and executing plans based on the existing strategy and approach documents.

6.9 Change Management Communications

The level of visibility and attention the Project receives is anticipated to increase substantially as the project moves closer to go-live. Expectation management is essential to help ensure that the State, various DAS user constituencies and vendors are prepared for the rollout and understand go-live capabilities and the timeline for future improvements.

The Contractor will:

- Support the state in creation of all communication materials with content direction from the State;
- Support the state to maintain and update the stakeholder analysis;
- Support the state to maintain and update the project communications plan and facilitate any meetings necessary to keep the communications plan up-to-date;
- Support creation of presentations for the Steering Group meetings, OAKS and other identified stakeholder briefings, and various other presentations as required by the State based upon already established templates and formats;
- Support messages to key stakeholders, sponsors and supporters are equipped with the appropriate messages and materials to influence behaviors and alignment throughout the organization;
- Support specific communication activities, workshops, and employee forums to build awareness and create support for the project;
- Help communicate to all project participants; to have an up-to-date view of the status, progress, objectives and success criteria for the overall program;
- Support creation of targeted communications for agencies that have not elected to join the shared services model or are undecided;
- Ensure that all communications provide in-depth project information to build a stronger sense of understanding of the shared services solution and the value it will bring to the State;
- Attend meetings as required by the State;
- Support creation of communications to support the preparation of participating agencies who will be affected as they roll into the functions as implemented under the phasing strategy;

- Support creation of communications to support the preparation of impacted vendors, outside groups and third-parties who will be affected in the way they operate due to the Project;
- Support creation of targeted communications and awareness aids to facilitate change activities associated with effectively managing the changes associated with the implementation;
- Provide insight into success stories and highlight milestones achieved coinciding with go-live and early experiences with the organization and capabilities using OAKS;
- Validate communications approach and plan for after go-live; and
- Provide guidance in marketing materials and enterprise communications.

6.10 Change Management Training Identification, Design, Delivery and Support

Change Management training for the Project is comprised of four training efforts: training for DAS-wide process changes, training for State employees, training for impacted users, training for vendors and applicable OAKS training. These four training efforts are collectively divided into six key delivery areas:

1. Training Development
2. Training Delivery
3. Training Logistics
4. Training Environments
5. Training Data Sets
6. Post-Training Responsibilities

6.11 Establish Training Development Needs and Strategy

End-to-end process training is expected to incorporate all relevant State policies, procedures and guidance as defined by the State training lead. Existing system training materials may be leveraged for many of the major processes, but it is the Contractor's responsibility to make the necessary updates to these materials and create any additional content necessary to turn them into comprehensive end-to-end process training for the in scope processes.

It is expected that all training materials will be developed in close cooperation with the State training lead and owners and each of these deliverables will require State signoff. The deliverable descriptions provided in the next few paragraphs outline the current view of the State with respect to training and may not include all of the final requirements for the deliverable.

The Contractor will:

- Be responsible for the development of end-to-end process training materials for all processes within the scope of the Project, including those that impact users.
- Develop training materials to support the successful transition of existing State employees and new employees into the new procurement functions and all communications and training materials necessary to enable these users.
- Develop training materials to support the successful transition of existing State vendors and new vendors into the new procurement functions and all communications and training materials necessary to enable these users.
- Deliver to the State training lead a comprehensive training approach and detailed timeline for the following deliverables shortly after the initiation of the Build Phase:

Deliverable 032. Training approach

Deliverable 033. Course designs

Deliverable 034. Comprehensive training pilot

- Include the templates and style guides that will be utilized for training material development and the methodology for conducting task-to-role-to-course mapping;
- Develop estimates for course length and timing and a task-to-course mapping.
- Create an annotated outline for each course, including designs for hands-on exercises, scenarios, and role-to-course mapping;
- Lead a comprehensive training pilot including a complete walkthrough of each training course with the State training lead, training owners and key business stakeholders. This pilot will serve as a dress rehearsal to verify all significant training issues have been identified and resolved prior to this point. The pilot must be conducted early enough in the timeline to allow the full integration of State feedback prior to train-the-trainer;
- Develop training courseware, including job aids, roles and responsibilities, common error identification and remediation, and other operational functions as required to support the Project
- Work with State resources to develop scenarios that are "real life" and applicable to State employees and vendors to support training;
- Work with the State training owners to build the necessary understanding of the needs and requirements of the end user populations and design and build training exercises to allow trainees to apply what they have learned;
- Revise training materials based on early experiences and feedback from training delivery personnel to enhance and streamline ongoing training materials; and
- Upload and maintain all training materials on the OAKS provided web site and establish and follow procedures for ensuring that the training materials posted to the web site are accurate and up-to-date.
- Upload and maintain all vendor training materials on the State procurement web site and establish and follow procedures for ensuring that the training materials posted to the web site are accurate and up-to-date.

6.12 Design, Coordinate and Deliver State Training

The Contractor is required to lead State training delivery for the Project, as part of this activity area, the Contractor will:

- Conduct detailed training workshops to prepare trainers for course delivery by focusing on the process and technical aspects of the training curriculum, including adult learning principles and facilitation techniques;
- Design training reviews for both end user training and implement a method for evaluating the effectiveness of training that accurately measures whether or not real learning has occurred and how it can be demonstrated
- Perform knowledge transfer to embed the training capabilities within DAS
- Develop an approach and plan for end user support after they have attended training but before go-live
- Establish a plan and build any necessary tools to manage the escalation of questions from training sessions and the communication of answers back out to trainers

6.13 Design, Coordinate and Deliver Vendor Training

The Contractor is required to lead vendor training delivery for the Project, as part of this activity area, the Contractor will:

- Conduct detailed training workshops to prepare trainers for vendor course development and delivery by focusing on the unique aspects of on-line and remote training techniques where classroom delivery is not available;
- Establish a plan to survey vendors to obtain feedback on training effectiveness and needs;
- Design training reviews for vendor training with a method for incorporating feedback to enhance training materials and implement a method for evaluating the effectiveness of training that accurately measures whether or not real learning has occurred and how it can be demonstrated
- Perform knowledge transfer to embed the training capabilities within DAS
- Establish a plan and build any necessary tools to capture and escalate vendor questions from training and the communicate answers back out to vendors.

6.14 Establish and Manage Training Logistics

It is the Contractor's responsibility to work with the State to orchestrate training sessions inclusive of scheduling of attendees and facilities for training.

The Contractor will:

- Manage the printing of all necessary training materials and delivery to the training facilities with guidance from the State training leads;
- Establish and document procedures and standards for the management of training enrollment;
- Perform knowledge transfer of the procedures and standards to State resources; and
- Develop and rollout training to effectively enable end users to self-enroll in training.

6.15 Design, Implement and Manage Training Environments

The Contractor will design, implement and manage training environments which must be sufficient to support the overall training effort, in concert with the sizing considerations addressed previously in this section:

The Contractor will:

- Propose, training environment solutions deemed most appropriate to meet the environment needs outlined above, assuming a 2 month total rollout for training and noting that the practice environment is expected to be retired 6 months after the final project go-live;
- Provide at least three training environments: one environment for training development, one environment for training delivery, and one practice environment (see the prior sections for specifications regarding environment requirements);
- Ensure that the training environments are established as indicated by the State, and in line with the various applicable Requirements and Objectives outlined in this RFP;
- Ensure that training environments are operational in line with the training workplan;
- Ensure support by the technical team for the training environments during training development and delivery, including executing backups and refreshes as necessary; and
- Conduct knowledge transfer to the State team members on all aspects of training environment utilization and maintenance.

6.16 Establish and Manage Training Data Sets

It is the Contractor's responsibility to establish and maintain data sets within each environment that are sufficient to support the training development and delivery requirements outlined above.

As part of this activity set, the Contractor will:

- Document data set organization, integration across modules, location of source information, and any other information required to understand how training data sets were built;
- Conduct knowledge transfer to the State; and
- Comply with all appropriate data sub-setting and masking requirements (for State sensitive or personal information) as directed by the State.

6.17 Post-Training Responsibilities

After the final phase of end user training is completed, the Contractor will:

- Revise all training materials in a final form to the satisfaction of the State, providing revisions do not alter the approved training design, and transition the materials to the State. Requested changes to the approved training design, would require an approved change request.
- Establish procedures and documentation for ensuring that the training team is informed of all updates to production after go-live and the training environments are included on the relevant migration paths
- Merge the data within the existing training environments with the data in the Project training environments
- Facilitate a post-training analysis to gather and document lessons learned and update communication and training plans accordingly

6.18 Determine State Procurement Readiness and Change

Agency Readiness for the Project has three major components: agency readiness to support Agency-wide process changes, agency readiness for the OAKS support organization, and readiness for those parties who interact with the State via OAKS. The high-level activities within each component are outlined in the sub-sections below.

For each of the sub-sections below, the Contractor will:

- Provide best practices related to change management as applicable to the State achieving the goals and executing the activities described herein
- Provide subject matter expertise, including examples of similar experiences and efforts, key success factors to these experiences, risk mitigation strategies, and other expertise
- Provide tools and templates to expedite and facilitate the State's efforts
- Partner with State resources to ensure the successful rollout of the procurement model for all in-scope agencies and agency personnel
- Develop training materials and job aids for the State vendor community that will utilize the solution(s) to interact with the State and conduct business

6.19 DAS Agency-Wide Process Changes

As part of this activity area, the Contractor will support the State to:

- Identify DAS personnel and other Agencies that participate in the procurement lifecycle that are impacted by the Project, based on the phased approach outlined in this Section
- Identify agency readiness tasks that will need to be completed prior to go-live and develop a plan for rolling out and managing those tasks
- Support the agencies in successfully completing the agency readiness tasks appropriate to the scope of their participation

6.20 Procurement Functional Area Readiness

As part of this activity area, the Contractor will support the State to:

- Evaluate and make any necessary updates to policies, procedures, forms, manuals and existing communications, including updates to the agency web sites
- Communicate changes to end user functions
- Identify the process components that are being transitioned to OAKS
- Identify affected positions and determine the workforce implications
- Reengineer the retained business processes based on Contractor best-practices as appropriate to meet the business requirements
- Develop a new organization design based on Contractor best-practices as appropriate to meet the business requirements
- Create an agency-specific workforce transition plan, communications plan and training plan

6.21 Procurement Readiness and Change

The Contractor Readiness and Change team will have responsibility for all activities related to the establishment and operations of the procurement solution, including the service management framework. A successful implementation readiness effort has many dependencies on the rest of the change management teams, as well as the functional and technology teams. It will be the responsibility of the Contractor's readiness lead to drive and manage this cross-team collaboration.

During the project design phase, a strategy or approach will be developed for several elements of the procurement service management framework. It will be the Contractor's responsibility to develop, refine and implement these plans for each element to completion and implementation. While greater detail is provided in the sections below on some of the elements of a procurement service management framework, they are not meant to be comprehensive. The offeror must propose the elements appropriate for ensuring the successful implementation and operations of the State's procurement center (collectively GSD and OIT planning, procurement, contracting and vendor payment functions).

6.22 Procurement Rollout Strategy

Based on the State preferred phased rollout approach, the Contractor will:

- Develop a detailed timeline and implementation plan for transitioning State personnel and vendors into the new operating solution that incorporates technology, people, process and change considerations;
- Lead the implementation of this plan;
- Develop a detailed workplan that includes resources, duration, timing, key dependencies, site specific considerations, appropriate review periods and risk identification steps;

- Facilitate communication of the rollout implementation plan to key State stakeholders and project sponsors and incorporate any changes or alterations as appropriate;
- Implement the plan to deliver the functionality of the new systems to vendors, Agency, GSD and OIT planning, procurement, contracting and vendor payment personnel;
- Provide regular reporting against this workplan to the State;
- Identify risks and issues associated with plan execution as well as adjustments to the plan arising from unforeseen project impacts; and
- Review and provide input as appropriate to training materials, approach, process documentation, underlying technology components to help ensure an overall successful procurement implementation.

6.23 Workforce Transition Plan and Organizational Design Update

As part of the project design phase, the State requires the establishment of an organization design for the ongoing operations as a result of the use of procurement systems and must include documentation relating to workforce transition, which is deemed critical to the success of the project.

The Deliverables described in this section are minimum requirements; the Contractor must work with the State to finalize the exact parameters of the Deliverables in the initial weeks of the Build Phases of the project as to have the workforce prepared, trained and ready for any transition from current systems and processes to the new ones deployed as a result of this project.

The Contractor will:

- Lead the development and implementation of the workforce transition plan to support the State in transitioning employees into the OAKS procurement operating environment;
- Deliver a comprehensive Workforce Transition Approach document (within three weeks of initiation of the Build Phase) that includes but is not limited to: An overall high-level timeline for getting the procurement solution(s) operational, including milestones/deadlines for finalizing staffing needs;

6.24 Procurement Operations Policy and Procedure Updates

The Contractor is responsible for ensuring that a comprehensive and integrated set of policies and procedures for procurement operations as a result of the systems implementation efforts are developed, documented, communicated, and ultimately approved by the State.

The State will support the development of these deliverables by providing input and guidance as applicable.

The Contractor will:

- Drive the collaboration between the OIT and GSD leadership teams to develop updates to the final policies and procedures;
- Produce the updated policies and procedures manual/documentation with the State contributing content;
- Produce final desk instructions for procurement employees;
- Document process to process integration issues as they are identified and include required changes to the integrated process design. As a result of these changes identify any gaps that arise, and solicit the input of the team participants in the GSD and OIT Procurement teams to identify the proper resolution for the gap;
- Manage changes and updates to the integrated process design and the respective business requirements;
- Modify sub-processes, activity profiles, role definitions and the policies and procedures documents as required by the State;

- Identify cross-team and cross agency impacts and dependences and drive the team collaboration necessary to resolve these impacts; and

6.25 User Post Go-Live Support

Following training sessions, develop content to be made available to the State for electronic access, allowing end users to use the materials for ongoing support after the system is live.

The Go Live Support Plan will be created while planning for deployment to:

- Identify the tasks and roles required to support the application during the "go live" and post-"go live" periods
- Outline the escalation process, prioritization and issue resolution
- Identify people who will be assigned to the support roles, and where they are located
- Set expectations for people who perform the support roles
- Appoint a contact person that the key user should consult when escalating issues

6.26 OCM Deliverable Requirements

OCM Deliverables, including assessments, plans and other work products are described in the table below. The OCM Contractor is required to provide digital copies of all Deliverables. Digital copies must be in an editable format and stored on the State's SharePoint site for the Project.

Additionally, the OCM Contractor will work with the State and the systems integration team to determine a product delivery and Work schedule that supports the design, development and implementation of the overall system and include the deliverables contained in this Supplement

6.27 Enterprise Deployment Plan, Methods and Tools

Following the deployment of DAS (OIT and GSD) requirements contained in this Supplement, and in consideration of any solution requirements contained in Supplement 1 (ODOT) that are applicable to the broader State Enterprise. The Contractor will:

Deliverable 035. Collaborate with the State to develop a definitive Enterprise Procurement Standards deliverable that catalogs, describes and defines all implemented Procurement functions that are (or could be) extensible to the Enterprise. This catalog will identify all major functions, processes, policies and system tools as well as configurations, workflows, reports and other items required for statewide deployment.

Deliverable 036. Develop an Agency Engagement Toolkit that will support the State in engaging Agencies (communications materials, presentations and the like) designed to highlight the implemented capabilities from the prior Enterprise Procurement Standards deliverable to build awareness and Agency buy-in to migrating to the Enterprise standard.

Deliverable 037. Develop fit/gap checklists and other facilitation artifacts to be used to facilitate Agency migration planning inclusive of training, process redesign or augmentation and other change requirements to implement the conversion of an Agency to the Enterprise solution.

Deliverable 038. Develop planning (workplans, roles/responsibilities and other items) that serve as a baseline migration planning toolset to assist the State in "jumpstarting" such migrations.

Upon the written request of the State, under an interim deliverable agreement or written Statement of Work, provide a quotation to support, manage or otherwise migrate additional Agencies to the Enterprise Procurement solution inclusive of the conversion and retirement of existing system(s), processes and (as required) policies in lieu of Enterprise standards.

Prior to the commencement of any Agency migration, and upon the direction of the State, the Contractor will lead an organization readiness assessment using the aforementioned deliverables as a template to determine the degree, impact and overall scope of change for an Agency and a set of recommendations as to the scope, approach, timing, phasing and implementation plan to "on-board" an Agency into the Enterprise Procurement solution implemented.

6.28 Establishment of Enterprise Procurement Governance Function

Deliverable 039. As a deliverable, the contractor will collaborate with GSD, OIT and ODOT adopters of the Enterprise Procurement solution to define, communicate and establish an Enterprise Procurement Governance function that includes the following elements at a minimum:

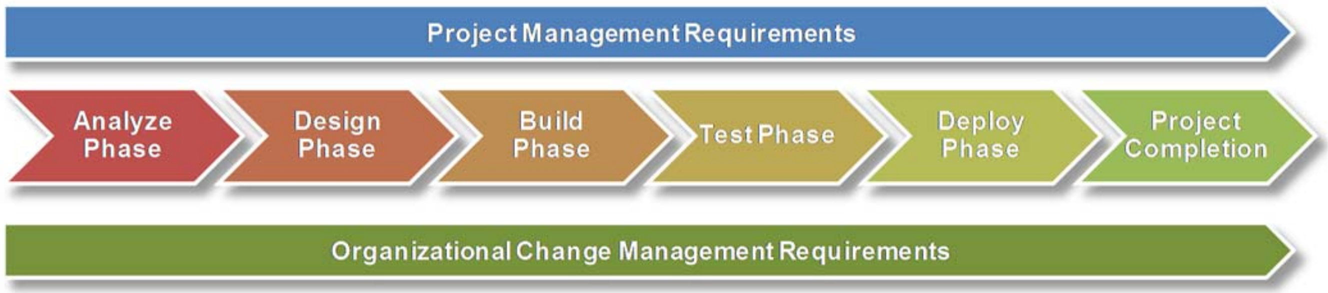
Task Area Contents	Key Objectives
Establish a Procurement Governance Function for the State	▪ Determine the ideal and practical participation based on interest, spend level, engagement model, statutory, policy, direction and other factors as identified by the State as to where, how and how frequently decisions are made with respect to Enterprise Procurement functions across the State in light of the emerging Enterprise Procurement solution arising from this RFP ▪ Establish decision making standards, authority, agendas and other artifacts as required to constitute and thereafter manage a centralized Procurement decision making body ▪ Identify, decision making standards, voting, meeting content and cadence pertaining to centralized Procurement across the State in such a manner as to harmonize the State's Procurement environment (e.g., policies, standards, work practices and tools) ▪ Support Leadership/Governance Team formation and include the establishment of meeting cadence, contents and controls and communication mechanisms and standards ▪ Establish State team members from Stakeholder Agencies ▪ Brief of roles, responsibilities and expectations
Current and Future Capabilities Roadmap	▪ Establish a roadmap for Statewide Procurement capabilities, innovative practices and system functions that enhance the State's relationship between Agencies with significant Procurement Authority and between the State and Vendors (new and existing) ▪ Establish a roadmap for new functions and capabilities and new Agencies to be included in the Procurement solution as well as the dependencies on the initial adopters (ODOT, GSD and OIT) and Agencies from a process and technology integration perspective ▪ Determine the migration roadmap for existing capabilities, functions and Agencies to the new operating model via the Enterprise solution
Transaction Roadmap	▪ Based on the above, outline the incremental enhancements associated with the inclusion of new Procurement capabilities and Agencies in the Enterprise solution ▪ Temper the Procurement roadmap with the practicalities of project execution, change management and implementation to establish and refine the overall solution ▪ Reduce the approvals, processes, websites, systems, navigations and clicks required to do business with and within the State
Technology Roadmap	▪ Identify the scope, approach and elements required to support the development, operation and maintenance of the Procurement solution ▪ Identify integration elements and dependencies on existing State streams and services (e.g., software, services, partners, middleware, security, infrastructure etc.) ▪ Identify a technology migration model (as appropriate) as well as development tools, methods, standards and methodologies required to implement a successful program for the Enterprise.
Change Management Roadmap	▪ Develop methods to review existing operational and organizational capabilities that can be repurposed, modified or retired (as necessary) as opposed to building new capabilities from scratch ▪ Identify and provide an approach to manage the changes required to State including: o The Interaction model with Ohio vendors o Agency systems integration methods and standards o Procurement solution development, operating and maintenance tools and processes

Task Area Contents	Key Objectives
	o GSD, ODOT, OIT and 3rd party technology elements and services o Communications and Organizational Change Management (as required) o Project Oversight and Governance changes (if required)
Investment Roadmap	▪ Based on the above, establish an overall investment roadmap that specifies (in detail) short term investments required to initiate the program and fund the first five years of the program ▪ Establish a longer-term development, enhancement and maintenance budget and methods to refine and keep current this roadmap ▪ Develop a framework to apportion the costs of achieving the roadmap, roadmap elements and operating the Procurement solution within participating Agencies as appropriate
Funding and Value Model Development	▪ Work with State leadership to determine an appropriate funding model for the Procurement solution inclusive of operating (rate) models, capital investment and funds and (if appropriate) innovative funding models based on successes in other Public Sector examples
Solution Delivery, Oversight and Control Model	▪ Based on a review of the capabilities of the Procurement solution development and support teams in light of the current organizational capabilities, design and recommend for implementation an enhancement oversight and project control capability that is aligned with the successful execution of the project ▪ Collaborate with State to design and establish an oversight/control function (e.g., Project Sponsor(s) and Leadership) that is comprised of appropriate Leadership, Advisory and project team members.
Value Roadmap	▪ Align all of the above elements in an overall Value Roadmap for Executive Level communications and “buy-in” ▪ Creation of briefing documents for interested parties on the “what, when, how and how much” associated with the overall program

7 Project Phasing, Project Management and Contractor Delivery Requirements

7.1 State Phasing and Project Approach Requirements

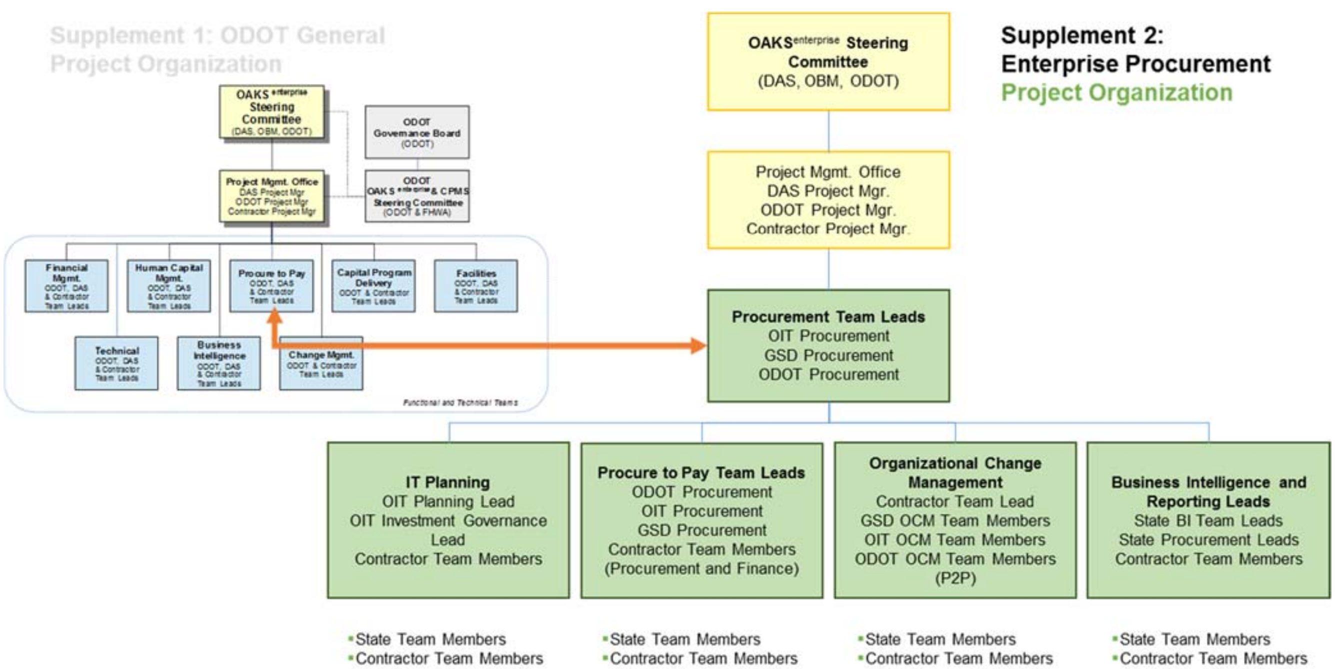
The State has organized its requirements based on the functional, technical and change aspects of the overall project, in general these requirements are phased and organized as follows:



7.2 State Project Team Organization (ODOT, DAS Procurement and OIT Planning)

The OAKS Governance and Organizational structure shown in Supplement 0 must be supported and, from a project delivery perspective incorporate ODOT and OAKS (collectively OBM, DAS/GSD, DAS/HRD, DAS/OIT) jointly in project delivery functions described in this section. The offeror must incorporate their proposed Contractor roles as they would support the State team structure. The offeror is required to identify any additional key State positions required to successfully execute this Project and to the extent that the offeror believes an alternative solution would be beneficial to the State, the offeror may present an alternative organizational chart and roles and responsibilities in the response to this section.

The Project organization, as currently planned by to support Supplement 2 activities, is depicted below. The offeror may utilize the State's initial design in terms of project organization structure as an input to constructing their own proposed project organization team as part of their proposal response.



For this Program ODOT, GSD and OIT and the OAKS Project Management Office have each assigned project managers and project team members. The ODOT Project Manager will direct all ODOT project activities and will represent the needs of ODOT throughout the Project. The State Project Manager will serve as the State's Business Project Manager throughout the Project with responsibility for ensuring that the proposed solution meets the State's business requirements and for overseeing all aspects of the deployment of the new systems within OAKS including business process re-engineering, enterprise readiness and organizational change management and managing user acceptance testing. The State Project Manager will also be responsible for coordinating with ODOT, GSD, OIT and OAKS as required for any technical work required in terms of other State systems for data conversion and interfaces.

The State Project Manager will be responsible for the coordination and inclusion of OAKS system owners (e.g., Finance/Accounting: OBM and the OBM RACM and Shared Services teams, HR/Payroll/Benefits: DAS/HRD, Procurement DAS/GSD or OIT and System Matters: DAS/OIT) as appropriate and require as well as to serve as a central point of direction for the efforts of the State OAKS team (OBM and DAS) in supporting the Project as it relates to utilizing, configuring or integrating with any OAKS functions (policy, process, functional, technical or reporting) and will have responsibility for ensuring that the developed system comports with OAKS design, testing, production introduction, performance and managed service requirements of the State and for managing any required changes to the OAKS software configuration and technical environment.

The Contractor must provide a dedicated Project Manager for the Project. This Project Manager and proposed staff must work on-site at a designated State office (generally in the greater Columbus area) except as approved by the State Project Managers. The Contractor must employ the proposed Project Manager as a regular, fulltime employee on the Proposal submission date and throughout the term of the Contract.

The offeror, as part of their proposal, is required to identify additional key positions to execute this Project. The following Contractor roles and responsibilities are deemed critical to the success of the Project. At a minimum, the Contractor's staffing plan must include names and biographical resumes for all Key Roles ('Key Project Personnel') and any other offeror designated Key Project Personnel and their assigned role.

Contractor Role	Role Description and Responsibilities	FT/PT
Project Manager	▪ The Contractor Project Manager (PM) provides Project oversight for the Contractor team through completion of the Project. ▪ Works with the DAS and ODOT Project Managers to create and manage the Project Plan and Schedule ▪ Manages the Contractor Project Team Members ▪ Manages overall quality and timeliness of the Project deliverables ▪ Manages Project issues and risks ▪ Point of escalation for Project issues	FT
Functional Lead – Financial Management	▪ Coordinates Project activities in the finance area with the Contractor team and the DAS, OAKS and ODOT Project Managers and State Financial Management Team Leader through completion of the Project ▪ Leads the Contractor's efforts in the financial management impacting areas ▪ Manages the Contractor Project team members in the impacted financial management areas ▪ Manages the overall quality and timeliness of deliverables in the impacted financial management areas ▪ Manages Project issues and risks in the financial management impacting areas	FT
Functional Lead – Procure to Pay	▪ Coordinate activities in the Procure to Pay area with Contractor team and the DAS and ODOT Project Managers and State Procure to Pay Team Leader(s) through completion of the Project. ▪ Works with the Contractor team, DAS and ODOT Project Managers and State Procure to Pay Team Leader on project activities in the Procure to Pay area ▪ Leads the Contractor's efforts related to Procure to Pay processes ▪ Manages the Contractor project team members in the Procure to Pay area ▪ Manages overall quality and timeliness of deliverables in the Procure to Pay area ▪ Manages Project issues and risks in the Procure to Pay area	FT

Contractor Role	Role Description and Responsibilities	FT/PT
Business Intelligence (BI) Lead	▪ Manage design, development, testing and implement of Business Intelligence and management reporting functionality ▪ Manage deployment of BI tool training and data model training to State power users prior to system go-live for each deployment phase ▪ Coordinate activities in the BI area with Contractor team and the OAKS and State Project Managers and State BI Team Leader through completion of the Project. ▪ Works with the Contractor team, OAKS and State Project Managers and State BI Team Leader on project activities in the BI area ▪ Manages the Contractor project team members in the BI work stream(s) ▪ Manages overall quality and timeliness of deliverables in the BI area(s) ▪ Manages Project issues and risks in the BI work stream(s)	PT (or Offeror Proposed)
Organizational Change Management Lead	▪ Create and manage the OCM Strategy, which includes the State's recommended approaches for communication, readiness, and training ▪ Create and manage the Communication Strategy ▪ Approve and oversee the execution of the Training Needs Analysis, Training Strategy, Training Materials, Training Deployment Plan, and Knowledge Transfer Plan ▪ Work with the Project Manager, key leaders and project teams to integrate OCM activities into the overall Project Plan ▪ Coordinate development of all communications and training materials ▪ Coordinate development all business and readiness activities ▪ Report readiness status to Project Manager ▪ Ensure that leading OCM practices are implemented ▪ Conduct presentations at the State Learning Community and other agency meetings as appropriate. ▪ Resolve issues that are raised by the OCM team	FT

The Minimum Qualifications for each of the Key roles identified above are:

Project Manager

- Candidate will have demonstrated and referenceable experience as a full-time Project Manager overseeing the full lifecycle of an ERP implementation project similar in size and scope to this Project, inclusive of organizational change management, systems integration, functional/technical scope (e.g., HR, Finance, Procure to Pay, Facilities, Project Management Systems, etc.)
- Demonstrated and referenceable experience as the full-time Project Manager of the full lifecycle implementation of a PeopleSoft 9.X or higher implementation in the public sector
- Demonstrated and referenceable experience as a full-time Project Manager responsible for system requirements development, specification, design and implementation to production of an enterprise level management system for at least one state or regional level transportation agency.

Functional Lead – Financial Management

- Demonstrated and referenceable experience as the Financial Management functional lead on a full lifecycle PeopleSoft ERP implementation project in the public sector.
- Demonstrated and referenceable experience as the Financial Management functional lead for a PeopleSoft ERP project for at least one state or regional level transportation agency.

Functional Lead – Procure to Pay

- Demonstrated and referenceable experience as the Procure to Pay functional lead or equivalent on a full lifecycle PeopleSoft ERP implementation project in the public sector.
- Demonstrated and referenceable experience as the Procure to Pay functional lead or equivalent on a full lifecycle implementation project in the public sector using the offeror Proposed software elements.
- Demonstrated and referenceable experience as the Procure to Pay lead for a project for at least one federal, state or regional level governmental agency.

Business Intelligence Lead

- Demonstrated and referenceable experience as the BI lead or equivalent on the full life cycle implementation of Cognos as the BI solution, with a preference for implementation experience in an environment involving implementation of Cognos as the BI tool in a PeopleSoft ERP project

Organizational Change Management Lead

- Experience as an OCM functional lead or equivalent on a PeopleSoft ERP for a state, federal or large local-level entity. Demonstrated expertise in Change Management around complex systems change initiatives (customization avoidance skills), Training Design/Delivery, Multi-Department communication and coordination, Training Logistics and distributed workforce
- Prior experience in an organizational change management role for a technology or business transformation project for at least one federal, state or regional level governmental agency

7.3 Staffing Plan and Time Commitment

The offerors Staffing Plan and Time Commitment response must the following information:

- An organizational chart including any subcontractors and key management and administrative personnel assigned to this project.
- A contingency plan that shows the ability to add more staff if needed to ensure meeting the Project's due date(s).
- The number of people onsite at State location(s) at any given time to allow the State to plan for the appropriate workspace.
- A statement and a chart that clearly indicates the time commitment of the proposed Project Manager and the offeror's Key Project Personnel, inclusive of the Project Manager and the offeror's proposed team members for this Work during each phase of the Projects, the System Development Life Cycle associated with Projects, and the commencement and ongoing operation of the within the OAKS enterprise Service.
- The offeror also must include a statement indicating to what extent, if any, the candidates may work on other projects or assignments that are not State related during the term of the Contract. The State may reject any Proposal that commits the proposed Project Manager or any proposed Key Project Personnel to other projects during the term of the Project, if the State believes that any such commitment may be detrimental to the offeror's performance.

In addition, the offeror's proposal must identify all Key Project Personnel who will provide services as part of the resulting Contract. The Key Project Personnel are identified in each applicable Supplement. The State expects that the proposed named Key Project Personnel will be available as proposed to work on the Project. Resumes for the proposed candidates must be provided for all Key Project Personnel. Representative resumes are **not** acceptable. The resumes will be used to supplement the descriptive narrative provided by the offeror regarding their proposed project team.

The resume (2-page limit per resume) of the proposed Key Project Personnel must include:

- Proposed Candidate's Name
- Proposed role on this Project
- Listings of competed projects (a minimum of two references for each named Key Project Personnel) that are comparable to this Project or required similar skills based on the person's assigned role/responsibility on this Project. Each project listed should include at a minimum the beginning and ending dates, client/company name for which the work was performed, client contact information for sponsoring Directors, Managers or equivalent level position (name, phone number, email address, company name, etc.), project title, project description, and a detailed description of the person's role/responsibility on the project.
- Education

- Professional Licenses/Certifications/Memberships
- Employment History

7.4 Project Governance and Execution

The Project will follow the Governance structure defined by the State. Project Management will include the activities to manage the Project including directing the Project Team according to the Project work plan, reporting status, managing issues, assessing quality, leading project meetings, and monitoring schedule and scope changes. The Project Team will produce project status reports on a weekly basis. The format of the status report will be mutually agreed to by the State and the Contractor during the first week of the Project.

The Contractor will, in conjunction with an authorized Statement of Work arising from this Supplement:

- Be responsible for the coordination and delivery of the overall Project;
- Ensure that an appropriate "Project Kickoff" occurs and that all integrated work plans are agreed to by the State from project commencement;
- Ensure that all efforts have an effective version control mechanism for all documents within the project document library that will be maintained on a State provided Microsoft SharePoint site
- Work with the State leadership to ensure that the Project is staffed appropriately;
- Ensure that required testing activities across both technical and operational components are completed to minimize Project risk; and
- Collaborate with the task areas to ensure appropriate cross-team communication and delivery.

For purposes of the Project, "Perform" or "P" means that the party assigned the task has the duty and ultimate responsibility to take all appropriate steps to complete or facilitate the identified task unless otherwise provided for between the parties, subject to the Supporting party completing its interdependent responsibilities. The term, "Support" or "S" means that the party has the duty and responsibility to provide ancillary support or assistance which may be necessary to enable the party providing the "Perform" task to complete that task unless otherwise provided for by the parties. The designation, "-" means that the party has no responsibility for the task, unless otherwise agreed by the parties.

Key Tasks	State	Contractor
Conduct Project kick-off meeting	Support	Perform
Create a Work Breakdown Structure (WBS)	Support	Perform
Create and Maintain a project work plan and any related deliverable sub plans	Support	Perform
Review Deliverables and manage the State's approvals	Perform	Support
Review Deliverables and manage the Contractor's approvals	Support	Perform
Prepare and conduct project meetings	Support	Perform
Prepare and conduct stakeholder meetings	Perform	Support
Create Project Status Reports adhering to the PMO policies	Support	Perform
Report and manage issues and risks	Support	Perform
Monitor and report schedule and scope changes	Support	Perform
Identify State stakeholders and manage expectations	Perform	Support
Assist with on-boarding for the Contractor resources	Support	Perform
Assist with on-boarding for the State resources	Perform	Support
Confirm State Project staffing	Perform	Support
Confirm Contractor Project staffing	Support	Perform
Confirm Project governance	Perform	Support
Initiate Production Acceptance Criteria ("PAC") process	Support	Perform
PAC – Provide planned checkpoint review dates	Support	Perform

7.5 Project Management Requirements: Create and Maintain Project Plan

The Contractor must produce a detailed Project Plan, in electronic and paper form, to the State Project Manager for approval within twenty business days after the State issues a purchase order or other written payment obligation under the Contract. The project plan should include the following:

Deliverable 040. The Project Plan should include the following (at a minimum):

- Project Integration;
- Project Scope;
- Project Time;
- Project Quality;
- Project Staffing;
- Project Communications;
- Project Risks/Issues; and
- Project Procurement.

The Contractor must lead a planning session which ensures the following:

- A common understanding of the work plan has been established;
- A common vision of all deliverables has been established;
- Contains a critical path that identifies all major milestones, dependences (both internal and external to the project), resources by name and resource assignments and is complete and inclusive of the entire work effort from commencement until conclusion of all contracted activities;
- Clarity on scope of overall project and the responsibilities of the Contractor has been defined and agreed to by the State.

Thereafter, the Contractor must:

- Formally update the Project Plan, including work breakdown structure and schedule, and provide the updated Project plan as part of its reporting requirements during the Project; and
- Ensure the Project Plan allows adequate time and process for the development for the State's review, commentary, and approval.

The State will determine the number of business days it needs for such reviews and provide that information to the Contractor after award and early in the development of the Project Plan. Should the State reject the plan or associated deliverables, the Contractor must correct all deficiencies and resubmit it for the State's review and approval until the State accepts the Deliverable at no additional cost to the State.

At minimum, the offeror's Project Plan(s), as applicable, must include the following:

- A summary Work breakdown structure; Scope statement that includes the Work objectives and the Work Deliverables and milestones;
- The offeror must provide a detailed Project plan as a Microsoft Project Gantt chart, showing all major Work tasks on a week-by-week schedule and indications of State participation requirements in the Project(s) to serve as the basis for managing and delivering the Work. The schedule must clearly demonstrate how the project will become fully operational by the delivery date. Within this detailed plan, the offeror must give dates for when all Deliverables and milestones will be completed and start and finish dates for tasks. The offeror also must identify and describe all risk factors associated with the forecasted schedule;
- Who is assigned responsibility for each Deliverable within the work breakdown structure to the level at which control will be exercised;
- Performance measurement baselines for technical scope and schedule;

- Description of the offeror's proposed organization(s) and management structure responsible for fulfilling the Contract's requirements and supporting the Work, in terms of oversight and control;
- A summary Required State staff and their expected roles, participation and level of effort;
- Description of the review processes for each milestone and Deliverable (e.g. mandatory design review) and a description of how the parties will conduct communication and status review;
- Description of the Project issue resolution process including an escalation plan; and
- Description of the approach to manage subcontractors effectively, if the offeror is proposing subcontractors.

7.6 Project Review Check Point

Upon completion of the baselined Project Plan and on a quarterly basis throughout the Project, the Contractor, in conjunction with State Project team staff, must deliver a presentation to the State. At a minimum, the presentation must address any known State or Contractor issues or concerns, including but not limited to the following:

- Project scope, budget and schedule;
- Any changes to Key named resources assigned to the Project;
- Project readiness including key issues and risk from their current status;
- Project Status including variance from baseline for key milestones, tasks, deliverables (Significant work products) and project closure;
- Methodology, approach, and tools to achieve the Project goals (inventory and status of completeness and agreement for documented project management and implementation approaches. I.e., Project management plan, communication plan, requirements traceability, implementation approach and methodology); and
- Roles, responsibilities, and team expectations.

Upon completion of the presentation, the State will immediately assess the health of the project and determine next steps for moving forward with the Project, within one week of the meeting, which may include the following:

- Continue the Project;
- Terminate the Contract; or
- Suspend the Contract.

See Suspension and Termination language in Attachment Four for remedies for failure to deliver the proposed work.

Note: There may be additional Project Reviews conducted by the State on an as needed basis throughout the term of the Contract to assess Project health and ensure the Project is progressing successfully.

7.7 Project Management Requirements: Meeting Attendance and Reporting Requirements.

The Contractor's project delivery approach must adhere to the following meeting and reporting requirements:

- Immediate Reporting - The Project Manager or a designee must immediately report any Project staffing changes to the State Project Representative
- Attend Weekly Status Meetings - The State and Contractor Project Managers and other Project team members must attend weekly status meetings with the Project Representative and other members of the Project teams deemed necessary to discuss Project issues. These weekly meetings must follow an agreed upon agenda and allow the Contractor and the State to discuss any issues that concern them.

- Provide Weekly Status Reports - The Contractor must provide written status reports to the Project Representative at least one full business day before each weekly status meeting.
- At a minimum, weekly status reports must contain the items identified below:
    - Updated GANTT chart, along with a copy of the corresponding Project Plan files (i.e. MS Project) on electronic media acceptable to the State;
    - Updated Critical Path analysis with the aforementioned GANTT chart and an accompanying PERT chart.
    - Status of currently planned tasks, specifically identifying tasks not on schedule and a resolution plan to return to the planned schedule;
    - Issues encountered, proposed resolutions, and actual resolutions;
    - The results of any tests;
    - A problem tracking report must be attached;
    - Anticipated tasks to be completed in the next week;
    - Task and Deliverable status, with percentage of completion and time ahead or behind schedule for tasks and milestones;
    - Proposed changes to the Project work breakdown structure and Project schedule, if any;
    - Planned absence of Contractor staff and the expected return date;
    - System integration/interface activities.
    - The Contractor's proposed format and level of detail for the status report is subject to the State's approval.

7.8 Project Management Requirements: Utilize OIT's Document Sharing/Collaboration Capability

In conjunction with the delivery of the Project, coincident with the start of the project through its conclusion, the Contractor must use the State provided and hosted document management and team collaboration capability (Microsoft® SharePoint™) to provide access through internal state networks and secure external connections to all project team members, approved project stakeholders and participants. In conjunction with the utilization of this tool, the Contractor must:

- Structure the document management and collaboration pages and data structures in such a manner as to support the overall requirements of the Project;
- Be responsible for the maintenance and general upkeep of the designer configurations of the tool in keeping with commercially reasonable considerations and industry best practices as to not adversely impact the project delivery efforts performed by the Contractor and State; and
- At the conclusion of the project, or upon request of the State, ensure that the State is provided a machine readable and comprehensive backup of the SharePoint™ database(s) contained within the tool that is owned by the State and not proprietary to the Contractor or otherwise required by the State to maintain ongoing project documentation and artifacts (i.e., Contractor is to remove all Contractor proprietary or non-State owned or licensed materials from the tool).

7.9 Project Management Requirements: Production/Version Control and Release Management:

The Contractor will be responsible for working with the State and executing the production deployment and roll-out of any Release Package to the State's PaaS environment instance (if applicable). Production deployment includes software deployment to the production instance of the PaaS environment and (if applicable) interfaces to production tools and systems that orchestrate, manage, report or control those devices and services managed by the Service, identification of interfaces and any required conversions/migrations, installation of server software, and any required testing to achieve the proper roll-out of the Release Package software.

Contractor will establish and comply with the State required implementation and deployment procedures. This may include laboratory testing, migration procedures, the use of any pre-production or pseudo-production environment prior to production migration. Contractor will submit to the State, for the State's approval, a written deployment plan describing Contractor's plan to manage each such implementation. The tasks and activities to be performed by Contractor as part of the deployment services also include the following:

- Establish procedures and automated software versioning mechanism(s) to ensure that the entire contents of a release, following State acceptance or authorization to implement to a production environment, are complete and maintain all elements that comprise the defined Release Package and the then current production version of the software prior to deployment of the Release Package to same;
- Develop, prepare and test emergency back out or roll back procedures to return the production system to its pre-deployment State as it pertains to correcting an errant, erroneous or defective deployment of a Release Package to the production environment inclusive of all code, data, middleware, infrastructure, tables and parameters;
- If, in the mutual opinion of the State and Contractor, the deployment of a Release package to the production environment is errant, erroneous or otherwise defective, implement back-out or rollback procedures in their entirety upon the written authorization or direction of the State.
- If required, convert electronic data into a format to be used by the new solution using a data conversion program as well as perform any data cleansing of legacy data, with the State's assistance, prior to loading data to the new solution;
- Conduct production pilot(s) (including "day in the life" simulations) and fine tune solution as mutually agreed with the State as appropriate;
- Compile and maintain solution issue lists;
- Conduct post Production Deployment quality and progress reviews with appropriate State personnel;
- Develop, and thereafter maintain and make available to the State, a knowledge base of documentation gathered throughout the Release Package's life and allow for re-use of such documentation for future Projects;
- Establish a performance baseline for the impacted business systems, and where appropriate document requirements for future enhancement of the business systems implemented as part of a future Project or Authorized Work.

7.10 Project Management Requirements: Maintaining Solution and Operations Documentation

For all nonproprietary portions of the solution, the Contractor will:

- Document the solutions developed or modified by the Contractor in accordance with established methods, processes, and procedures such that, at a minimum the State or a competent 3rd Party vendor can subsequently provide a similar scope of Services
- Develop and maintain, as agreed appropriate, the documentation on system environments. Where it is determined that documentation is inaccurate (for example, due to demonstrated errors or obsolescence), and such inaccuracy may negatively affect the Services, Contractor will correct such documentation as part of normal day-to-day operational support.
- Update programmer, End User and operational reference materials.
- Maintain all documentation on the State's SharePoint site.

7.11 Project Management Requirements: Project Delivery, Role and Responsibility Requirements

The State has organized our requirements for responsibilities of the State and Contractor based on the anticipated Activity Areas required to analyze, design, implement and deploy the solution as well as those requirements and activities required to support the Organizational Change Management associated with the deployment of the overall solution. Should an offeror, as a result of the review of these requirements in light of their proposed approach require additional roles or clarity, the offeror must indicate the additional requirements of the State and provide a high level rational for the same as part of their response.

The responsibility matrices included throughout the remainder of this section identify Key Tasks to be performed as part of this project. Each Key Task has been assigned to a party and the level of responsibility for each party is designated as either a “P” for Perform, “S” for Support or designated “-” for no responsibility.

Note: If the contractor’s recommended methodology does not align with the responsibility matrices below, the contractor shall present matrices which do align with the contractor’s methodology. The contractor must also demonstrate that the recommended methodology and the responsibility matrices comply with the State’s need to: (1) know the contractor has a complete understanding of the State’s requirements, (2) the contractor’s design and development efforts are in line with the State’s requirement for the solution, (3) monitor the contractor’s progress during the project, (4) the project risk is acceptable and is managed effectively by the contractor, (5) have accurate and complete technical documentation regarding the solution (as designed and as delivered), and (6) know the solution delivered and deployed by the contractor has been adequately tested and meets the State’s requirements.

7.12 Project Management Requirements: System/Environment Administration Support of the Project

The Contractor will coordinate with the State, but be responsible for all environments (production, non-production, demo/training/CRP, development and testing) as required to support the overall effort and will:

- Perform technical activities including but not limited to: version control, administration, development, system code/object migrations, patch implementations, log administration, data copies and exports, interface and scheduled reporting/ETLs, and responsibility for incident resolution such that migrations into production will be executed at agreed periodic intervals and other production changes will be scheduled during the maintenance window.
- Support multiple release levels of System software/hardware elements for in-scope Services, provided that such support does not impair the Contractor’s ability to meet Contractor development and project commitments until such time as all environments can be upgraded to the same version/release level.

7.13 Project Management Requirements: Establish and Manage a Program Management & Master Release Calendar

The Contractor will coordinate with the State in the development, and maintenance on a monthly basis a Master Release Calendar that includes a schedule (with dates) of:

- Major/Minor and Scheduled Releases, Upgrades, Updates and Enhancements
- Implementation of Projects, Minor Enhancements or Discretionary Work
- Scheduled Maintenance Windows and Planned Outages
- Major and Minor Project Key Dates (i.e., Start, SDLC Gate Completion, Production Release, Completion) whether Contractor delivered or otherwise

- Other pertinent dates that require end-user notification or coordination

7.14 Project Management Requirements: Cooperation with State and State Contractors

Contractor will cooperate with the State in its attempts at transferring, replacing or augmenting the services responsibilities to another provider in a manner in keeping with not adversely affecting the provision of ongoing services and other projects being performed on the OAKS system concurrent with this project.

7.15 Analyze Phase: Requirements Confirmation and Analysis

The State has documented the desired Procurement business processes and requirements. The requirement for this project phase is the Contractor will review and analyze these State products and recommend changes which will improve the State's business processes and requirements.

7.16 Analyze Phase: Functional Team Requirements

The Functional Team will review, analyze and update the State's Functional Requirements and process documentation. This work will be done leveraging the State's existing process and requirements work.

The functional team will conduct workshops to confirm with SMEs the results of their business requirements analysis. These workshops may include Conference Room Pilot (CRP) sessions as applicable. Recommendations for modifications to the State's previous requirements and processes will be documented and reviewed for acceptance.

The functional team will perform a fit-gap analysis between the requirements and any pre-developed components if applicable.

The Functional Team will also analyze impacts to the integration points with external systems, e.g. the State's ERP system. In addition, the functional team will analyze external systems and data and recommend data for migration to the solution as applicable.

Deliverable 041. The functional team will deliver the resulting business requirements (expected to be a modified version of the State's current functional requirements), a Requirements Traceability Matrix (RTM), the accompanying business processes modified as required and a list of customizations if applicable. All changes to the State's original functional requirements and business processes are to be clearly indicated.

Key Tasks	State	Contractor
Review and update Business Requirements.	Support	Perform
Review and update Enterprise Procurement Processes.	Support	Perform
Organize business requirements into sub-process groupings.	Support	Perform
Conduct requirement workshops.	Support	Perform
Identify workshop participants and send invitations with sufficient lead time.	Perform	Support
Prepare agendas for workshops and CRPs, as applicable.	Support	Perform
Conduct Workshop sessions.	Support	Perform
Document workshop results.	Support	Perform
Perform gap analysis if applicable.	Support	Perform
Document analysis of integration points with external systems.	Perform	Support
Provide functional impacts within external systems.	Support	Perform
Create Requirements Traceability Matrix.	Support	Perform
Create Customization Tracking Database (if applicable).	Support	Perform

7.17 Analyze Phase: Technical Team Requirements

The Technical Team will define the Technical requirements for the Project leveraging the functional requirements and process documentation.

Key Tasks	State	Contractor
Define Technical Requirements.	Support	Perform
Define the solution architecture.	Support	Perform
Document possible solution options for identified gaps, as applicable	Support	Perform
Document plan for integration points.	Support	Perform
Define technical environment requirements for the project from design through deployment and run. This includes any components or tools required to support development, test, configuration management, etc.	Support	Perform
Updated RTM with functional requirements and technical requirements cross referenced.	Support	Perform

7.18 Design Phase: General

The Analyze Checkpoint must be successfully completed prior to beginning the Design phase. This includes the State's acceptance of all deliverables due to date per the project schedule. A validation of the scope and schedule for the remainder of the Project will also be completed at the Analyze Checkpoint.

7.19 Design Phase: Functional Team Requirements

The Functional Team will create and maintain Functional Designs for the solution. Functional Designs contain data, business and security impacts and includes integration points to external systems.

Key Tasks	State	Contractor
Create Functional Designs according to the requirements.	Support	Perform
Update Requirements Traceability Matrix with design and configuration cross references	Support	Perform
Create System Test, UAT, and ORT strategies	Support	Perform
Classify new data introduced in the system to identify data elements that need to be added to the list of confidential and sensitive data	Perform	-

7.20 Design Phase: Technical Team Requirements

The Technical Team will update / create Technical Designs and Environment Plans for each of the technical components that were identified during the Analyze Phase. The technical team will also build the environments for the Build and Test Phases.

Key Tasks	State	Contractor
Create and update the Technical Designs for solution, including any interfaces to external systems.	Support	Perform
Create and update the Security Designs for the solution.	Support	Perform
Update environment plans for the Project	Support	Perform
Build technology environments required for Build & Test	Support	Perform
Support technical environments, including patches and fixes	Support	Perform
Create Deployment Plan	Support	Perform

7.21 Build Phase: General

The Design Checkpoint must be successfully completed prior to beginning the Build phase. This includes the State's acceptance of all deliverables due to date per the project schedule. A validation of the scope and schedule for the remainder of the Project will also be completed at the Design Checkpoint.

7.22 Build Phase: Functional Team Requirements

The Functional Team will build the solution and prepare for testing. The State will provide one (1) knowledgeable FTE per functional area in test preparation and as mutually agreed to with the Contractor to support test preparation.

Key Tasks	State	Contractor
Provide test conditions and scripts.	Support	Perform

Key Tasks	State	Contractor
Build and Unit Test configuration and security to support the business processes	Support	Perform
Create System Test, UAT, and ORT conditions, scripts, and scenarios	Support	Perform
Prepare testing schedule and participation for System Test, UAT, and ORT	Support	Perform

7.23 Build Phase: Technical Team Requirements

The technical team will build the solution, perform unit testing, and prepare for testing. Also, the Technical Team will build the remaining necessary technical environments required by the project.

Key Tasks	State	Contractor
Create Master Test Plan	Support	Perform
Build and Unit Test the solution as applicable	Support	Perform
Build and Unit Test customizations as applicable	Support	Perform
Build and Unit Test updates to Execution Environment (i.e. interfaces, print, security services, and network infrastructure)	Support	Perform
Build Test Environment(s)	Support	Perform
Build Training environment	Support	Perform
Build Operations Environment (i.e. production)	Support	Perform
Create Assembly Test and Performance Test conditions, scripts, and scenarios	Support	Perform
Support technical environments, including patches and fixes	Support	Perform
Create Deployment and Stabilization Plan and tools (readiness criteria, critical path, and cutover activity list).	Support	Perform

7.24 Test Phase: General

The Test Readiness Review Checkpoint must be successfully completed prior to beginning the Test phase. This includes the State's acceptance of all deliverables due to date per the project schedule. A validation of the scope and schedule for the remainder of the Project will also be completed at the Test Readiness Review Checkpoint.

Deliverable 042. For avoidance of doubt with respect to testing activities, the Contractor is accountable for all activities associated with System Test while the State will participate in these activities. The State is accountable for UAT Test execution while Contractor will be responsible for test preparation, management and tracking of UAT activities.

7.25 Test Phase: Functional Team Requirements

The Functional Team will execute System Test, User Acceptance Test ("UAT"), and Operational Readiness Test ("ORT"). The State will provide three (3) FTEs knowledgeable in test execution and as mutually agreed to with the Contractor to support test execution.

System Test focuses on the customizations, configurations, workflow and integrations. Test conditions and test scenarios to be included in the System Test will be mutually agreed upon by the Contractor and the State. These scenarios will be based on an analysis of the requirements, changes, and modifications that are approved for implementation.

UAT verifies the usability of the new processes and ensures that the system meets the needs of the organization and the end user. UAT leverages System Test Scripts and is executed by Agency resources. A key objective of UAT is to facilitate an understanding of the technology and the business change being implemented.

ORT includes end-to-end testing of processes and technologies and will be executed by State members of the Project team. ORT will be conducted during a specific time period before Go-Live.

The State will conduct a Security Test that includes an application scan, manual testing of the system using client-side code analysis, and loading maliciously formatted inbound interface files.

The Functional Team will develop and prepare weekly status reports to monitor the progress of each test phase. The status reports will contain sections for condition creation, script creation, script execution, issue identification and resolution, and defect identification and resolution.

Key Tasks	State	Contractor
Develop and maintain test data repositories as agreed appropriate	Support	Perform
Manage and track System /Regression Test, UAT, and ORT	Support	Perform
Execute System / Regression Test and document results	Support	Perform
Execute UAT	Perform	Support
Document UAT results	Support	Perform
Execute ORT	Perform	Support
Document ORT results	Support	Perform
Prepare for and execute Security Test	Perform	-

7.26 Test Phase: Technical Team Requirements

Deliverable 043. The Technical team will execute Assembly Test and Performance Test.

Assembly Test verifies that the technical architecture works together as planned and tests that all modules were migrated appropriately. The objective of the Assembly Test is to verify that related components function properly when assembled into an overall system.

Performance Test will establish a baseline of acceptable performance for a sample of online transactions. Performance requirements. The tests are conducted under a practical proportion of expected transaction and user volumes to mimic real-world usability. The sample is based upon mocked up data entered into the solution. The approach taken will ensure testing against empty databases. The number, frequency, and concurrency of online user transaction load will be defined using the most recent functional team estimates of activity available at the time of test preparation. The estimates will be based on enterprise-wide usage (as opposed to usage of only the Phase 1 agencies).

The Contractor will recommend a Test Moves to Production strategy as appropriate for their solution's environment(s). The contractor will demonstrate to the State that the strategy allows for the development and testing of a migration process and checklist, as well as an assessment of timing and any mitigation or resolution of any issues related to timing.

Throughout the Project duration, if a testing or production incident is due to errors, omissions, documentation inconsistencies, or bugs in an "in-scope" environment, supported server, or "in-scope" software element licensed by a Third Party to the State, the Contractor will assist the State by referring such incident to the appropriate Third Party entity for resolution and coordinating with the Third Party contractor, as appropriate, to help minimize the State role in problem management.

The Contractor will, to the extent possible, implement measures to help avoid unnecessary recurrence of incidents, by performing root cause analysis and event correlation for items discovered during testing/validation activities.

Key Tasks	State	Contractor
Prepare for and execute Assembly Test	Support	Perform
Prepare for and execute Performance Test	Support	Perform
Support Functional Team Testing	Support	Perform
Conduct Test Moves to Production	Support	Perform
Create the Deployment and Stabilization Plan	Support	Perform
Develop, update and maintain a migration checklist	Support	Perform
Prepare for final Move to Production	Support	Perform

7.27 Deploy Phase: General

Deliverable 044. A Test Completion Checkpoint must be successfully completed prior to beginning the Deploy phase. This includes the State's acceptance of all deliverables due to date per the project schedule.

7.28 Deploy Phase: Functional Team Requirements

The Functional Team will support the deployment activities and will conduct a deployment readiness assessment to determine the readiness of the organization and the solution for go-live. Part of the readiness review will be to determine that the State has reviewed and accepted all functional, technical, and user documentation. Upon completion of the readiness assessment, the State will make a final go-live decision. The go-live date will be scheduled and resources, roles, and responsibilities will be confirmed.

Key Tasks	State	Contractor
Identify deployment readiness criteria, critical path, and contingency plan	Support	Perform
Assess deployment readiness	Support	Perform
Define stabilization approach and plan	Support	Perform
Perform deployment activities	Support	Perform
Define end user security mapping and assignments for new or altered functionality	Perform	Support

7.29 Deploy Phase: Technical Team Requirements

The Technical Team will drive the planning and execution for the system deployment activities. Deployment includes coordination of software deployment to the file server elements, identification of interfaces and any required conversions/migrations, installation and testing of any required middleware products, installation of server software, and any required testing to achieve the proper roll-out of the application software.

The Technical Team will execute the deployment plan which will describe the plan to manage the go-live. The tasks and activities to be performed include the following:

- Execute required data conversions or migrations as applicable.
- Perform required data matching activities and error reporting as applicable.
- Document data issues and provide to the State for resolution as applicable.
- Compile and maintain solution issue lists
- Produce an end-to-end final validation of the operational architecture and corresponding operational documentation for the upgraded and implemented modules
- Conduct quality and progress reviews with appropriate State personnel
- Develop, and thereafter maintain and make available to the State, a knowledge base of documentation gathered throughout the Project's life and allow for re-use of such within OAKS documentation for future Project Phases or upgrades.
- Transition solution support responsibility according to the Deployment & Stabilization Plan.

The production deployment schedule will be agreed upon mutually by the State and the Contractor.

Production migration activities will adhere to the State Production Acceptance Criteria (PAC) and will not be considered for production migration until all such criteria are met or otherwise accepted by the State. Any deviation, partial acceptance or waiver of requirements in the Production Acceptance Criteria must be agreed to in writing by the State in advance of presentation of any deliverables associated with, or determined to be part of these Production Acceptance Criteria.

Throughout the Project, Application and Tools patches and fixes will be reviewed. Patches will be applied until the QA environment is established. After the QA environment is established and prior to Go-Live, any Application or Tools related patches and fixes will be evaluated for implementation based on the criticality of the patch or fix.

Key Tasks	State	Contractor
Create production deployment plan	Support	Perform
Create detailed task lists and work plans for deployment	Support	Perform
Create production deployment staffing schedule	Support	Perform
Create production deployment roles and responsibilities	Support	Perform
Perform cutover activities	Support	Perform
Support technical environments, including patches and fixes	Support	Perform
Coordinate PAC items for Deployment	Perform	Support
Deploy the Solution	Support	Perform
System Turnover	Support	Perform

7.30 Project Completion: Knowledge Transfer and Production Handoff Requirements

The Contractor will perform knowledge transfer support to the State in keeping with the existing OAKS Production Acceptance Checklist (PAC) process which will be made available to the Contractor at the commencement of the project to support knowledge transfer to the State. In general, the PAC will include, at a minimum the following work products as a deliverable:

Deliverable 045. The PAC Deliverable will include, at a minimum:

- Final Requirements Traceability Matrix for the Project as Implemented
- A list of all customizations and RICEFW objects as implemented
- Detailed System Test Cases and Demonstration of Successful Completion of Same
- Detailed Performance Testing Results showing at least one financial close process (e.g., a Fiscal Quarter or Year as mutually agreed)
- Completion of State User Acceptance Testing and an affirmation of same by State
- Operational Readiness Testing Results and an affirmation of same by State
- Complete User and System Administration Documentation that represent the system as implemented
- Complete operational documentation sufficient for the State or the State's managed service vendor to operate and maintain the system in the State's environments inclusive of Production, DR, Demo/Train and at least one non-Production replica of the system as delivered

7.31 Project Completion: Final Documentation and Post Implementation Support Obligations

Following forty-five (45) days of successful execution (defined as no Severity 1 or 2 issues) by the Contractor to the State production environment, the Contractor shall be relieved of Project requirements contained herein. During the 45 day period immediately following the introduction of the Contractor provided enhancements, configurations or extensions to the State's production environment the Contractor must:

- Ensure adequate staffing from the Contractor Project Team is on hand (or available remotely) to ensure that during this 45 day period all defects identified by the State and mutually committed to resolve by the Contractor in this RFP or under any SOW are adhered to.
- This responsibility shall specifically include:
  - Prompt isolation, triage and repair of any Severity 1 or 2 issues;
  - Performance Monitoring of the System to ensure that there are no statistically significant (i.e., +5%) deviations from actual production performance as compared to the system performance prior to the implementation of Contractor developed elements;

- All interfaces, and system functions perform and function as specified;
- Compile all final versions of the upgrade documentation, work products and delivery materials and locate / organize them as ‘FINAL’ on the State provided SharePoint site.
- Obtain a final acceptance document from the State and the Contractor confirming that all of the above has been delivered and accepted as final.

If, during the 45 day period immediately following the introduction to Production, a Severity 1 or 2 issue occurs that can be directly attributable to the efforts of the Contractor, and not the State or other non-Project parties, the 45 day period will, at the sole discretion of the State, be reset for additional 45 day periods until such time as the system can perform without Severity 1 and 2 issues.

7.32 Project Completion: Production Break/Fix Support Obligations

For a period of ninety (90) days following the deployment to production or first commercial use of the system, the Contractor will:

- Track, monitor and provide remediation for solution defects and incidents requiring system configuration or in-scope environment code or configuration changes;
- Identify and implement required system or configuration changes to address solution defects.
- Maintain solution documentation (technical specifications and testing documentation) as well as a compendium of common problems, root causes and remedy to aid in the identification and remediation of underlying system incidents;
- Test configuration changes to confirm resolution of defects;
- Support the State in performing applicable acceptance testing or review of any changes arising as a result of break/fix or patch/release Contractor responsibilities; and
- Ensure compliance with any State security or other mandated patches or system levels to the extent and system enhancement turnaround time required given the nature of the security mandate and report to the State in writing any risks or issues that the Contractor becomes aware of in providing Service to the State. For example: patches designed to address immediate or active Security issues may be scheduled for a near-real-time release, where other less pressing releases may be implemented during a scheduled maintenance or outage period.

Should the State determine that the Contractor has fulfilled the requirements of Phase 1 in its entirety and as agreed in writing in a State approved change order or amendment to any agreement arising from this RFP the Contractor will adhere to the following requirements as they relate to any future projects or work efforts that impact the production system.

8 Assumptions

The offeror must list all the assumptions the offeror made in preparing the Proposal. If any assumption is unacceptable to the State, the State may at its sole discretion request that the offeror remove the assumption or choose to reject the Proposal. No assumptions may be included regarding the outcomes of negotiation, terms and conditions, or requirements. Assumptions should be provided as part of the offeror response as a stand-alone response section that is inclusive of all assumptions with reference(s) to the section(s) of the RFP that the assumption is applicable to. Offerors should not include assumptions elsewhere in their response.

9 Support Requirements

The offeror must describe the support it wants from the State other than what the State has offered in this RFP. Specifically, the offeror must address the following:

- Nature and extent of State support required in terms of staff roles, percentage of time available, and so on;
- Assistance from State staff and the experience and qualification levels required; and
- Other support requirements.

The State may not be able or willing to provide the additional support the offeror lists in this part of its Proposal. The offeror therefore must indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, the State may reject the offeror's Proposal, if the State is unable or unwilling to meet the requirements.

10 Pre-Existing Materials

The offeror must list any Pre-Existing Materials it owns that will be included in a Deliverable if the offeror wants a proprietary notice on copies that the State distributes. For example, the offeror may have standard user interfaces or standard shells that it incorporates in what is otherwise custom software. (See the Ownership of Deliverables section of the General Terms and Conditions.) The State may reject any Proposal that includes existing materials for a custom solution, if the State believes that such is not appropriate or desirable for the Project.

11 Commercial Materials

The offeror must list any commercial and proprietary materials that the offeror will deliver that are easily copied, such as Commercial Software, and in which the State will have less than full ownership ("Commercial Materials"). Generally, these will be from third parties and readily available in the open market. The offeror need not list patented parts of equipment, since they are not readily copied. If the offeror expects the State to sign a license for the Commercial Material, the offeror must include the license agreement as an attachment. If the State finds any provisions of the license agreement objectionable and cannot or does not negotiate an acceptable solution with the licensor, regardless of the reason and in the State's sole discretion, then the offeror's Proposal may be rejected. If the State is not going to sign a license, but there will be limits on the State's use of the Commercial Materials different from the standard license in the General Terms and Conditions, then the offeror must detail the unique scope of license here. Unless otherwise provided in this RFP, proposing to use Commercial Materials in a custom solution may be a basis for rejection of the offeror's Proposal, if the State, in its sole discretion, believes that such is not appropriate or desirable for the Project. Any deviation from the standard license, warranty, and other terms in Attachment Four also may result in a rejection of the offeror's Proposal.

If the offeror proposes a Deliverable that contains Commercial Software or other Commercial Materials with terms that differ from the terms in Attachment Four for Commercial Software and Materials, then those terms must be detailed here, and any proposed separate agreement covering those items must be included in the offeror's Proposal. This is required even if the State will not be expected to sign the agreement. Any deviation from the standard terms in Attachment Four may result in a rejection of the offeror's Proposal.

12 Development Lifecycle Performance Measures and Service Levels

This section sets forth the performance specifications for the Service Level Agreements (SLA) and Service Level Objectives (SLO) to be established between the Contractor and the State that are applicable to any work associated with the development, configuration, extension or implementation of any software (asset or cloud based) associated with this Supplement.

Offerors are to note that the State maintains a contract with a Managed Service Vendor (MSV) for the ongoing operation and maintenance of the collective of applications that comprise OAKS. This MSV is managed by a similar SLA/SLO framework containing those elements pertinent to their scope (e.g., running and maintaining OAKS assets). The SLA/SLO framework contained in this Supplement are applicable to any Contractor performing the work contained herein.

The section contains the tables and descriptions that provide the State framework, requirements relating to service level commitments, and the implications of meeting versus failing to meet the requirements and objectives, as applicable. This document defines the State's detailed performance, management, and reporting requirements for the Project Implementation Project and to all subsequent Project related services and phases that are contracted under future Statements of Work between the State and the Contractor related to this RFP.

The mechanism set out herein will be implemented to manage the Contractor's performance against each Service Level, in order to monitor the overall performance of the Contractor.

The Contractor will be required to comply with the following performance management and reporting mechanisms for all Services within the scope of this RFP and shall provide these reports to the State on a no less frequent than monthly basis:

Service Level Specific Performance – Agreed upon specific Service Levels to measure the performance of specific Services or Service Elements. Most individual Service Levels are linked to financial credits due to the State ("Performance Credits") to incent Contractor performance.

Overall Contract Performance – An overall performance score of the Contractor across all Service Levels. The overall performance score is linked to governance and escalation processes as **needed** to initiate corrective actions and remedial processes.

12.1 Service Level Specific Performance Credits

Each Service Level (SL) will be measured using a "Green-Yellow-Red" traffic light mechanism (the "Individual SL GYR State"), with "Green" representing the highest level of performance and "Red" representing the lowest level of performance. A Performance Credit will be due to the State in the event a specific Individual SLA GYR State falls in the "Yellow "or "Red" state. The amount of the Performance Credit for each SLA will be based on the Individual SLA GYR State. Further, the amounts of the Performance Credits will, in certain cases, increase where they are imposed in consecutive months. No Service Level Performance Credit will be payable for the Contractor's failure to meet a Service Level Objective.

Set forth below is a table summarizing the monthly Performance Credits for each SLA. All amounts set forth below that are contained in a row pertaining to the "Yellow" or "Red" GYR State, represent Performance Credit amounts.

Consecutive (SLA Performance Credits)												
Individual SL GYR State	1st Month	2nd Month	3rd Month	4th Month	5th Month	6th Month	7th Month	8th Month	9th Month	10th Month	11th Month	12th Month
Red	A =1.71% of MPC	A + 50% of A	A + 100% of A	A + 150% of A	A + 200% of A	A + 250% of A	A + 300% of A	A + 350% of A	A + 400% of A	A + 450% of A	A + 500% of A	A + 550% of A
Yellow	B = 0.855% of MPC	B + 50% of B	B + 100% of B	B + 150% of B	B + 200% of B	B + 250% of B	B + 300% of B	B + 350% of B	B + 400% of B	B + 450% of B	B + 500% of B	B + 550% of B
Green	None	None	None	None	None	None	None	None	None	None	None	None

The Contractor agrees that in each month of the Contract, 12% of the monthly project charges (MPC) associated with the Project Implementation portion of this RFP will be at risk. MPCs are the charges for the deliverables accepted during a given month. The MPC for the Project Implementation will be at risk for failure to meet the Service Levels set forth in the Contract. The Contractor will not be required to provide Performance Credits for multiple Performance Specifications for the same event; the highest Performance Credit available to the State for that particular event will apply.

On a quarterly basis, there will be a “true-up” at which time the total amount of the Performance Credits will be calculated (the “Net Amount”), and such Net Amount will be set off against any fees owed by the State to the Contractor.

Moreover, in the event of consecutive failures to meet the Service Levels, the Contractor will be required to credit the State the maximum Performance Credit under the terms of the Contract.

The Contractor will not be liable for any failed Service Level caused by circumstances beyond its control, and that could not be avoided or mitigated through the exercise of prudence and ordinary care, provided that the Contractor immediately notifies the State in writing and takes all steps necessary to minimize the effect of such circumstances and resumes its performance of the Services in accordance with the SLAs as soon as possible.

For example, if an Individual SL GYR State is Yellow in the first Measurement Period, Red in the second Measurement Period and back to Yellow in the third Measurement Period for an SLA then the Performance Credit due to the State will be the sum of Yellow Month 1 (B) for the first Measurement Period, Red Month 2 (A + 50% of A) for the second Measurement period, and Yellow Month 3 (B + 100% of B) for the third Measurement period, provided (1) such Performance Credit does not exceed 12% of the MPC (the At-Risk Amount); and, (2) no single Service Level Credit will exceed 20% of the total At-Risk Amount, as stated below:

SLA Calculation EXAMPLE						
Monthly Project Charge (MPC) = $290,000.00						
Monthly At Risk Amount = 12% of MPC = $34,800						
Maximum for any one SLA = 20% of At Risk Amount = $6,960						
GYR State	1st Month		2nd Month		3rd Month	
Red	0	$	0	$7,438.50	0	
Yellow	1	$2,479.50	1		1	$4,959.00
Green	6	$	6		6	
Totals	7	$2,479.50	7	$7,438.50	7	$4,959.00
Adjusted Totals by At Risk Amount and 20% per individual SLA Limitations	(Is monthly total of all Service Level Credits equal to or less than $34,800?) - Yes (Is monthly amount for any one Service Level Credit equal to or less than $ 6,960?) - Yes $2,479.50		(Is monthly total of all Service Level Credits equal to or less than $34,800?) - Yes (Is monthly amount for any one Service Level Credit equal to or less than $ 6,960?) - No $6,960.00		(Is monthly total of all Service Level Credits equal to or less than $34,800?) - Yes (Is monthly amount for any one Service Level Credit equal to or less than $ 6,960?) - Yes $4,959.00	
Total Quarterly Credit:	$ 2,479.50 +		$ 6,960.00 +		$ 4,959.00	
Total Quarterly Credit: $ 14,398.50						

Service Level Performance Credit payable to the State = (B) + (A + 50% A) + (B + 100% B), based on an illustrative MPC of $290,000;

The total of any weighting factors may not exceed 100% of the total At-Risk Amount. To further clarify, the Performance Credits available to the State will not constitute the State's exclusive remedy to resolving issues related to the Contractor's performance. Service Levels will commence with Project initiation for any Implementation Project.

12.2 Overall Contract Performance

In addition to the service specific performance credits, on a monthly basis, an overall SL score (the "Overall SL Score") will be determined, by assigning points to each SL based on its Individual SL GYR State. The matrix set forth below describes the methodology for computing the Overall SL Score:

Individual SLAs and SLOs GYR State	Performance Multiple
Green	0
Yellow	1
Red	4

The Overall SL score is calculated by multiplying the number of SLAs and SLOs in each GYR State by the Performance Multiples above. For example, if all SLAs and SLOs are Green except for two SLAs in a Red GYR State, the Overall SL Score would be the equivalent of 8 (4 x 2 Red SLAs).

Based on the Overall SL Score thresholds value exceeding a threshold of fifteen (15), mandatory Executive escalation procedures outlined in this RFP will be initiated to restore acceptable Service Levels.

If a successful resolution is not reached, then the State may terminate the Contract for cause if:

- The overall SL score reaches a threshold over a period of 3 consecutive months with the equivalent of 50% of the service levels in a red state; and the Contractor fails to cure the affected Service Levels within 60 calendar days of receipt of the State's written notice of intent to terminate; **OR**
- The State exercises its right to terminate for exceeding the threshold level of 75% of Service levels in total over a six (6) month period.

The Overall Contract Performance will not constitute the State's exclusive remedy to resolving issues related to the Contractor's performance. The State retains the right to terminate for Overall Contract Performance under the terms of this Contract.

12.3 Monthly Service Level Report

On a State accounting monthly basis, the Contractor will provide a written report (the "Monthly Service Level Report")to the State which includes the following information: (i) the Contractor's quantitative performance for each Service Level; (ii) each Individual SL GYR State and the Overall SL Score; (iii) the amount of any monthly Performance Credit for each Service Level (iv) the year-to-date total Performance Credit balance for each Service Level and all the Service Levels; (v) a "Root-Cause Analysis" and corrective action plan with respect to any Service Levels where the Individual SL GYR State was not "Green" during the preceding month; and (vi) trend or statistical analysis with respect to each Service Level as requested by the State . The Monthly Service Level Report will be due no later than the tenth (10th) accounting day of the following month.

Failure to report any SLA, SLA performance in a given month, or for any non-Green (i.e., performing to Standard) SLA a detailed root cause analysis that substantiates cause shall result in the State considering the performance of the Contractor for that period as performing in a Red State.

12.4 Service Level Commitments – Project Implementation Services

The Contractor will meet the Service Level Commitment for each Service Level set forth in the tables and descriptions below:

Service Level	State Requirements			
	SLA or SLO	Support Hours	Required	
			Response	Resolution
Defect Resolution – Priority 1 Items	SLA	7x24	Every 4 hours until resolution	<= 24 hours
Defect Resolution – Priority 2 Items	SLA	7x16	Every 8 hours until resolution	<=72 hours
Defect Resolution – Priority 3 Items	SLO	5x9	Every 24 hours until resolution	<= 7 calendar days
System Test Execution Exit Quality Rate	SLA	-	See specification below	-
Blocking Issues Identification and Removal	SLA	7x24	Every 2 hours until resolution or agreeable workaround is implemented	<=10%%
Regression Testing Performance Issue Find/Fix Rate	SLA	-	See specification below	-
Code Coverage – Automated Test Beds	SLO	-	See specification below	-
Milestone Date Delivery	SLA	-	See specification below	-
Issue Reporting	SLO	-	See specification below	-
Deliverable Acceptance	SLO	-	See specification below	-
UAT Process and Environment Support	SLO	7x9	Every 2 hours until completion of testing effort	-
Development Methodology Compliance– % SDLC Compliance	SLA	-	See specification below	-
Development Methodology Compliance – % Build and Testing Activities	SLO	-	See specification below	-
Development Methodology Compliance - Issues Detected and Resolved in Production	SLO	-	See specification below	-

12.5 Service Level Specifications

12.5.1 Defect Resolution – Mean Time to Repair/Resolve (Priority 1 Items)

Specification: Defect Resolution – Mean Time to Repair/Resolve (Priority 1 Items)

Definition: Mean Time to Repair (Priority 1 Items) will be calculated by determining time (stated in hours and minutes) representing the statistical mean for all Priority 1 Defects for in-scope deliverables in the Contract Month. "Time to Repair" is measured from time and Issue is received at the Contractor Issue/Defect tracking system to point in time when the Defect is resolved or workaround is in place and the Contractor submits the repair to the State for confirmation of resolution.

"Priority 1 Defect Service Request" means an incident where the State's use of a solution service element has stopped or is so severely impacted that the State personnel cannot reasonably continue to work.

This Service Level begins upon Contractor presentation of a deliverable (generally code based) to the State for conducting Acceptance Testing and when this deliverable is initially migrated or otherwise used in a production environment.

Formula:

$$\text{Mean Time to Repair (Priority 1 Outages)} = \frac{\text{(Total elapsed time it takes to repair Priority 1 Defect Service Requests)}}{\text{(Total Priority 1 Defect Service Requests)}}$$

Measurement Period: Month

Data Source: Monthly Project Report

Frequency of Collection: Per Incident

Service Level Measures

Individual SL GYR State	Incident Resolution – Mean Time to Repair (Priority 1 Defects).
Green	<=24 hours
Yellow	>2 4 hours and <= 48 hours
Red	>48 hours

12.5.2 Defect Resolution – Mean Time to Repair/Resolve (Priority 2 Items)

Specification: Defect Resolution – Mean Time to Repair/Resolve (Priority 2 Items)

Definition: Mean Time to Repair (Priority 2 Items) will be calculated by determining time (stated in hours and minutes) representing the statistical mean for all Priority 2 Defects for in-scope deliverables in the Contract Month. “Time to Repair” is measured from time and Issue is received at the Contractor Issue/Defect tracking system to point in time when the Defect is resolved or workaround is in place and the Contractor submits the repair to the State for confirmation of resolution.

“Priority 2 Defect Service Request” means an incident where the State’s Software or Processing Error that results in a partial or intermittent system outage or unavailability, performance Items that result in undue delay of processing business cycle data and creation of a processing backlog, System performance and availability levels not adhering to agreed-upon SLAs, the State’s traditional performance levels, and generally accepted and customary industry standards for similar functions or capabilities, a temporary workaround identified but due to processing, hardware, labor or other considerations is deemed unreasonable by the State, or may be a recurring issue with identified or indeterminate cause.

This Service Level begins upon Contractor presentation of a deliverable (generally code based) to the State for conducting Acceptance Testing and when this deliverable is initially migrated or otherwise used in a production environment.

Formula:

$$\text{Mean Time to Repair (Priority 2 Outages)} = \frac{\text{(Total elapsed time it takes to repair Priority 2 Defect Service Requests)}}{\text{(Total Priority 2 Defect Service Requests)}}$$

Measurement Period: Accounting Month

Data Source: Monthly Project Report

Frequency of Collection: Per Incident

Service Level Measures

Individual SL GYR State	Incident Resolution – Mean Time to Repair (Priority 2 Defects).
Green	<= 72 hours
Yellow	> 72 hours and <= 90 hours
Red	> 90 hours

12.5.3 Defect Resolution – Mean Time to Repair/Resolve (Priority 3 Items)

Specification: Defect Resolution – Mean Time to Repair/Resolve (Priority 3 Items)

Definition: Mean Time to Repair (Priority 3 Items) will be calculated by determining time (stated in hours and minutes) representing the statistical mean for all Priority 3 Defects for in-scope deliverables in the Contract Month. "Time to Repair" is measured from time and Issue is received at the Contractor Issue/Defect tracking system to point in time when the Defect is resolved or workaround is in place and the Contractor submits the repair to the State for confirmation of resolution.

"Priority 3 Defect Service Request" means an incident where the State's Software or Processing Error that results in a partial or intermittent system outage or unavailability, performance items that result in periodic, but not otherwise undue delay of processing business cycle data and creation without the creation of a processing backlog that spans a business cycle, system performance and availability levels not adhering to agreed-upon performance parameters, the State's traditional performance levels, and generally accepted and customary industry standards for similar functions or capabilities, errors or omissions in the software, related software elements, operational processes or software integration suite for which a workaround exists, but have been reported to and accepted by the Contractor, an acceptable State agreed workaround has been identified and implemented, temporary workaround identified with State acceptable processing, hardware, labor or other considerations, may be a recurring issue with identified or indeterminate cause, and items otherwise not classified as a Priority 1 or Priority 2 Defect.

This Service Level begins upon Contractor presentation of a deliverable (generally code based) to the State for conducting Acceptance Testing and when this deliverable is initially migrated or otherwise used in a production environment.

Formula:

$$\text{Mean Time to Repair (Priority 3 Outages)} = \frac{\text{(Total elapsed time it takes to repair Priority 3 Defect Service Requests)}}{\text{(Total Priority 3 Defect Service Requests)}}$$

Measurement Period: Accounting Month

Data Source: Monthly Project Report

Frequency of Collection: Per Incident

Service Level Measures

Individual SL GYR State	Incident Resolution – Mean Time to Repair (Priority 3 Defects).
Green	<= 7 calendar days
Yellow	> 7 calendar days and <= 10 calendar days
Red	> 10 calendar days

12.5.4 Service Levels – Testing Performance

Specification: System Test Execution Exit Quality Rate

Definition: System Test Execution Exit Quality Rate will be determined using the results of Contractor generated pre-test strategy, executed testing cases including functionality, performance, integration, interfaces, operational suitability and other test coverage items comprising a thorough Contractor executed system testing effort.

"System Test Execution Exit Quality Rate" means the inventory of all test cases performed in conjunction with Contractor system testing, or testing otherwise preceding the State's User Acceptance Testing efforts, presentation of resultant test performance inclusive of identified errors or issues (by priority), impact areas and overall testing results to the State otherwise referred to as "Testing Results".

This Service Level begins upon Contractor presentation of the aforementioned Testing Results to the State prior to the State conducting UAT. The initial service level shown for this SLA will be 90.0%, exclusive of Priority 1 issues (which must be resolved prior to presentation to the State)and will be validated during an initial measurement period. Following the initial measurement period, and for all releases, updates, enhancements or patches and as a result of any production or commercial use the initial Service Level will be 95%. The initial measurement period will be as mutually agreed by the Parties, not to exceed three months and only pertain to the first production release.

Formula

$$\text{Test Quality Exit Rate} = \frac{\text{(Total \# of Test Scripts Passed during Final Pass of System Test)}}{\text{(Total \# of Test Scripts Executed during Final Pass of System Test)}} \times 100$$

Measurement Period: Accounting Month

Data Source: Monthly Project Report

Frequency of Collection: At end of System Test

Service Level Measures

Individual SL GYR State	System Testing Test Execution Exit Quality Rate
Green	>= 90%
Yellow	>= 85%, <90%
Red	< 85%

12.5.5 Blocking Issues – Identification and Removal

Specification: Testing of Blocking Issues – Identification and Removal Rate

Definition: A "blocking issue" is an item that is non-compliant, or otherwise fails to meet the overall quality standard agreed for work comprising a release or otherwise described in an approved statement of work between the Contractor and the State, that without remediation causes testing or production efforts to be halted, delayed or blocked for a delivery element, a logical system function or set of functions up to and including the overall work product contracted by the State.

If a blocking issue is identified, and meets the standard of prohibiting the State to reasonably conclude testing and accepting a release or SOW in part or in full, meaning no more testing (or promotion to a production environment in a reliable or timely manner) can be completed prior to resolution of the blocking issue, the Contractor will remedy the issue or deliver suitable working and commercially viable alternatives to the State as to resume testing activities and meet the business requirement as requested by the State.

This Service Level begins upon Contractor presentation of the aforementioned Testing Results to the State prior to the State conducting UAT. The initial service level shown for this SLA will be 10.0% and will be validated during an initial measurement period. Following the initial measurement period, and as a result of any production or commercial use the initial Service Level will be adjusted to 5%. The initial measurement period will be as mutually agreed by the Parties, not to exceed three months.

Formula:

$$\text{\% of time lost to blocking issues} = \frac{\text{(Total Test Time Lost to Blocking Issues)}}{\text{(Total Scheduled Test Time)}} \times 100$$

Measurement Period: Accounting Month

Data Source: Monthly Project Report

Frequency of Collection: Per Incident

Service Level Measures

Individual SL GYR State	Blocking Issue Identification and Removal
Green	<= 10%
Yellow	>10%, <= 12%
Red	<= 15%

12.5.6 Regression Testing Performance – Issue Find/Fix Rate

Specification: Issue Find/Fix Rate

Definition: Regression Testing Issue find fix rate is the time the Contractor spends resolving issues identified during UAT testing as a percentage of the time required to develop the code content associated with a release, enhancement, maintenance fix or otherwise identified for production execution.

The State would like to ensure the Contractor has a prompt response to addressing issues detected during testing and ensure that the Contractor is well aligned with removal of issues detected during testing efforts and that there is a prompt return of the fix to be included in the regression testing process.

This Service Level begins upon Contractor presentation of the aforementioned Testing Results to the State prior to the State conducting UAT. The initial service level shown for this SLA will be 10.0% and will be validated during an initial measurement period. Following the initial measurement period, and as a result of any production or commercial use the initial Service Level will be adjusted to 5%. The initial measurement period will be as mutually agreed by the Parties, not to exceed three months.

"Time spent in Regression Fix" is the development time required for fixing UAT defects which cause UAT testing to stop or be delayed past the scheduled test completion date. The sum of this time is then rounded (using standard rounding) to result in the number of days.

"Time spent in Regression Test" is measured as the number of days that are added to the original UAT Test schedule due to test defect or issue resolution and additional testing having to occur due to regression testing of identified UAT defects.

"Total Development Time for Release in Days" is measured as the total time for the Release prior to the UAT phase for development and systems testing activities performed by the Contractor. Should issues be identified and resolved within the planned UAT period, this SLA shall not apply.

Formula:

$$\text{\% of Time Repairing Issues} = \frac{\text{Time spent in Regression Fix + Time Spent in Regression Test (Days)}}{\text{(Total Development Time for Release in Days)}} \times 100$$

Measurement Period: Accounting Month

Data Source: Monthly Project Report

Frequency of Collection: At end of UAT phase for each release to Production

Service Level Measures

Individual SL GYR State	Issue Find/Fix Rate
Green	<= 10%
Yellow	>10%, <= 12%
Red	<= 15%

12.5.7 Code Coverage – Automated Test Beds

Specification: % Automated Code Coverage – Regression, Release and Performance Testing

Definition: Amount of Code that is covered using automated testing tools for performance, functionality or scenario testing pertaining to (re)testing items or releases that had been previously tested under prior releases OR performance testing of the system or release element and relationships between a release item and its relationships to production code.

The Contractor is to provide best practices in conjunction with the overall testing effort. To facilitate rapid and quality testing, with a high degree of code coverage, the Contractor will employ automated testing tools and techniques where possible to test core scenarios, scenario variations, regression testing and performance testing

This SL will commence upon the delivery of a function set to the Contractor System testing environment and be in effect during the overall testing effort including Contractor efforts, joint efforts or in support of the State activities as agreed and apply to initial testing elements, regression/fix elements, performance and integration testing prior to production use.

Formula:

$$\text{\% of Code covered by Automated tools} = \frac{\text{Number of Test Cases covered by Automated Testing Tool within a Testing Period + Total Number of Performance Test Cases covered by Automated Performance Test Tool}}{\text{Number of total Test Cases within a Testing Period + Total Number of Performance Test Cases within a Testing Period}} \times 100$$

Measurement Period: Weekly, During Testing

Data Source: Weekly Project Report

Frequency of Collection: Mutually Agreed Testing Periods

Service Level Measures

Individual SL GYR State	% Automated Code Coverage
Green	>75%%
Yellow	>50%, <= 75%
Red	<= 50%

12.5.8 Service Levels – Project Performance

Specification: % Compliance Milestone Dates

Definition: Amount of committed and accepted Project Milestones achieved on time as per the Project plans.

The Contractor is to produce an overall Project plan inclusive of the milestones, activities and deliverables at the commencement of the Project. Due to the overlapping nature of phases, tasks and activities, a measurement period of 1 calendar month will be established to serve as the basis for the measurement window. Vendor will count all milestones, activities and deliverables to be completed during that measurement window and their corresponding committed delivery dates. Any date variations (positive or negative) will be recorded upon the State's acceptance of the deliverable and used in the calculation of this SL.

This SL will commence upon Project initiation and will prevail until Project completion.

Formula:

$$\text{\% Compliance, Milestone Dates} = \frac{\text{Total Number of Milestones (owned by Contractor) met within the measurement month}}{\text{Total Number of Milestones (owned by Contractor) planned to be met during the measurement month per the agreed upon list of milestones}} \times 100$$

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Weekly

Service Level Measures

Individual SL GYR State	% Compliance Milestone Dates
Green	> 90%
Yellow	>85%, <=90%
Red	<= 85%

12.5.9 Issue Reporting

Specification: % Compliance Issue Reporting

Definition: The reporting of any issues impacting the Project to the State for prompt resolution and possible solutions to the State. The Contractor is to promptly report all issues to the Project management and sponsorship personnel within the State upon detection of an issue that will impact overall Project delivery, Project quality, or overall effectiveness of the Project in its intended production operation mode.

Wherever possible, the Contractor must include recommendations as to work-arounds, remedial actions, impact assessment and potential mitigation strategies the State may employ.

This SL will commence upon Project initiation and will prevail until Project completion.

Formula:

$$\text{\% Compliance, Issue Reporting} = \frac{\text{\# Project Issues Identified during reporting period – Issues not reported during period Status Reports - \# issues – Other unreported Issues that arise or are discovered subsequent to reporting dates}}{\text{\# Project Issues Identified during reporting period}} \times 100$$

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Weekly

Individual SL GYR State	% Compliance Issue Reporting
Green	>90%
Yellow	>85%, <=90%
Red	<= 85%

12.5.10 Deliverable Acceptance

Specification: % Deliverable Acceptance

Definition: The State's ability to accept Contractor deliverables based on submitted quality and in keeping with initially defined standards and content for Contractor deliverables.

The Contractor must provide deliverables to the State in keeping with agreed levels of completeness, content quality, content topic coverage and otherwise achieve the agreed purpose of the deliverable between the State and the Contractor. For the avoidance of doubt, the deliverables contained in this RFP as they pertain to the Shared Services Implementation Project and general Ongoing Project Services delivery concepts associated with structured software development will represent the minimum set of expected deliverables.

Notwithstanding the State review and approval cycles, this SL will commence upon the delivery of a final deliverable for acceptance to the State, and any work/re-work to the final deliverable as a result of any State questions, required clarifications/amplifications, and conclude upon due completion of the required amendments.

This SL will commence upon Project initiation and will prevail until Project completion.

Formula:

$$\text{\% Deliverable Acceptance} - \frac{\text{\# Deliverables Accepted During Period (less the State review Time)}}{\text{\# Deliverables Presented during Period}} \text{ X 100}$$

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Weekly

Service Level Measures

Individual SL GYR State	% Deliverable Acceptance
Green	>85%
Yellow	>80%, <=85%
Red	<= 80%

12.5.11 Support of State User Acceptance Testing Activities

Specification: Support of the State User Acceptance Testing (UAT) activities

Definition: The Contractor must support the State UAT activities based on their knowledge of the overall system, responsibility to maintain environments, regression test beds, automated tools and retained developers on the Project to affect prompt and quality resolutions to issues detected by the State during a UAT phase.

Testing environments are to be functional and available to the State to conduct UAT activities, configured with all required base configuration and test data, application code and other elements as required to support the overall State testing effort.

The Contractor must provide a system(s) to accept and track any issues, defects or questions arising from the State during the performance of UAT functions, and acknowledge all issues with an estimate to resolve these issues within 2 business hours of receipt of the issue.

This SL will commence upon the delivery of a function set to the State to perform any User Acceptance or Validation and be in effect during the overall State testing effort including Contractor efforts, joint efforts or in support of the State activities as agreed and apply to initial testing elements, regression/fix elements, performance and integration testing prior to production use.

NOTE: All issues, defects, or questions will be recorded in a mutually agreeable tool and will be acknowledged with an estimate to resolve within 2 business hours.

Formula:

% UAT Support = [# Business Hours, Seven Days Per Week During UAT Period – (minus) (# hours testing environments unavailable or unusable to perform testing + number business hours beyond standard State inquiries are not acknowledged and estimated)] / [# Business Hours, Seven Days Per Week During UAT Period] X 100

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Monthly

Service Level Measures

Individual SL GYR State	% UAT Support
Green	>85%
Yellow	>80%, <=85%
Red	<= 80%

12.5.12 Service Levels – Development Methodology Compliance

Specification: %SDLC Compliance.

Definition: The Contractor will present and adapt as required a Software Development Lifecycle (SDLC) Methodology to manage the end-to-end software delivery process. This process will be followed. The Contractor must provide as part of overall Project delivery a proven and tested SDLC to drive and govern the overall software development process and adapt wherever possible to accommodate State considerations and processes. Based on this SDLC and the prescribed development stages (e.g., requirements, design, build, test, deployment) and phase exit documentation, reviews and signoff, this process will be followed for the duration of all development or code based Projects contracted by the State.

Notwithstanding State review and approval cycles, this SL will commence upon Project initiation and will prevail until Project completion.

Formula:

$$\text{\% SDLC Compliance} = \frac{\text{\# Deliverables, Milestones, Activities, Reviews and Signoffs Missed Per Phase/SDLC Gate}}{\text{\# Deliverables, Milestones, Activities, Reviews and Signoffs Required Per Phase/SDLC Gate}} \text{ X 100}$$

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Weekly

Service Level Measures

Individual SL GYR State	% SDLC Compliance
Green	>95%
Yellow	>90%, <=95%
Red	<= 90%

12.5.13 Service Levels–Project Delivery–Build/Test Activities as a Percentage of Overall Activities

Specification: % build and testing activities

Definition: The Contractor will perform (subject to other SLAs in effect) and prioritize deliverable construction efforts in keeping with overall Project plans and focus effort on deliverable creation and completion associated with the successful delivery of a working Project delivered with quality to a production environment.

The Contractor must report the overall date and quality considerations of the Project delivery for the SOW governing this SL, the amount of time doing constructive efforts in building software elements, deliverables, and associated documentation; and conducting testing (system, integration, interface and performance) as a percentage of overall activities during the measurement period.

This SL will commence upon Project initiation and will prevail until Project completion.

Prior to the Start of the Build and Test Phases, the State and Accenture will forecast the number of development objects and test scripts in a schedule (**planned** number submitted by month) for the phase. Each Team Lead will track the **actual** number of completed development objects and test scripts and report progress during status meetings with project leadership.

Formula:

$$\text{\% Estimating Accuracy} = \frac{\text{\% Time Spent in Build and Testing Activities Actual Number of Work Units Submitted in a Month (cumulative for phase or release) Actual Number of Work Units Submitted in a Month (cumulative)}}{\text{100\% Planned Number to be Submitted at Month End (cumulative for phase or release)}} \times 100$$

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Weekly

Service Level Measures

Individual SL GYR State	% Build and Testing Activities
Green	>75%
Yellow	>70%, <=75%
Red	<= 70%

12.5.14 Service Levels – Project Completion – Issues Detected and Resolved In Production

Specification: Issues Detected and Resolved in Production

Definition: During post-implementation the Contractor must continue to support and promptly resolve any issues emerging as a result of the implementation in a production environment for a period of 90 days or otherwise mutually agreed upon, or until such time as a Managed Services SL is in effect for the element in question.

The Contractor must measure all production exceptions, issues, or problems associated or in conjunction with the initial 90 day period associated with a move of a software release to a production environment regardless of the severity level unless otherwise agreed with the State. Function points from system and user acceptance testing will serve as the basis for counting the total number of elements associated with a release.

This SL will commence upon promotion of code associated with the Project to a production or commercial environment and will prevail until all issues are resolved to the State's satisfaction or 90 days, whichever is longer.

Formula:

$$\text{Issues Identified and Resolved in Production} = \frac{\text{Total Time Required to Resolve Issues Identified During initial 90 day production Period}}{\text{Total Hours included in a Production Release}} \text{ X } 100$$

Measurement Period: Monthly, During Project

Data Source: Weekly Project Report

Frequency of Collection: Weekly

Service Level Measures

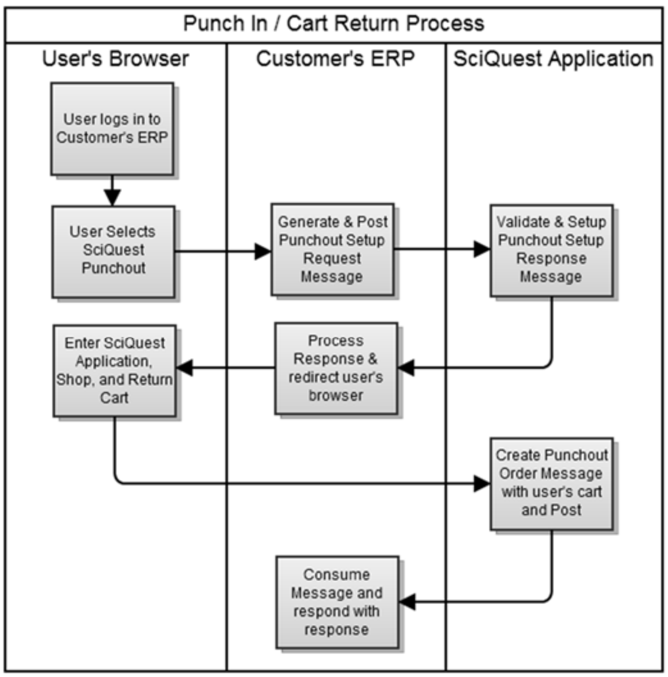
Individual SL GYR State	Issues Detected and Resolved in Production
Green	<= 2%
Yellow	>2%, <=3%
Red	>3%

13 Other Pertinent Details

The following information is designed provide assistance to offerors in the planning, scoping and preparing their Proposal Response to meet State requirements. This data is provided for informational purposes only.

13.1 Ohio Marketplace (OMP) Integration Details - OMP-OAKS Requisition Process

Users log into OAKS and access the 'Create Requisition' function. The initial screen provides a link to the Ohio Marketplace for users with the OAKS role of 'Requisitioner' or 'OH_MP_SHOPPER'. This link initiates a punchout action via standard cXML from OAKS Peoplesoft to SciQuest Spend Director logging the user in automatically. The OAKS user then creates and populates a shopping cart with catalog items. Once a user has completed shopping, they will return the shopping cart information back to OAKS eProcurement. All workflow and purchase order creation is then completed within OAKS eProcurement.



13.2 OMP-OAKS Purchase Order Dispatch Process

Purchase Orders from OAKS Purchasing are sent into the Ohio Marketplace so they can be dispatched to the supplier. This includes both orders created from OMP and non-OMP requisitions.

A custom process runs after the PO Budget check followed by the Threshold job. This process updates the Dispatch method of purchase orders to "EDX" and these orders are staged into the EC outbound tables. The OAKS EIP (integration broker) then publishes the orders to the SciQuest system. A return message is sent confirming that the orders we successfully transmitted from OAKS to SciQuest.

13.3 OMP-OAKS Vendor Data Synchronization

Vendors in OAKS that have been identified as participating in the Ohio Marketplace are populated into the SciQuest system through a cXML message process. The process provides the capability to send all vendors or only those that have updates.

Process:

- The VENDOR_FULLSYNC message sends vendor data for all vendor accounts that have a value of 'OMP' in the field VENDOR_ID_NBRS.STD_ID_NUM_QUAL. This message can also be run on an ad-hoc basis to achieve a full re-sync of vendor data should it be determined that data is out of sync.
- The VENDOR_SYNC MESSAGE only sends changes to vendor data.
- Messages run in real-time using the 'SavePostChange' PeopleCode event.

Synced Data:

Data Fields	Sub-Fields
Name (VENDOR.Name1)	
Vendor ID (VENDOR.VENDOR_ID)	
Status (VENDOR.VENDOR_STATUS)	

Addresses
(VENDOR.VNDR_ADDR_SCROL)
 	
Note: Only the addresses on the Email location and Fax location will be sent to SciQuest.
	- Type (VENDOR.VNDR_ADDR_SCROL.VNDR_ADDR_TYPE)
	- Vendor Address ID (VENDOR.VNDR_ADDR_SCROL.ADDRESS_SEQ_NUM)
	- Address Label (VENDOR.VNDR_ADDR_SCROL.DESCR)
	- Address (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR)
	- Status (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.EFF_STATUS)
	- Contact Name (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.NAME1)
	- Email (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.EMAILID)
	- Country (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.COUNTRY)
	- Line 1 (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.ADDRESS1)
	- Line 2 (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.ADDRESS2)
	- Line 3 (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.ADDRESS3)
	- City (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.CITY)
	- State (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.STATE)
	- PostalCode (VENDOR.VNDR_ADDR_SCROL.VENDOR_ADDR.POSTAL)
	- Phones (VENDOR/VNDR_ADDR_SCROL/VENDOR_ADDR/VENDOR_ADDR_PHN)
	  ▪ Type (VENDOR/VNDR_ADDR_SCROL/VENDOR_ADDR/VENDOR_ADDR_PHN/PHONE_TYPE)
	  ▪ CountryCode (VENDOR/VNDR_ADDR_SCROL/VENDOR_ADDR/VENDOR_ADDR_PHN/COUNTRY_CODE)
	  ▪ Number (VENDOR/VNDR_ADDR_SCROL/VENDOR_ADDR/VENDOR_ADDR_PHN/PHONE)
	  ▪ Extension (VENDOR/VNDR_ADDR_SCROL/VENDOR_ADDR/VENDOR_ADDR_PHN/EXTENSION)
	- Order Dispatch
	  ▪ Type (This encoding would designates if dispatch method is email or fax

13.4 Reference Data: State Agencies

Agency	Direct Purchase Authority (Gen. G&S)	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
ADJUTANT GENERAL	$50,000	$25,000	17	267	$9,098,698.98
ADMINISTRATIVE SERVICES	$50,000	$25,000	88	788	$214,925,374.14
BOARD OF REGENTS	$50,000	$25,000	1	69	$10,460,461.64
BUR OF WORKERS' COMPENSATION	$50,000	$25,000	32	1861	$35,646,254.52
DEPARTMENT OF VETERANS' SERVIC	$50,000	$25,000	11	911	$13,005,501.30

Agency	Direct Purchase Authority (Gen. G&S)	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
DEPT OF AGING	$50,000	$25,000	8	74	$1,950,381.87
DEPT OF AGRICULTURE	$50,000	$25,000	7	372	$13,537,739.58
DEPT OF COMMERCE	$50,000	$25,000	30	969	$23,944,215.44
DEPT OF EDUCATION	$50,000	$25,000	28	589	$125,905,707.82
DEPT OF HEALTH	$50,000	$25,000	45	1147	$61,453,379.01
DEPT OF NATURAL RESOURCES	$50,000	$25,000	64	2174	$41,905,083.86
DEPT OF PUBLIC SAFETY	$50,000	$25,000	34	3343	$112,685,171.96
DEPT OF REHAB & CORRECTIONS	$50,000	$25,000	163	11967	$363,616,631.33
DEPT OF TAXATION	$50,000	$25,000	8	1167	$21,363,579.92
DEPT OF TRANSPORTATION	$50,000	$25,000	150	5095	$238,217,615.06
DEPT OF YOUTH SERVICES	$50,000	$25,000	20	1015	$18,888,156.44
DEVELOPMENTAL DISABILITIES	$50,000	$25,000	44	2516	$37,454,077.81
ENVIRONMENTAL PROTECTION AGCY	$50,000	$25,000	20	1083	$22,199,385.69
INSURANCE	$50,000	$25,000	5	257	$4,521,146.88
JOB AND FAMILY SERVICES	$50,000	$25,000	55	2221	$109,148,647.54
LOTTERY COMMISSION	$50,000	$25,000	13	379	$92,299,664.41
MEDICAID	$50,000	$25,000	23	580	$178,158,009.41
MENTAL HEALTH AND ADDICTION SERVICES	$50,000	$25,000	54	2488	$93,004,446.57
OFFICE OF BUDGET & MGMT	$50,000	$25,000	6	218	$1,591,439.14
OHIO DEVELOPMENT SERVICES AGENCY	$50,000	$25,000	12	300	$13,741,802.05
Notes					
***Denotes that 0 employees in the agency were listed in a job code that is *typically* responsible for procurement-related activities.**					
****Data was gathered by identifying job codes that are *typically* associated with procurement-related activities. The numbers presented here are only an estimate of the number of employees responsible for procurement-related activities. Actual number could be higher or lower.**					
***Source: https://procure.ohio.gov/pdf/ThinkOhioFirstScorecard/ThinkOhioFirstScoreCardFourthQuarterFY14.pdf					

13.5 CSA Boards and Commissions

Note that CSAs rely upon the DAS in the Administrative Support Division for procurement support.

Board/Commission	Direct Purchase Authority (Gen. G&S)	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
ACCOUNTANCY BOARD OF OHIO	$50,000	$25,000	0*	17	$ 11,347.87
AIR QUALITY DEVELOPMENT AUTH	$50,000	$25,000	0*	9	$ 15,599.00
ATHLETIC COMMISSION	$50,000	$25,000	1	8	$ 14,268.02
BD OF EXAMINERS OF ARCHITECTS	$50,000	$25,000	0*	14	$ 6,811.73
BOARD OF BARBER EXAMINERS	$50,000	$25,000	0*	9	$ 15,759.14
BOARD OF COSMETOLOGY	$50,000	$25,000	1	48	$ 248,211.69
BOARD OF DIETETICS	$50,000	$25,000	0*	7	$ 7,563.62
BOARD OF ENGINEERS & SURVEYORS	$50,000	$25,000	0*	12	$ 51,723.35

Board/Commission	Direct Purchase Authority (Gen. G&S)	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
BOARD OF OPTOMETRY	$50,000	$25,000	0*	7	$ 5,362.45
BOARD OF PSYCHOLOGY	$50,000	$25,000	0*	17	$ 7,455.98
BOARD OF TAX APPEALS	$50,000	$25,000	0*	16	$ 516,081.55
BROADCAST EDUCATIONAL MEDIA COMMISSION	$50,000	$25,000	0*	20	$ 414,923.74
CAREER COLLEGES/SCHOOLS BOARD	$50,000	$25,000	0*	8	$ 20,676.18
CHEMICAL DEPENDENCY PROFS	$50,000	$25,000	0*	17	$ 71,985.14
CHIROPRACTIC EXAMINERS BOARD	$50,000	$25,000	0*	10	$ 19,991.21
COMMISSION ON MINORITY HEALTH	$50,000	$25,000	1	4	$ 114,969.60
COMMISSION ON SERVICE & VOLUNT	$50,000	$25,000	0*	6	$ 7,739.43
COUNSELOR & SOCIAL WORKERS BD	$50,000	$25,000	0*	24	$ 23,950.04
DENTAL BOARD	$50,000	$25,000	0*	24	$ 75,800.97
EMBALMERS & FUNERAL DIR BOARD	$50,000	$25,000	0*	11	$ 132,616.38
EMPLOYMENT RELATIONS BOARD	$50,000	$25,000	0*	32	$ 222,974.06
HISPANIC-LATINO AFFAIRS COMM	$50,000	$25,000	0*	14	$ 40,354.89
LIQUOR CONTROL COMMISSION	$50,000	$25,000	0*	6	$ 20,682.94
MANUFACTURED HOMES COMMISSION	$50,000	$25,000	0*	8	$ 151,715.47
MOTOR VEHICLE COLLISION REPAIR	$50,000	$25,000	0*	10	$ 5,552.91
OCC/PHYS THERAPY/ATHLETIC TRNR	$50,000	$25,000	0*	26	$ 26,155.98
OPTICAL DISPENSERS BOARD	$50,000	$25,000	0*	11	$ 5,672.65
ORTHOTIC PROSTHETIC PEDORTHICS	$50,000	$25,000	0*	2	$ 2,327.87
RESPIRATORY CARE BOARD	$50,000	$25,000	0*	12	$ 32,220.31
SANITARIAN REGISTRATION BOARD	$50,000	$25,000	0*	1	$ 14,001.94
SPEECH-LANGUAGE PATH/AUD BOARD	$50,000	$25,000	0*	12	$ 13,850.16
VETERINARY MEDICAL BOARD	$50,000	$25,000	0*	8	$ 13,382.36
Notes					
***Denotes that 0 employees in the agency were listed in a job code that is *typically* responsible for procurement-related activities.					
****Data was gathered by identifying job codes that are *typically* associated with procurement-related activities. The numbers presented here are only an estimate of the number of employees responsible for procurement-related activities. Actual number could be higher or lower.					
***Source: https://procure.ohio.gov/pdf/ThinkOhioFirstScorecard/ThinkOhioFirstScoreCardFourthQuarterFY14.pdf					

13.6 Non-CSA Boards and Commissions

Board/Commission	Direct Purchase Authority (Gen. G&S)	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
BOARD OF NURSING	$50,000	$25,000	2	81	$345,391.86
BOARD OF PHARMACY	$50,000	$25,000	2	58	$338,473.75
CASINO CONTROL COMMISSION	$50,000	$25,000	0*	102	$266,443.96
CIVIL RIGHTS COMMISSION	$50,000	$25,000	2	74	$249,444.40
ELECTIONS COMMISSION	$50,000	$25,000	0*	10	$ 17,269.01

Board/Commission	Direct Purchase Authority (Gen. G&S)	Direct Purchase Authority (IT)	Procureme nt Employees (approx.)**	Number of Employees	Annual Proc. Spend***
ENVIRONMENTAL BOARD OF REVIEW	$50,000	$25,000	0*	5	$7,138.42
ETHICS COMMISSION	$50,000	$25,000	1	19	$64,901.68
INDUSTRIAL COMMISSION	$50,000	$25,000	6	387	$2,522,202.61
JOINT COMM ON AGCY RULE REVIEW	$50,000	$25,000	0*	5	$4,593.26
LAKE ERIE COMMISSION	$50,000	$25,000	0*	4	$1,730.74
LIBRARY BOARD	$50,000	$25,000	3	91	$3,344,452.93
MEDICAL BOARD	$50,000	$25,000	1	87	$387,941.05
OFC OF INSPECTOR GENERAL	$50,000	$25,000	0*	16	$143,697.77
OFFICE OF CONSUMERS' COUNSEL	$50,000	$25,000	0*	33	$591,318.45
OHIO ARTS COUNCIL	$50,000	$25,000	2	15	$ 327,054.40
OHIO EXPOSITIONS COMMISSION	$50,000	$25,000	2	73	$5,308,657.20
OHIO FACILITIES CONSTRUCTION COMMISSION	$50,000	$25,000	3	92	$1,209,103.47
OHIO HOUSING FINANCE AGCY	$50,000	$25,000	0*	135	Now part of Development Services Agency
OHIO SCHOOL FOR THE BLIND	$50,000	$25,000	1	131	$790,185.89
OHIO SCHOOL FOR THE DEAF	$50,000	$25,000	1	156	$1,155,130.97
OHIO TUITION TRUST AUTHORITY	$50,000	$25,000		30	Not identified on report.
OPPORTUNITIES FOR OHIOANS WITH DISABILITIES	$50,000	$25,000	12	1064	$3,840,949.35
PETROLEUM UNDRGND STORAGE TANK	$50,000	$25,000	0*	22	No spend on report.
PUBLIC DEFENDER COMMISSION	$50,000	$25,000	7	151	$3,171,326.70
PUBLIC WORKS COMMISSION	$50,000	$25,000	0*	9	$95,580.50
RACING COMMISSION	$50,000	$25,000	2	21	$458,677.94
SO OHIO AGRI/COMM DEVELOPMENT	$50,000	$25,000	0*	4	$129,578.00
Notes					
***Denotes that 0 employees in the agency were listed in a job code that is *typically* responsible for procurement-related activities.					
****Data was gathered by identifying job codes that are *typically* associated with procurement-related activities. The numbers presented here are only an estimate of the number of employees responsible for procurement-related activities. Actual number could be higher or lower.					
***Source: https://procure.ohio.gov/pdf/ThinkOhioFirstScorecard/ThinkOhioFirstScoreCardFourthQuarterFY14.pdf					

13.7 Legislative, Judicial, and Elected Entities

Board/Commission	Delegation Level	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
ATTORNEY GENERAL	N/A	N/A	27	1739	$37,094,620.21
AUDITOR OF STATE	N/A	N/A	5	766	$4,181,598.45
CAPITAL SQUARE REVIEW & ADV BD	N/A	N/A	0*	64	$2,074,926.34
COURT OF CLAIMS	N/A	N/A	0*	26	$581,936.71

Board/Commission	Delegation Level	Direct Purchase Authority (IT)	Procurement Employees (approx.)**	Number of Employees	Annual Proc. Spend***
HOUSE OF REPRESENTATIVES	N/A	N/A	0*	328	$419,488.26
JOINT LEGIS ETHICS COMMITTEE	N/A	N/A	0*	6	$78,147.80
JUDICIAL CONFERENCE OF OHIO	N/A	N/A	0*	10	$327,045.47
JUDICIARY/SUPREME COURT	N/A	N/A	0*	1474	$8,086,461.47
LEGISLATIVE SERVICE COMMISSION	N/A	N/A	0*	203	$3,958,125.96
OFFICE OF THE GOVERNOR	N/A	N/A	0*	35	$94,296.25
SECRETARY OF STATE	N/A	N/A	3	143	$2,842,032.70
SENATE	N/A	N/A	0*	191	$522,616.40
TREASURER OF STATE	N/A	N/A	4	116	$2,360,175.75
Notes					
***Denotes that 0 employees in the agency were listed in a job code that is *typically* responsible for procurement-related activities.					
****Data was gathered by identifying job codes that are *typically* associated with procurement-related activities. The numbers presented here are only an estimate of the number of employees responsible for procurement-related activities. Actual number could be higher or lower.					
***Source: https://procure.ohio.gov/pdf/ThinkOhioFirstScorecard/ThinkOhioFirstScoreCardFourthQuarterFY14.pdf					

13.8 Higher Education

Universities Institution	Community Colleges Institution
Bowling Green State University	Belmont College
Central State University	Central Ohio Technical College
Cleveland State University	Cincinnati State Technical & Community College
Kent State University	Clark State Community College
Miami University	Columbus State Community College
Northeast Ohio Medical University (NEOMED)	Cuyahoga Community College
Ohio University	Eastern Gateway Community College
The Ohio State University	Edison Community College
Shawnee State University	Hocking College
The University of Akron	Lakeland Community College
University of Cincinnati	Lorain County Community College
The University of Toledo	Marion Technical College
Wright State University	North Central State College
Youngstown State University	Northwest State Community College
	Owens Community College
	Rhodes State College
	Rio Grande Community College
	Sinclair Community College
	Southern State Community College
	Stark State College

Universities	Community Colleges
Institution	**Institution**
	Terra State Community College
	Washington State Community College
	Zane State College

13.9 FY2014 Metrics

System	Metrics
OAKS	
Requisitions	134,194 Requisitions $12,494,548,101
Purchase Orders	58,496 Orders $ 7,695,007,629
Users- create Requisitions	1601
Users- create Purchase Order	1332
Users- Purchase Order Approvers	1016
PCard Orders	GSD Contract: OIT Contract: Non-Contract: 210,580
Ohio Marketplace (OMP)	
Users	48 Agencies 1,381 Users
Catalogs	144 Catalogs 116 Vendors
Purchase Orders	22,138 Orders By Type: 4,910 non-PCard 17,228 PCard By Delivery method: 7,002 by Fax 15,136 by cXML
OMNICOM	
Active Contracts by Contract Type	**Type Count Dollar Value** STS/MMA 347 $ 83.5M GDC 38 $ 53.4M LDC 21 $155.8M MAC 19 $101.2M ASC 304 $761.5M
Active Contracts by Pricing Type	Fixed Price/Price List: 600 Percent Discount: 35 Tiered Pricing: 4 Provide Quoting: 356 Other: 270
New Contracts Annually	76
Renewals Annually	110
Solicitations	ITBs: 100 RFPs: 105 eBids: 4 29 of these were below $25K

System	Metrics
Controlling Board Submissions	1318 submissions
Vendors	
Active Vendors in OAKS	64,259 Average annual new: 8,847
MBE Certified Vendors	1,289 Average annual new: 184 Average annual expire: 161
EDGE Certified Vendors	1,694 Average annual new: 192 Average annual expire: 180