



**Solicitation Information
November 7, 2016**

RFP# 7551120

TITLE: Electronic Procurement Software Solution

Submission Deadline: December 8, 2016 at 02:00 PM (Eastern Time)

PRE-BID/ PROPOSAL CONFERENCE: YES
MANDATORY: NO, however strongly recommended

DATE: Tuesday, November 15, 2016, 11:00 AM – 12:00 PM ET

LOCATION: Vendors can attend the pre-bid/proposal conference either in person or dial in on our conference line.

- 1. In Person:** Department of Administration, Conference Room B, One Capitol Hill, 2nd Floor, Providence, Rhode Island
- 2. Call-in Conference Line:** 866-919-6470 / Code: 71144275

Questions concerning this solicitation must be received by the Division of Purchases at DOA.PurQuestions9@purchasing.ri.gov no later than **November 18, 2016 at 12:00 PM (ET)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the **RFP# 7551120** on all correspondence. Questions received, if any, will be posted on the Division of Purchases' website as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

BID SURETY BOND REQUIRED: NO

PAYMENT AND PERFORMANCE BOND REQUIRED: NO

Sharon Louro, Buyer I

Applicants must register on-line at the State Purchasing Website at www.purchasing.ri.gov

Note to Applicants:

Proposals received without the entire completed Rhode Island Vendor Information Program ("RIVIP") generated Bidder Certification Cover Form attached may result in disqualification.

THIS PAGE IS NOT A BIDDER CERTIFICATION COVER FORM

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Attachments:

Exhibit 1: System Technical and Functional Requirements Workbook

Exhibit 2: Cost and Financing Proposal Workbook

Exhibit 3: Roles and Responsibilities Workbook

SECTION 1. INTRODUCTION

The Rhode Island Department of Administration/Division of Purchases, the behalf of the State of Rhode Island, its agencies, quasi-public agencies, institutions of higher education and municipalities, is soliciting proposals from qualified firms to provide and implement a web-based software System for Electronic Procurement to increase efficiencies in the statewide procurement process, in accordance with the terms of this Request for Proposals (“RFP”) and the State’s General Conditions of Purchase, which may be obtained at the Division of Purchases’ website at www.purchasing.ri.gov.

The initial contract period will begin approximately February 1, 2017 for five (5) years. The contract may be renewed for up to three (3) additional 12-month periods based on vendor performance and the availability of funds.

This is a Request for Proposals, not a Request for Quotes. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to cost; there will be no public opening and reading of responses received by the Division of Purchases pursuant to this Request, other than to name those offerors who have submitted proposals.

A. Instructions and Notifications to Offerors

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than 120 days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent. The State can opt to extend this term at its discretion.
5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division of Purchases at the time of opening for any cause will

be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division of Purchases.

7. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.
8. All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division of Purchases' website at www.purchasing.ri.gov.
9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP may be considered to be public records as defined in R. I. Gen. Laws § 38-2-1, *et seq.* and may be released for inspection upon request once an award has been made.

Any information submitted to the State through this RFP that a vendor believes is trade secrets or commercial or financial information which is of a privileged or confidential nature should be clearly marked as such. The vendor should provide a brief explanation as to why each portion of information that is marked should be withheld from public disclosure. Vendors are advised that the State may release records marked confidential by a vendor upon a public records request if the State determines the marked information does not fall within the category of trade secrets or commercial or financial information which is of a privileged or confidential nature.

11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
12. Equal Employment Opportunity (R. I. Gen. Laws § 28-5.1-1, *et seq.*) – § 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 222-3090 or via e-mail at Raymond.Lambert@doa.ri.gov.

13. In accordance with R. I. Gen. Laws § 7-1.2-1, *et seq.*, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Department of State (401-222-3040). This is a requirement only of the successful vendor(s).
14. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirements, which address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information visit the website www.mbe.ri.gov
15. Under HIPAA, a "business associate" is a person or entity, other than a member of the workforce of a HIPAA covered entity, who performs functions or activities on behalf of, or provides certain services to, a HIPAA covered entity that involves access by the business associate to HIPAA protected health information. A "business associate" also is a subcontractor that creates, receives, maintains, or transmits HIPAA protected health information on behalf of another business associate. The HIPAA rules generally require that HIPAA covered entities and business associates enter into contracts with their business associates to ensure that the business associates will appropriately safeguard HIPAA protected health information. Therefore, if a Contractor qualifies as a business associate, it will be required to sign a HIPAA business associate agreement.

B. Definitions

For the purposes of this RFP, the following is list of common terms and their definitions:

- a) *APA* – Agency Price Agreement, similar to a Master Price Agreement however it use is restricted to a specific agency's use.
- b) *APRA* – Access to Public Record Act
- c) *API* - Application Program Interface
- d) *Bid Responses for Public Works website* – This website post public copies of any public works projects which a post as the bids are opened (http://www.admin.ri.gov/bid_response/verify.php)
- e) *Business Hours* – The State's business hours are Monday - Friday 8:30 AM EST – 4:00 PM EST, except on State recognized holidays. State calendars will be posted on the Division of Human Resources' website at <http://www.hr.ri.gov>.
- f) *Co-Op* – Cooperative opportunity solicitation with another State or national organization.
- g) *COTS* - commercial off-the-shelf software solution.
- h) *CR* – Continuous Recruitment. Similar to an MPA however allows for new vendors to submit proposals to become an approved vendor during defined intervals during the CR term vs. having to wait until a contract concludes and is re-bid.
- i) *DoIT* – The State's Division of Information Technology
- j) *DOP Website* – Division of Purchases internet website, <http://www.purchasing.ri.gov/>.
- k) *Entities*:
 - i. *State Entity* - Any entity that is directly considered to be a part of the State of Rhode Island umbrella and is subject the Rhode Island General Laws. (e.g., state agencies and state run schools). A list of agencies can be found at <http://www.ri.gov/index.php#>.

- ii. *Member Entity* - or any term referring to an entity that is related to the State of Rhode Island and can participate in procurement from the resulting Contract per R.I. Gen. Laws § 37-2-56 (e.g., quasi-public agencies, institutes of higher education, municipalities). There are 59+/- entities and can be found at <http://www.ri.gov/index.php#>.
- l) *ERP* – Enterprise Resource Planning software System (e.g., RIFANS)
- m) *Fiscal Year* - State of Rhode Island’s fiscal year is defined as July 1 through June 30. Quarterly and annual reporting will be based off of this schedule.
- n) *MBE/WBE* – Minority Business Enterprise/Woman Business Enterprise
- o) *MPA* - Master Price Agreement. MPAs cover requirements for broad categories of items for a period of time on a State-wide basis. State and Quasi-Public Agencies order their requirements for these items individually, as the need arises. State law permits municipalities and school districts to "piggy-back" the state's pricing contracts as well. MPAs are originated through the RFP or RFQ process.
- p) *Off Hours, Non-Peak Hours, Non-Working Hours* – for scheduling of routine System maintenance, off hours are 4:01 PM EST – 8:29 AM EST Monday through Friday. Saturdays and Sundays are also considered off-hours however if the resources from the State are required to be available for a particular task, this will need to be scheduled in advance and per mutual agreement between the Vendor and State. There will be NO off hours during a state of emergency (e.g., significant weather event).
- q) *PII* - Personally Identifiable Information. Any information about an individual maintained by an agency, including, but not limited to, education, financial transactions, medical history, and criminal or employment history and information which can be used to distinguish or trace an individual’s identity, such as their name, social security number, date and place of birth, mother’s maiden name, biometric records, etc., including any other personal information which is linked or linkable to an individual. (Defined in OMB Memorandum M-06-19, "Reporting Incidents Involving Personally Identifiable Information and Incorporating the Cost for Security in Agency Information Technology Investments").
- r) *PHI* - Protected Health Information. Defined in 45 CFR 160.103, as well as being referenced in Section 13400 of Subtitle D ('Privacy') of the HITECH Act, as follows:
“Protected health information means individually identifiable health information:
 - a. Transmitted by electronic media;
 - b. Maintained in electronic media; or
 - c. Transmitted or maintained in any other form or medium.Protected health information excludes individually identifiable health information in:
 - d. Education records covered by the Family Educational Rights and Privacy Act;
 - e. Records described at 20 U.S.C. 1232g(a)(4)(B)(iv); and
 - f. Employment records held by a covered entity in its role as employer.
- s) *R.I. Gen. Laws* - Rhode Island General Laws.
- t) *RIDOT* – Rhode Island Department of Transportation.
- u) *RFI* - Request for Information.
- v) *RFP* - Request for Proposal.
- w) *RFQ* - Request for Quote.
- x) *RIFANS* – Rhode Island Financial Accounting Network System. This is an Oracle based ERP System managing the accounting software needs for the State. Includes the modules of Accounts Payables, Accounts Receivables, General Ledger, Purchase Order, iSupplier, iProcurement, Sourcing and Fixed Assets. The State is on Version Linux 12.1.3 of Oracle.

- y) *RIPAY*– Rhode Island Payment Information System. This is an online System vendors can track the status of their invoice payments with the State Agencies. (<http://www.ripay.ri.gov/default.aspx>)
- z) *RIVIP* – Rhode Island Vendor Information Program. This is a customized intranet site in use to manage vendor profiles as well as an interface to the Division of Purchases’ website for Vendors to view and monitor solicitations. It is intended that this software would be replaced with the potential Electronic Procurement Software Solution. (<http://www.purchasing.ri.gov/vendors/VendorLogin.aspx>)
- aa) *SaaS* - Software as a Service.
- bb) *SI* - Sensitive Information. Information that is considered sensitive if the loss of confidentiality, integrity, or availability could be expected to have a serious, severe or catastrophic adverse effect on organizational operations, organizational assets, or individuals. Further, the loss of sensitive information confidentiality, integrity, or availability might: (i) cause a significant or severe degradation in mission capability to an extent and duration that the organization is unable to perform its primary functions; (ii) result in significant or major damage to organizational assets; (iii) result in significant or major financial loss; or (iv) result in significant, severe or catastrophic harm to individuals that may involve loss of life or serious life threatening injuries. (Defined in HHS Memorandum ISP-2007-005, "Departmental Standard for the Definition of Sensitive Information").
- cc) *State of Rhode Island, State* - terms referencing the State of Rhode Island as a purchasing entity setting forth terms for this RFP and resulting MPA(s), Contract(s), Purchase Order(s), etc. All activities are subject to the Rhode Island General Laws.
- dd) *System, Solution* –Bidder’s proposed Electronic Procurement Software Solution (uses an uppercase leading character). The term ‘system’ in all lowercase is the generic use that applies to any type of software system (e.g., RIFANS system) that is not the Bidder’s proposed Electronic Procurement Software Solution.
- ee) *Transparency.ri.gov* – State website in which any contract awarded for \$1,000,000 or greater has to be posted to the “contract” section of the website with copies of the full purchase order, fully executed agreement/contract and any additional documents as required (<http://www.transparency.ri.gov/contracts/>) for public access.
- ff) *Vendor, Bidder, Offeror, Contractor, Company, Applicant* - or any other term referring to the entity that will propose goods and services to the State.

SECTION 2. BACKGROUND

The State of Rhode Island is soliciting proposals from qualified firms to provide an Electronic Procurement Software Solution (“System”) that will drive greater process efficiencies throughout the State’s purchasing process by eliminating redundant software applications in use, integrating with RIFANS System and related websites, creating savings in processing timeframes and improve agency/vendor interactions with use of the Electronic Procurement Software Solution. The State is also looking to provide an overall improved procurement process for all State of Rhode Island agencies, quasi-public agencies, institutions of higher education and municipalities with implementation of an Electronic Procurement Software Solution. The State will be providing access and use of the Electronic Procurement Software Solution to Member Entities as designed by the State and Vendor. Member Entity participation will be

voluntary, but will be strongly encouraged by the State to assist in capturing improved spend data to use on future statewide procurements. The State envisions the ability for the Vendor to coordinate independently with Member Entities looking for additional services such as integration into their financial Systems and/or additional functionality. Currently the State and Vendors interact with multiple Systems for the full procurement process of which the State is looking to streamline with an Electronic Procurement Software Solution. The following are the main software Systems and websites the State uses on a daily basis as part of the current procurement process:

Table 1.

Software Systems/Websites			
Website Name	Website Address	Internal or External	Function
Division of Purchases	http://www.purchasing.ri.gov/	External, Read-Only	Solicitation Viewing, Informational website, MPA awards
RIFANS	Internal site with limited vendor access	Internal	Financial transactions, solicitation and vendor management
RIFANS	Interactive Vendor iSupplier Portal (website with login provided with approved registration)	Limited External - Interactive	Vendor management: profile maintenance, invoice submission, payment tracking, solicitation notifications
Transparency Portal	http://www.transparency.ri.gov/contracts/	External, Read-Only	Public access website for solicitations >/= \$1,000,000.00
Public Works Bid Posting Site	http://www.admin.ri.gov/bid_response/verify.php	External, Read-Only	Public access website for posting of Public Works proposals
RIPAY	http://www.ripay.ri.gov/default.aspx	External, Read-Only	Public access website for vendor payment statuses
RIVIP	Internal site	Internal	Solicitation postings
RIVIP (Vendor Access side)	http://www.purchasing.ri.gov/vendors/VendorLogin.aspx	Limited External - Interactive	Vendor soft registration for solicitation access upon entering minimal information

RIFANS is the State’s Oracle based ERP System. However it is not an outward facing System, which in turn creates the need for supporting outward facing software solutions. Access to RIFANS is primarily internal to State users to process requisitions for solicitations, requisitions against purchase orders and finance transactions. Vendors are able to request an ‘iSupplier’ vendor account which allows them access to submit invoices, review payment history and receive solicitation notifications. However vendors have to manually submit a ‘RIFANS Supplier Portal Package,’ which can take a minimum of 8 days to process as the State reviews and approves the paperwork. Once a vendor is granted an ‘iSupplier’ account in the RIFANS System, a vendor will receive automated solicitation notifications based on the commodity codes they select for their account. In addition, the solicitations are posted in a secondary outward facing System, Purchases’ website that allows for the required transparency and public access per State regulations.

The RIVIP System is connected to the Division of Purchases website and allows for the actual posting of solicitation documents and easily accessible viewing of all postings for the public and vendors. The RIVIP System also includes vendor registration, however this is a limited version that grants immediate access to Vendors upon submission of minimal information and without an approval process. A Vendor can connect commodity codes to their RIVIP account of which the RIVIP system has “watch list” capabilities for vendors where they can login and view active solicitations assigned to their applicable commodity codes. RIVIP does not generate any notification of posting to vendors. Consequently, many Vendors are maintaining two accounts between the RIVIP and RIFANS Systems to navigate the State’s full procurement process.

The Division of Purchases navigates both Systems daily in an effort to post all available solicitations, notify vendors and ensure the process is transparent to the public. The process starts with an Agency creating a requisition for solicitation in the RIFANS System which feeds the RIFANS sourcing module. In turn, a Buyer will upload the solicitation and notify vendors associated to the requisition’s commodity code using both the RIFANS and RIVIP. Due to the duplication of Systems, the Buyer has two different vendor notification lists to coordinate as the lists differ between the Systems. The RIFANS vendors will be automatically notified based on the vendor’s selected commodity codes, however the RIVIP System requires the Buyer to manually download the list and email and/or mail a manually generated notification. This multi System process can lead inadvertently to confusion in the vendor community as well as the potential for missed notifications.

Oracle does have the full ability to receive and distribute electronic bids. While there is functionality, there is no true external vendor registration process in the ERP System which makes it difficult for vendors not previously registered in RIFANS to submit a timely bid (‘iSupplier’ registration is a manual, minimum of 8 days approval process). Since it is in the best interest of the State to ensure all interested vendors can submit timely bids, the State directs all vendors to the Division of Purchases’ website to login into the outward facing RIVIP System. In turn, the collection of submitted bids is currently a manual, paper-based process.

Proposals are received either by mail or hand delivered to the Division of Purchases, proposals are then stored in file cabinets until the designated opening time and the opening process is manual as physical documents are opened accordingly and bids are tabulated by paper to be uploaded after the opening. Thereafter the RFP hard copy proposals are circulated to a designated review committee and a representative of that committee is requested to retrieve the documents at the Division of Purchases. Once a vendor(s) is selected for award, the notification process is outside both Systems as the Buyer emails the applicable parties directly. The Vendor is requested to submit any additional required documentation per the solicitation such as an insurance certificate, bond, etc., as well as certification review for EEO and MBE/WBE. This documentation is manually reviewed, approved, collected and stored in the solicitation’s folder with the respective Agency required to ensure this documentation is kept current during the contract term.

In an effort to support an overall statewide procurement process and make as many solicitations available to vendors as possible, Member Entities also have access to posting their solicitations on the State's RIVIP System with their solicitations viewable on the Division of Purchases website however they have their own processes and ERP Systems surrounding use of RIVIP. Member Entities are strongly encouraged to use the State's System however use is not mandatory.

In addition to RIFANS and RIVIP, the State is also required to post any award over \$1,000,000 that results from a bid solicitation to the State's Transparency Portal for public access. This is a manual duplicative processes of re-uploading contract documentation already posted to the Division of Purchases site via RIVIP. There is also a site that requires Public Works proposals to be posted and overall bid proposal pricing made public upon opening, which includes the designated documentation provided in the Vendor's public copy version of their proposal. The State also maintains the RIPAY site, so awarded vendors and the public can track their payments. Awards posted in RIFANS are manually uploaded and data entered into the RIVIP for reporting of MPAs on the Purchases' website.

The State's goal is to streamline this process with an Electronic Procurement Software Solution which would complement the RIFANS System while absorbing and eliminating the duplicative RIVIP and other software Systems functionality and providing a more electronic procurement process. The State will have RIFANS remain as its primary financial System with the Electronic Procurement Software Solution acting as a complimentary, integrated software System to support the envisioned efficiencies for the procurement process. The State intends to initiate solicitations through the System with a requisition and any applicable documents attached to the file. The Buyer would then manage the solicitation lifecycle electronically through the Electronic Procurement Software Solution. The State is looking for the Electronic Procurement Software Solution to interface with RIFANS to sync key information such as the fields on a vendor profile and also link with the Division of Purchases website, reporting of awards, Transparency Portal, Public Works Portal and potentially other Systems and/or websites.

Once a contract is awarded, the System would continue to manage the contract side of the process to include vendor punch out catalogs, purchase orders and invoicing. The State envisions providing Member Entities with access to the Electronic Procurement Software Solution as the State intends to continue to support an overall statewide procurement process. Punch-out catalogs with related reporting will be a significant benefit to the State as it will allow for full spend tracking from State and Member Entities, a capability which the State does not currently have without significant effort or reliance on vendor reports. Ultimately, capturing the full statewide spend data will allow for better pricing on solicitations. Throughout the project lifecycle, the vendor payment schedule must remain timely.

The State has 42 purchasing users and 490 iprocurement users in the RIFANS system. In terms of suppliers with the State; 6,700 RIVIP users have logged into the system

within in the last year. The State has an average of 1,270 active multi-year contracts per year over the last 10 years, this includes contracts awarded to multiple vendors and would be about 724 contracts if we remove multiple vendors. The State holds an average of 800 solicitations/bids annually including cancelled solicitations/bids. The State’s volume of catalog transactions are 420,000 lines over last 10 years and 136,000 releases over last 10 years. These figures with the new System will increase as we open the process up to Member Entities. The final number of users will be refined in the project assessment and solution design with the awarded vendor.

The State is looking for a vendor to provide a System that will employ robust electronic procurement functionality utilizing industry and company best practices for a complete procure to pay solution in a public sector environment.

SECTION 3: SCOPE OF WORK AND REQUIREMENTS

This section contains the detailed scope of work, business requirements and technical requirements for the E-Procurement RFP. The bidders should propose to meet the State’s needs and requirements as defined in this RFP.

A. Proposed Contract Term

The award(s) will be for five (5) years, the contract commencing on approximately February 1, 2017, with the potential for three (3) one-year extensions at the sole option of the State.

Table 2.

Period	Start Date	End Date
Initial Period of Performance	February 1, 2017	January 31, 2022
Renewal Period #1	February 1, 2022	January 31, 2023
Renewal Period #2	February 1, 2023	January 31, 2024
Renewal Period #3	February 1, 2024	January 31, 2025

B. Software Functionality

The state is envisioning a System that would provide a full procurement process that would encompass vendor, solicitation & contract management, strategic sourcing, vendor catalogs, reporting while being integrated with RIFANS at designated strategic points where data transfer is optimal. All aspects of the system are expected to have a robust search feature so vendors, solicitations, date, etc. can be found easily. The following are areas of functionality the State envisions the System would provide, however not limited to.

1. Vendor and Subcontractor Management

The State is envisioning the System to provide robust vendor and subcontractor profile management. The System would permit a vendor to do a soft registration process with basic profile information that would provide them an account to view and download bids within minutes and available 24/7/365 without any State approvals. If a vendor is awarded a contract, the soft registration would be expanded upon for a full registration that would incorporate more detailed data from the vendor as well as have the ability for the State and

Vendor to upload documents (e.g., insurance certificates, MBE application) to their profile. The full registration process would include any certification processes (e.g., MBE/WBE, EEO) and the ability for designate State Agent(s) to approve or deny fields/documents/certifications with a notes field to elaborate any decisions. The Vendor would also have the ability to self-manage their account to add/delete users within their organizations with the goal of providing less overall accounts for the State to maintain as well as reduce help desk request to the State (e.g., reset passwords).

The State currently uses the NIGP commodity codes for all actions related to a solicitation and in turn require this same list be provided to vendors to associate the applicable codes to their profiles for automated vendor email notifications to the main vendor administrator contact and any additional vendor user accounts. The System should provide functionality that sends either automated or manual email notifications to vendors on solicitation posting, addenda, notice of award, a certification status, expiring documents, requests from a Buyer/State Agent. The vendor master profile should be highly configurable from the field name, location, field type (e.g., fill-in, drop down box), and document link/attachment attached to a related field by the State and reports can be generated using any field in the System.

The System should have functionality to manage vendor performance that allows the State and Vendor to understand their standing with the State. State Users should be able to file complaints through the System with the ability for the Vendor to respond accordingly and State to make a determination on the outcome. In the event of suspension and/or debarment, the vendor profile is able to be restricted from allowing a vendor to bid on any current and/or future solicitations for either a determined period of time or permanently. Through any stage of a complaint, suspension or disbarment, the System should permit documentation to be uploaded from either party as well as areas where internal and external notes can be added for the record. The State would like to see functionality to for the ability to score a vendor for potential future consideration.

The vendor profile would have links to any pending, current or past award(s) a vendor has. If The State is looking for System vendor to propose a process that connects a prime vendor and applicable subcontractor(s) either on the vendor profile level or award level or other. In turn, the subcontractor will need to be provided with functionality to confirm payment received from the prime contractor/vendor to include the ability to upload proof of payment document(s).

2. Strategic Sourcing

The State is envisioning the System to provide strategic sourcing that supports the State in modernizing its procurement soliciting practices as well as drive efficiencies in transferring most of the current hybrid paper/electronic processes to an electronic state.

The System should provide the ability to post the various different types of solicitation currently utilized by the State of RFPs, RFQs, RFIs, CRs, Mini Bids, Single/Sole Sources, Reverse Auctions, Co-Ops, MPAs, APAs and requisition direct to Purchase Order as well as the ability to engage any new solicitation type in the future. The solicitation profile must be highly configurable to track all required details. Internally the System would have a solicitation profile that a Buyer can manage all facets of the solicitation lifecycle from requisition to contract. The agency would be able to submit a requisition to bid with drafted solicitation attachment that would first go through their assigned agency approval hierarchy, then once approved, it would reach an assigned manager in Purchases to assign a Buyer. The System would create the initial solicitation profile for the Buyer to elaborate upon. The solicitation profile would allow documents with no file size limitations to be uploaded and the ability to make those documents internal and/or public. Any documents made public should be available to be downloaded in a timely fashion. Vendor should provide performance information so the state can evaluate the download speeds (not factoring in the State or Member Entity or Vendor's connection). If a solicitation has any mandatory qualifications in order for a vendor to bid, it is preferable for the System to provide the Buyer the ability to set up a questionnaire that a vendor is required to complete before being able to bid. During the solicitation posting, the System would be able to link the applicable vendors to the solicitation based on the solicitation's commodity code for automated email notification of the posting and also have the ability for the Buyer to add any new suppliers. On the supplier email notification list, the vendor's status would be next to their contact email, so if there is a debarred or suspended vendor, the System would signal the Buyer to review those vendors before sending posting notifications.

Once a solicitation is posted, it would be accessible on a public webpage on the Division of Purchases website for 24/7/365 viewing with search capabilities on solicitation number, solicitation type, commodity code, keywords, buyer, date, status, etc. Similar search capabilities should be available internally within the system for vendor profiles, solicitations, administrative functions, reports, etc. for all users. Any addenda would follow the same process as the posting with email notification sent to the suppliers associated to the solicitation at time of the original posting. Questions and Answer period would be maintained within the System. As vendors submit questions, they can either be stored awaiting responses after the designated due date or an option to answer in real time up until the due date. The final question and answer would have to be available for the solicitation lifecycle for the record. A Buyer would have the ability to maintain the solicitation profile as needed and make changes with ease (e.g., opening date extensions.) The System would automatically manage the solicitation status based on set milestones or Buyer can override as needed.

Vendors will be directed to submit their proposal/bids electronically by uploading their required documents to the system. There should be no file size limitations on the document for upload and the System server(s) should provide speeds to allow a timely uploads of documents. (not factoring in the vendor's connection). Vendor to provide expected performance metrics on system uploads. Please explain if there are any limits on the number of files to upload. In the event the Division of Purchases receives a paper proposal/bid, the Buyer would have an option to either enter a surrogate quote or upload proposal documents accordingly on behalf of the vendor. Proposals would remain in a sealed status of which no one would be able to view the file(s) until only the assigned Buyer (or Purchasing Agent) determines to open the selected file(s). The assigned Buyer would have the ability to open some files (e.g., technical proposal) while other file(s) remained sealed until a later date (e.g., cost proposal). Any opened file will have the ability to be shared with assigned Review Committee members electronically (without a Review Committee member requiring a user account) and also have the ability to designate the file(s) as internal or public. The System must accommodate a multi-phase solicitation all contained within the same bid number (e.g., Phase 1 – Technical Proposal to qualify a group of vendor, Addendum issued of approved vendors to submit a Phase 2 -Cost proposal, each phase with its own timeline).

The review scoring of a proposal can be done electronically with all of the review committee members with a determination memos as the resulting documents of record. There may be a multi-stage scoring process for a solicitation and the System should be able to accommodate a multi-stage review/scoring process. In the event of RFQ bids where the vendors are submitting pricing on a line item basis, the System should provide a configurable format and automated bid tabulation process of which a Buyer can review easily at opening and award accordingly.

The System is also expected to support Continuous Recruitment solicitations where a proposal submissions are accepted on a regular basis over the course of the life of the contract period. The System would be able to keep the posting period open to a specified timeframe and notify the Buyer of any new submissions to coordinate with the Review Committee on.

For applicable solicitations, a reverse auction feature should be available for vendors to upload their initial bids. Then once the reverse auction is set to start, vendors can revise their bids accordingly. The System must be able to manage the bidding process and its timing and thoroughly document and audit trail behind the scenes. The System would provide generic views that only show a generic representation of the vendor names and their ranking in the auction standings. The internal view would provide more detail such as a running total on savings being generated from the initial bid to the current auction bid on each vendor. The System should allow the Buyer the ability to configure the auction, such as bid intervals. At the end of the auction, a detailed report should be available and linked to the solicitation

process, detailing the award vendor, savings and bid history. System should also provide a tradition reverse auction that does display pricing.

Once a vendor(s) is selected for award, the System would notify the applicable vendor(s) of their tentative award with the required information to complete their profile (e.g., insurance certificate), any certifications that would need to apply for (e.g., MBE/WBE) and who to coordinate contract negotiations with. Contract versioning should be allowed to occur within the System as negotiations are underway between the Vendor and the State with each party having the ability to edit and provide commentary. Document versioning should be available to other facets of the System as well (e.g., solicitation, purchase orders, change orders, vendor management, etc.) The System should have the capability to manage any certification process from submission to review to final determination (e.g., MBE/WBE) with final determinations associated to the solicitation and/or vendor profiles. Once the award is finalized, the Vendor would be notified via email with an attached Purchase Order (converted from the solicitation results) and vendor who did not receive an award would also receive a courtesy email notification. The award would then be linked to the vendor's profile. The State envisions making as much of the overall solicitation, minus any proprietary and/or confidential information, made available for public viewing upon award finalization and accessible on a webpage on the Division of Purchases' website.

The System should have the capability to proactively notify Buyers and/or Purchases' management of any purchase orders coming up for renewal or expiration either through a dashboard and/or email notification. If a document is updated to reflect a renewal or extension, the System should allow a buyer to update and post amended documents (e.g., purchase order, user guide) with ease. For any contracts that are used by multiple entities, such as MPAs and CRs, the System will need to provide the ability for posting of a User Guide that would provide concise direction on use of the contact between user entities and vendors. If a contract has any spend thresholds, the System would have the ability for the Buyer to set the threshold, then track and proactively notify the Buyer of record proactively to review. If the overall contract spend is within a determined percentage/dollar value, the System would proactively alert the Buyer to review.

The System should be able to accommodate the bid protest process on the solicitation profile when a vendor submits a bid protest per regulations to the Chief Purchasing Agent and Legal. While the Buyer of record is notified that a bid protest is under review, the Buyer should be able to internally flag the solicitation of an active bid protest. Once a determination is made, the results would be posted on the solicitation with the ability to make public, as needed.

Member Entities will be encouraged to use the System for their solicitation and contract management as well. The System would have a field on the solicitation profile that would

designate it as a State or Member Entity bid so the soliciting entity is clearly identified to vendors and the public as a Member Entity's review process can vary.

3. Reporting

The State envisions the reporting capabilities of the System to be a hybrid of standard reports and State configured reports. The standard reports would be vendor supplied as part of the System that capture the most common report requests with use of the System. In addition to the standard reports, users can configure additional reports as needed. Any report should have permission settings that allow flexibility in either making a report available to all users or to a select group of users. Any report should also have the ability to restrict editing to selected users. Reports should have the ability to export into another program for further editing (e.g., Microsoft Excel and Word, Adobe PDF). The System should have a feature for users to set regularly produced reports to be scheduled automatically and have the System send all assigned users an email notice once the report is available for viewing. Reports should be able to run on any field in the System, including any State configured or custom field. Users should be allowed to generate any reports for their own use, save these reports to either personal folder on their user profile or share these reports with other users or folders in the System that their account permissions permit them access to. The State is looking for the vendor to provide reasonable storage capacity for store reports.

In the event a report needs to be made public, the System should have the ability to post or link to a designated State webpage for public viewing. Any report to be made public should have the ability to add an approval structure to ensure designated users review the report for accuracy before posting. Reports should be able to run on any field in the system and on any applicable data behind the scenes (e.g., time from requisition to posting, what time did a vendor view and/or download a bid). Reports can also be run using specified timeframes (e.g., requisitions per buyer for the month of June 2016)

The System should also provide the capability to display key report and/or metrics information as a dashboard within the system. Each user should see management developed dashboards as well as their own configured dashboards upon logging into the System on the home screen. This would provide at-a-glance insight on outstanding, current and future key items as it relates to their role. As an example, as a Buyer logs in, they would see dashboards on the status of the current solicitation postings, requisitions, pending awards and contracts expiring in the near future. Dashboards would use a variety of industry standard graphics (e.g., fuel gauge with red-yellow-green color scheme, pie charts, line charts, bar graphs, etc.). Management can set standard dashboards for all users viewable in the reports section of the software and specific dashboards can be added to a user's home screen so the various metrics set for each agency/user can be presented accordingly to assist in achieving assigned agency/user goals.

4. User Accounts and Additional Functionality(s) for Member Entities

The State envisions the System would provide a variety of user account types from full access for system administrators to a tiered structure of limited access depending on the user's role. The State would coordinate and develop the user account structure with the vendor as part of the Project Assessment and Solution Design stage of the project. For some processes, an approval hierarchy of assigned users would need to be included based on the user initialing the process and the process itself (e.g., requisition to initiate a bid: an agency will have several assigned personnel that approves the request including budget before it is released to Purchases to begin the posting process). User accounts, based on set permissions, should have the ability to share documents (e.g., technical proposal for review) with another user and also to an approved state employee that does not have a user account.

Since both State and Member entities will be in the System, user accounts should have a way to designate what entity they are with. Potentially the State may want to refine the user's identity to specific state agency, quasi-public agency, institutions of higher education, municipality. For any System notices, such as an upcoming upgrade, System administrator accounts should have the ability to send an email blast or notice on home screens to all or select user groups.

Member Entities will be encouraged to use the System and in turn, the State will permit user accounts accordingly and access to the System as the State has designed with the Vendor. As part of the Project Assessment and Solution Design stage of the project, as well as other phases, the State will be engaging some Member Entities to assist in refining the System design. The System will be tying into State's financial system, RIFANS and any other applicable State websites. If a Member Entity is also looking for tie-in to their financial system and/or website(s), the Member Entity would work directly with the vendor to review the scope and quote for the service and if agreeable, enter into a separate agreement with the vendor. If a Member Entity is seeking additional functionality of the System that is available, the Member Entity would submit a request to the State for consideration to incorporate.

5. Vendor Catalog, Purchase Orders and Invoicing

The State envisions the Vendor Catalog Integration into the System. If a vendor had a website available, the System should be able to integrate with the vendor's website and allow purchasing from it through the System interface. In the event a vendor does not have a website or has an incompatible website, the System would permit select users to convert a contract's line items either by upload of a spreadsheet or manually input the line items or other method. After a transaction are complete, the System would integrate the purchases to the State's RIFANS ERP system. Catalogs should be easily searchable with search parameters on item name, key words, SKU number, manufacturer, part number, etc. A user's shopping experience should be user friendly and utilizing a shopping cart and

checkout process to complete an order similar to most national retailer websites. The State should be able restrict use of catalogs as contracts mandate to select users. Once purchases are made, the State should be able to run a spend report on State and Member entities in real-time on any given contract or on all activity. If vendor is not able to provide data in real time, please explain the delay and when state should expect to see the new data in their system.

Once an award is made the buyer and/or Purchases support staff with approval would issue a Purchase Order through the System that would be emailed to the vendor to engage in work and associated to the solicitation profile. The Purchase order must be have a flexible process to accommodate change orders and potentially any fiscal year end processes. Users should be able to submit a change order with upload of any supporting document(s) to the Purchase Order with notification to the assigned buyer to review and put through a defined approval process. Once an item has been purchased and delivered to the agency, the agency should collect the delivery receipt an upload to the system again the related purchase order. The system would verify if the delivery receipt matches the purchase order and if it does not, the System would notify the user to review and either rectify the discrepancy with the vendor or the purchase order. Then a vendor would upload their invoice to the applicable PO and the System would verify it matches the applicable purchase order and associate delivery receipt. If it does not match, the System would notify the user to review and either rectify. If a three-way match is made, the System would transmit to the RIFANS system the invoice for payment. Vendors will be instructed to submit their invoices electronically through the System however if a paper invoice is received, the System should allow a user to upload on behalf of the vendor. Once paid in the RIFANS system, the System would acquire payment information from RIFANS and associate to the purchase order. A vendor's payment history would be viewable on the vendor's profile in addition to being associated to the purchase order. The State's is looking for the System to replace the RIPAY site which posts vendor payments for public viewing with a functionality and/or process from the System. The State is willing to consider a best approach with the awarded vendor however an approach(s) must be defined in the vendor's technical proposal.

6. Audit Trail and History

The System will be required to track all user and vendor activity throughout the System and run related reports on any activity. This will be key to have audit trails throughout the System that would allow for key insight that could impact a determination. As an example, all bid submissions must be time stamped as Purchases has a regulation of no late bids. If a vendor submits a bid protest, Purchases will need to see the time history on when that vendor downloaded the solicitation and when they submitted. The System should also track the history of steps throughout the system that tracks date, time, user, when and who approved if applicable, status changes, approval or rejection history, etc. History can either be obtained by running a report, opening a history tab or other vendor option however must be able to

run quickly by any user and not have any adverse effect on system performance. All data and documents must be retained for a set timeframe per various record retention policies which can span several years. Versioning of documents, catalogs, profile history, etc. must be available. All documents generated must be retained in the System (e.g., multiple change orders).

7. MBE/WBE Functionality

The MBE/WBE certification process will be gathering highly sensitive PII such as Social Security numbers, FEIN , tax returns, birth certificates, etc. that must be stored in a highly secure cloud environment and provide data entry encryption in order to protect this highly sensitive information. All functionality should be in compliance with the Web Content Accessibility Guidelines (WCAG) 2.0, Level AA. Please visit <https://www.w3.org/WAI/WCAG20/quickref/> for a brief overview. Similar security must be made available for any other or future certification process as needed. A link to the System in the MBE certification process instructions must be added to MBE/WBE's website so vendors can easily navigate to the System to process any certification. A training tutorial video of how to process a certification will be required to be developed jointly with the vendor and State in a YouTube format with closed captioning in addition to any written tutorial documentation. The MBE/WBE certification process also uses NAICS commodity codes for federal reporting and if possible, the System could provide a potential process to map the state's NIGP commodity codes to the NAICS commodity codes for this certification process.

8. RIDOT Functionality

The RIDOT has its own separate instance of Oracle of which is integrated with the State's RIFANS system. The State has developed a Public Works site of which Public Works proposals and overall bid proposal pricing are made public upon opening, which includes the designated documentation provided in the Vendor's public copy version of their proposal. The intent of the System is to provide functionality that can post proposals publicly to a State designated webpage upon opening. RIDOT is utilizing the Division of Purchase's process for posting solicitations and in conjunction they are utilizing Quest Lite software to develop a CD of all bid documentation and the software for vendor pick up at their location in Providence, RI. RIDOT assigns the a vendor a RIDOT bidder number which is an additional identification number from the vendor ID assigned in RIFANS and will have vendors provide their DUNS number. The Quest Lite software must be uploaded from the disk by the vendor and has a process that has vendors accept receipt of the solicitation files and any applicable terms and conditions. Once proposals are opened, the Quest Lite produces a one page summary document of all bidders responding to the solicitation for posting to a public website. RIDOT does expect to continue to use the Quest Lite software however the State would like the System Vendor to include similar functionality for consideration in their System proposal.

9. General Functionality

The System must allow for any user to save, exit and return to any process such as vendor certification, solicitation profile, vendor profile, etc. File sizes should be unlimited however the State can put limitations as needed for vendor solicitation responses. Robust search functionalities should be available on vendor information, solicitations and reporting both internal and on public facing information (e.g., solicitation postings). As users enter in information into the System, forms can be automatically generated by linking the appropriate fields to the form, ex. Vendor address would automatically be linked from the vendor profile and be added to a Purchase Order form, therefore reducing double data entry. The System must have the ability to send automated email notifications to the vendor as well as manual emails a user can send as needed. In the event an email is highly sensitive, ex. contains PII, the System should either provide a secure methods of delivery the information outside of an email. For example a link to view the secure information in the system. Emails should not contain PII information. The System should allow for reassignment of any assigned functionality (e.g., solicitation, requisition, approver role) from the current user to another user in the event the current user changes employment position or leaves employment. If a requisition, solicitation and purchase order have a significant number of line items, the System should have an import feature with the ability to transfer the line items from one process to another.

10. Additional/Modified Functionality

The State is open to bidders including additional/modified functionality for the State's consideration. The features and benefits must be defined and the functionalities align to the State's goal of driving efficiencies in the procurement process with the exception of any mandatory requirements defined in Exhibit 1.

C. Transparency Objectives

The State has several areas the System needs to provide transparency by permitting the public to view documents and/or information without requiring a user account. Mentioned throughout this solicitation, the State is looking to ensure the following are available to the public 24/7/365 (see Table 1 of additional website information):

1. Solicitation postings, regardless of status, on a webpage within the Division of Purchases' website.
2. Awards over \$1 million dollars are required to be available on the State's Transparency Portal. With efficiencies from the System, the State may lower or eliminate the dollar threshold for posting awards to the Transparency portal in the future.
3. Public Works bids
4. Vendor payments – currently this is RIPAY however prefer this to be a feature the System would provide and eliminate the RIPAY website. There is an approval process

prior to posting payment information that is expected to transition when the functionality/process is identified in the System.

5. Overall once an award is made, the State's goal with the System is to make solicitation, tabulation, purchase order and contract documents available for public viewing and reduce the number of APRA requests.

Any additional documentation/information that needs to be made public at a future date will be reviewed for an implementation plan with the vendor utilizing existing System functionality to meet the objective.

D. Data Conversion

The Vendor will be required to either provide services or guidance for applicable data conversion from the State's RIFANS, RIVIP, Public Copy and RIPAY Systems. The State expects the Vendor to be an active partner in the State's data conversion from the current State Systems into the new System. The State is relying on the vendor to guide the State in best practices and define a detailed plan during the Project Assessment and Solution Design stage. There may also be other specific data sources, such as spreadsheets and PC databases that will need to be converted or pre-populated into the Solution. The Vendor and State will further define the data conversion criteria during the Project Assessment and Solution Design stage. The data that is anticipated to transition are as follows, however not limited to:

1. Vendor Master Data
2. Solicitation Data
3. Approval Hierarchies from selected RIFANS user accounts

The State is open to other approaches to transitioning data based on a vendor's proven best practices and requests any vendor with alternative approach to specify this in their proposal.

E. Integration to the State's RIFANS Oracle-based ERP System

The State expects the System to integrate with RIFANS at selected intervals where it is logical to transmit data between the two systems. Some transactions would be coordinated with use of APIs for real-time data exchange where other transactions may occur with the use of a flat file at a determined scheduled time. Data that may exchange between systems are as follows, however not limited to:

- a. Funds availability checking
- b. Encumbrance transactions
- c. Purchase orders/purchase change orders
- d. Invoices to be paid by e-business suite
- e. Payment status
- f. Import paid invoices created outside of system for e-procurement vendors
- g. Updates to vendor master records
- h. Catalog management
- i. Numbering convention for requisitions, solicitations, purchase orders, releases, etc.
- j. Grants Management, Budgets Management and any other potential software platforms (These systems are still under development)

A note on requisitions and purchase orders. State “standard” purchase orders with an encumbrance are valid through the fiscal year. At the end of the fiscal year, purchase orders that are not fully used and need to be utilized in the next fiscal year go through a “roll over” process to create a new requisition and purchase order, processed systematically. Vendor should outline how this process would be integrated with their system. All old year purchase orders will be cancelled and cannot be billed in the new fiscal year.

During the Project Assessment and Solution Design stage of the project, the vendor and State would define when system interactions would occur, timing and supplication to be used. The Vendor is expected to have standard API programing available that are compatible with Oracle and options available if the State needs the vendor to program the State’s side of an API. Fields added to e-procurement would be included in the API. The System should have the ability to distinguish State solicitations/activities from Member Entity solicitations/activities and integrate accordingly to keep the RIFANS/other State software integration connections focused to State activities.

1. Accounts Payables

In order for the State to determine the ideal future state of the accounts payables process, the State requests the vendor to propose integration processes for the 3 way match to occur within the System and the other option of the 3 way match occurring within RIFANS. The vendor should outline the integration points, risks and benefits for each of these two models for the State’s consideration. The State also wants the vendor to describe a best practice process for accounts payables with the process outlined with features, benefits and risks identified.

In addition the State request the vendor propose an Accounts Payables module, if available, to accommodate the full Accounts Payable process to include, however not limited to, for the State’s consideration:

- a. Invoices without a Purchase Order (processed by state employees)
- b. Batches for one time vendors (processed by state employees)
- c. Employees as vendors (e.g., for mileage reimbursement)
- d. Payments: ACH, checks, wires, draw no check, other

Price the Accounts Payables module separate in the cost proposal. Also identify any potential timeline impact, implementation phase and identify any potential customization(s).

F. System Specifications, Testing, Upgrades and Support

The State is requiring the System to be cloud-hosted by the vendor with two sites available, a sandbox (testing site) site for initial data transition, configuration and testing. Additional sandbox sites may be required to accommodate multiple reviewers. Once the System is at an agreeable working state, all facets would transfer from the sandbox site to the production site for live use.

The sandbox site would be maintained throughout the life of the contract so any upgrades or new services could be tested without impacting any user on the production site. File sizes for uploading and storage should be unlimited or within a reasonable size to accommodate solicitations/resulting proposals of significant size. The process of uploading or downloading a file should not impact the System's operating speed. The State's expectation is for the System to be highly configurable within the confines of the System's program design. However in the event a functionality is requires customization, the vendor should be able to accommodate this request if agreement is reached between both parties. Any configurations, customizations, reports, integration points, etc. made on the System must transfer through any System upgrade at no additional charge to the State. If the vendor adds standard functionality in the future, the State expects this would be offered to the State as part of an upgrade. Any new functionality that is an additional offering to the overall System's suite of services, The State will have the option to include in its System design package and will work with the vendor on a quote and implementation. The System must be available 24/7/365 with and uptime of at least 99.9% including any public facing interfaces such as the solicitation postings linked to the Purchases website. In the event such uptime is not achieved the state may request compensation. This compensation is to be determined in contract negotiations. Any upgrade/patch expected to temporarily make any facet of the System and/or public facing interfaces unavailable, must be planned proactively with the State and sufficient communication must be made to all internal and external users as well as notices posted on any public facing interfaces to minimize any impact on bid submissions and routine workflow.

The vendor is expected to provide the State with a testing plan for the initial implementation as well as any future upgrades and/or patches. The test plans need to be precise in identifying the areas of the System that are being affected and communicated effectively to the State project team so any resources can be coordinated accordingly. Each plan must also identify any risks so both parties are aware of any potential impacts and prepare according.

Technical assistance from the Vendor must be provided throughout the contract. The vendor should submit a defined process for emergency and non-emergency technical assistance situations to be refined in the Project Assessment and Solution Design stage of the project. The vendor must deploy reasonable security measure to ensure the System is functioning with minimal interruption, data integrity is protected and any connections between systems are jointly secure.

G. Project Plan

Vendor will perform the Services described in this RFP and will collaborate with the State in the implementation and execution of a Project Plan. The State intends that the Vendor will manage the Project at all times during its engagement and shall lead, coordinate, oversee and manage all activities associated with the various phases comprising the Project, subject to the terms and conditions of the Contract between the State and the Vendor and this RFP. The Parties acknowledge that nothing in this section is intended to alter the parties' respective

responsibilities under this RFP, including their responsibilities for Project subcontractors. During the term of the award, the Vendor (with support from the State) will facilitate and provide Services for the planning, management and creation of selected Project Deliverables.

The State requires a comprehensive project plan from the vendor that will support a successful implementation of the System into State service. The State is looking for a phased approach to designing, implementing and integrating the System and require the vendor to submit a Project Plan with their proposal that deploys best practices based on their previous successful implementations to include a project communications plan. Notionally the State is leaning towards a two phase approach that would accommodate a Phase 1 of strategic sourcing, vendor management, contract management and catalog management with related reporting and select integration during the first 6 months of the project and a Phase 2 of Purchase Order, Receipts, Invoicing, Requisition and comprehensive integration for 1 year with optional payment module. The vendor is expected to submit a notional phased approach and related timeline with their proposal for the State's consideration. Any additional phases can be proposed however with significant justification as to why the project would exceed a two phase approach. Each phase will consist at minimum of the following stages:

1. Project Kick Off

This would be the initial meeting between both parties to review and refine the notional timeline, assemble resources, set roles and responsibilities and set the next project phase into motion. This meeting would occur within 7 days of contract signing.

2. Project Assessment and Solution Design

The vendor will coordinate with the State designated representatives from Purchases, Information Technology, Accounts & Controls, select Municipalities and other agencies/departments as needed in reviewing current business processes, software systems, websites in use and how they will be impacted by the System. The vendor will provide best practices and knowledge from previous implementations and work with the State to ensure business processes work at a greater efficiency with the support of the System. This assessment is expected to begin within 10 days of the contract award. The Vendor is expected to perform the assessment on site with a structured agenda to ensure all key work flows are identified at the Division of Purchases' location with any follow up either performed on site, conference calls and/or email as agreed upon between the State and Vendor.

The assessment also involves reviewing documentation, and working with key project team members to assess and understand project goals, scope, planning, constraints, success factors, project organization, schedule, requirements, and analysis. The Vendor will validate the requirements of the System with the State and developing a Solution Design to configure, customize or modify the System as required to meet the State's vision. This stage will include, but not limited to, the identification and design of Functionalities, Reports, Interfaces, Conversions, Enhancements and Forms objects required for deployment. It is State's intention to primarily configure the System within the vendor's program parameters when possible and minimize any customizations/modifications (software code changes) during the project. The vendor will provide best practices and knowledge from previous implementations and work with the State to ensure business processes work efficiently with the support of the System.

A Solution Design will be presented midway through this stage for the State’s review, potential modification by mutual agreement and approval. The Solution Design should involve identifying the software components, deliverables, necessary tools, resources, and timeline to create, implement and maintain a fully functioning eProcurement software environment.

Exhibit 3 – “Roles and Responsibilities” has been included with this solicitation to define the Vendor and State roles and responsibilities for the lifecycle of the project. This spreadsheet is in draft format at time of this solicitation and would be refined and completed by mutual agreement between the State and awarded vendor during this project stage.

3. Implementation and Integration

This stage will consist of deploying the System design as defined and agreed upon project assessment and solution design in the previous stage (section 3.G.1-2). The applicable components of the design will be implemented into the sandbox environment and the applicable data will transition from the State into the System. From there both teams will configure areas of the System as applicable and ingrate accordingly with RIFANS and any applicable State webpages. This stage will follow a process as defined by the vendor in their technical proposal’s project plan.

4. Testing, Training and Deployment

Involves planning and implementing final tests, end user training, cut-over activities to the production site, and readiness plans for go-live steps. Within this stage, the system integration testing is completed and in scope systems function correctly. Detailed transition and cutover plans are created and the production system is installed and configured with transports and data developed. Vendor will lead planning and implementing the final tests, end user training, cut-over activities, and readiness plans for go-live steps as specified in the Deliverables for Preparation for System Go-live. Key Deployment Deliverables are:

- a. Conduct Unit and System Testing
- b. Conduct Integration Testing
- c. Conduct Accessibility Testing
- d. Conduct Volume/Stress/Performance Testing
- e. Support User Acceptance Testing
- f. Conduct Production Tests
- g. Complete Cutover to new software
- h. Conduct Training

Vendor will move the stage or “wave” of users for the initial Go-Live and functions from the sandbox environment to the production environment upon end user receipt of training or schedule of training. Vendor will coordinate the move of the stage or “wave” of users and functions for the initial Go-Live from the sandbox environment to the production environment.

5. Go-Live

This will be the day the production site is activated and users are instructed to make the transition from existing processes to the new System. The Vendor is expected to be available for any issue resolution during this transition period. Any identified issues will be triaged and remedied accordingly.

6. Notional Timeline

Table 3 represents a notional timeline based on the State's notional two phased concept of the project. The vendor is expected to submit a refined notional timeline based on their product and recommended phases for optimal approach for implementation.

Table 3.

Project Phase	Duration	Milestone Start Date	Milestone Completion Date
Phase 1			
Contract Start	1 day	February 1, 2017	February 1, 2017
Project Plan	14 Days	February 1, 2017	February 14, 2017
Project Kick Off	1-2 days	February 1, 2017	February 7, 2017
Project Assessment and Solution Design	50 days	February 10, 2017	March 31, 2017
Implementation and Integration	61 days	April 1, 2017	May 31, 2017
Testing and Training	60 days	June 1, 2017	July 30, 2017
Go Live	1 day	July 31, 2017	July 31, 2017
Phase 2			
Project Kick Off	1-2 days	August 1, 2017	August 7, 2017
Project Assessment and Solution Design	114 days	August 8, 2017	November 30, 2017
Implementation and Integration	120 days	December 1, 2017	March 31, 2018
Testing and Training	61 days	April 1, 2018	May 31, 2018
Go Live	1 day	June 1, 2018	June 1, 2018
Project Close Out			
Project Acceptance	91 days	June 2, 2018	August 31, 2018
Support and Maintenance	Remaining contract term		

7. Project Close Out

At the completion of the final Go Live stage of the Project and prior to the transition of to the Support and Maintenance stage the Vendor and the State will come to a mutual project acceptance that the project is in a completed stage. If there are any open items that cannot be completed at that time, by mutual agreement, a punch list will be created as an supplement to the formal project acceptance with a timeline on resolutions.

8. Support and Maintenance Phase

The vendor shall provide ongoing support and maintenance of the System for a remaining contract term. Additional terms beyond the up to eight (8) years may be negotiated between the State and Vendor and at the sole option of the State. The vendor will continue to be the prime contractor for the State and responsible for coordinating all activities with own internal team, subcontractor(s) and/or other third parties as part of the provision of ongoing support and maintenance services.

H. Project Personnel

Vendor will provide project management services that utilize leading-practice methodologies, tools and processes to manage the Project, including plan management, issue resolution, change control, knowledge management, quality management and status reporting and Project-specific coordination in support of developing the proposed phased deliverables, team-level communications and messages to be distributed throughout the organization.

1. Mandatory Qualifications

At a minimum, the Project Manager and Key Personnel (see defined roles below) must have collectively three (3) years of experience in software solutions for public sector procurement, finance and/or budget, preferably in state government and be identified.

2. Desirable Qualifications

The following personnel qualifications are desirable:

- Demonstrated expertise in state government procurement.
- Demonstrated expertise in process development either in software and/or project planning.
- Demonstrated expertise in data migration and/or management.
- Demonstrated expertise in integration development and/or practices, preferably with an Oracle based system
- Demonstrated expertise in state government budget scenario analysis, “What If” analysis and data analytics

3. Organization Chart

Bidder should submit an organization chart, showing the hierarchy of proposed key personnel working on the project. Chart should show the relationship between project manager and key personnel of the bidder’s organization and all other parties (subcontractors) to the proposal.

4. Project Team Resumes and Key Staff Qualifications Sheet

Bidder should specify the key personnel on the project team who will manage/conduct the work. Bidder should also identify the role each team member will serve, title, where the individual is headquartered and the percentage of the firm’s total effort that will be provided by the individual.

Include a “Key Staff Qualifications” sheet (see Appendix B) for each person. Current resumes/biographies should be attached for each person. Do not exceed two (2) pages per person. Resume entries should clearly demonstrate

that the experience requirements described in the “Key Staff Qualifications” in Attachment B of the RFP are met.

5. Roles

a. Project Manager

Bidder should identify one (1) individual on the project team who will manage the contract work, and who will be available to the State for a sufficient amount of time to manage the project. The Project Managers will act as the designated single point of contact for their respective party. It is anticipated that the Project Managers will not change during the life of the Project. In the event that a change is necessary, the party requesting the change will provide prompt written notice to the other. In the event a change occurs because of a non-emergency, two-week written notice is required. For a change resulting from an emergency, prompt notice is required.

1. State Project Manager

[Individual to Be Determined] will be the State’s Designated Project Manager and shall perform project management on behalf of the State for this engagement. The State’s Project Manager will:

- a. Work closely with the Vendor Project Manager to ensure successful completion of the project.
- b. Consult with the Vendor Project Manager to further develop the Project Management Plan.
- c. Review weekly status reports and schedule weekly meetings with the Vendor, as necessary.
- d. Coordinate participation from State agencies, State Entities and/or other vendors as required during the engagement.
- e. Acquire State project team members as needed.
- f. Coordinate State’s review of the Deliverables and sign an acceptance form to signify acceptance for each accepted Deliverable.
- g. The State’s Project Manager reports to [Name, Title, Department], who reports to [Name, Title, Department] and who reports to [Name, Title, Department].
- h. State’s Project Manager’s contact information:
 - a. [Email TBD]
 - b. [Address TBD]
 - c. [Phone TBD]

2. Vendor Project Manager

The Vendor shall assign a Designated Project Manager who shall perform project management on behalf of the Vendor for this engagement. The Vendor’s Project Manager will:

- a. Be responsible for administering this Agreement and the managing of the day-to-day operations under the Contract.
- b. Serve as an interface between the State Project Manager and all the Vendor personnel and approved subcontractors participating in this engagement.

- c. Develop and maintain the Project Management Plan, in consultation with the State Project Manager.
- d. Facilitate regular communication with the State Project Manager and State Project Team, including weekly status reports/updates, and review the project performance against the project plan and budget. Facilitate weekly project status meetings for the duration of the engagement.
- e. Update the project plan on a weekly basis and distribute at weekly meetings for the duration of the engagement.
- f. Sign acceptance forms to acknowledge their receipt from State or coordinate signatures.
- g. Be responsible for the management and deployment of the Vendor personnel and any approved subcontractors.
- h. Vendor shall define the following in Technical Proposal: Vendor's Project Manager reports to [Name, Title, Department], who reports to [Name, Title, Department] [repeat until reaching senior management/president/owner or equivalent].
- i. Vendor shall define the following in Technical Proposal: Vendor's Project Manager's contact information: email, address and phone number.

b. Subcontractors

The Vendor shall take full responsibility for project management of subcontractors and/or third party entities ("subcontractors") they engage. The Vendor shall submit all subcontracts related to work to be performed hereunder for approval by the State within two weeks of the Award and/or within two weeks for any Task Order issued hereunder which entails work by a subcontractor(s). The Vendor shall ensure that its subcontractor(s) that perform work efforts under the project shall comply with all terms of the Contract.

The Vendor will act as prime contractor for their subcontractor(s) and be responsible for the performance of their subcontractor(s). The Vendor must submit for approval, be responsible for, and pass on all covenants, and warranties, etc. to subcontractor(s).

In that capacity, Prime Vendor will be responsible for ensuring compliance with all project deadlines and deliverables, as well as contract terms and conditions by subcontractors. The State reserves the right to approve of all subcontractors utilized by Prime Vendor, including any changes to subcontractor team prior to or after contract execution. The Prime Vendor is responsible for payment to any subcontractor(s) used for this project.

c. Vendor Key Personnel

Key personnel are defined as those people who will exercise a major management and/or administrative role on behalf of the project. All persons identified as key personnel should be retained by the bidder throughout the term of the Agreement, including any extension of term by exercise of the option to renew.

In the event that a change is an emergency, the Vendor Project Manager will provide prompt written notice to the State Project Manager of the proposed change. If the

personnel change is a result of a non-emergency, the Vendor Project Manager shall provide the State Project Manager two-week written notice. The State has the right to accept or reject all personnel.

I. Vendor Qualifications

1. Mandatory Qualifications

a. Current Client List Requirements

The Vendor must have Electronic Procurement Software Solution currently operating in two public sector clients, ideally a state or equivalent public environment (e.g., municipality, city, town). One of these two clients must have a minimum annual budget of at least \$5.0 billion using the vendor's proposed software solution. Provide a list of these clients with their name, address, client contact (name, phone number and email) and with a brief description of the project size and scope.

b. Statement of Financial Viability

The Vendor shall submit a Statement of Financial Viability for the most recent quarter including supplemental schedules and foot notes in a separate sealed envelope; label the envelope "Confidential – Statement of Financial Viability." The financial information submitted shall remain confidential and shall not be public record. The financial information will be reviewed by the State on a Pass/Fail basis.

2. Other Qualifications

Bidders should provide a response to the following requirements:

a. Description of Organization Services, Experience, and Expertise

Provide a description of the nature of the organization's services and activities. Note when the business was established, brief history, and location. List office location(s) from which the primary work on this contract will be performed.

b. Client References

Using the worksheet in Exhibit 1 (System Technical and Functional Requirements Workbook), provide at least three (3) electronic procurement system installation customer references, preferably in state government. The reference information for the company should include the following:

- Name of customer organization & budget size
- Name of the project
- Types of systems / services provided
- Customer point of contact – including e-mail address and phone number
- Contract information, including value and project timeline

c. Client List

Provide a list of all customers owning the proposed public sector version of the solution and indicate the status: Live, currently implementing, not yet implementing, project on hold, project cancelled and which ERP system the client is integrating with.

J. Training Vendors and State and Member Users

The Vendor shall provide thorough training to all internal and external users to ensure successful user adoption using a Train-the-Trainer model as well as online resources. The training shall include the following however not limited to:

a. Training Versions

The Vendor shall provide trainings in the formats outlined in this section for:

1. State Entity Administrators
2. State Entity End Users
3. Member Entity Administrators
4. Member Entity Users
5. Vendors
6. State Entity Information Technology Team
7. Other Entity(s) that is identified in the Vendor's Training plan and/or Project Assessment and Solution Design project stage.

b. Train-the-Trainer (In-Person)

The State will designate high end users that the Vendor will provide full trainings with and these individuals will become State Trainers that in turn will disseminate the applicable training to all end users. The Vendor shall 'shadow' all initial end user trainings that each State Trainer conducts to ensure the product knowledge is being conveyed as intended. The Vendor shall propose a Training program as part of their Technical Proposal which will include multiple on-site sessions.

c. Online "Help" (Web-Based)

The Vendor shall provide a readily accessible "Help" section within the software for end users to access specific topics as needed. The "Help" section will consist of readable user guides on each module. The Vendor shall propose a "Help" section as part of their Technical Proposal.

d. Online Recordings (Web-Based)

The Vendor shall provide full recordings of training sessions of all modules of the software. The records shall include, but not limited to, audio, visual and live screen shots of the software in use. These recording will be posted in either a 'help', 'training' or 'user guide' section of the software. Each module shall have its own recording with a detailed description of the topic covered so end users can search and select the appropriate section of software to learn more about from the database. The State's current social media policy does not permit YouTube access for most State users, in turn, the State requests a video format that preferably will not conflict with the social media policy. If training materials are via social media, such as YouTube, please outline any alternatives to your training delivery method that

would be provided within the System. Any presentation must be ADA compliant to ensure audio, visual and other aspects are made available to meet any individual's requirements.

e. Materials (Electronic and/or Printed)

The Vendor shall provide presentation in the State preferred PowerPoint format for the Train-the-Trainer and End User training sessions. The presentations shall cover all required modules of the software with screenshots as applicable. The Vendor shall have the ability to create a master presentation for administrative users and Trainers as well as abridged versions for defined end user types and Vendors of the State. The Vendor shall also ensure the electronic files of the presentations are made readily accessible to the State's administrative users and in an editable format. If requested, the Vendor will provide printed presentations and/or user guides in specific quantities for the specified training(s). Any printed materials will be on 30% or greater post-consumer recycled content paper with preferences of FSC (Forest Stewardship Council) certified and PCF (processed-chlorine-free) attributes.

f. Updates (In-Person and/or Web-Based)

As a Vendor releases any new software updates, the Vendor will issue Release Notes detailing the extent of the update to the State. At no additional cost to the State, the Vendor shall in turn coordinate an agreed upon Training with the State designated trainers and the most appropriate format for the training session(s). In addition, if the State determines any testing is required prior to the implementation of the update and related training, the Vendor shall accommodate the State and coordinate accordingly.

K. Cloud and Security Requirements

The following section outlines State requirements in security of the software and its interactions with State Systems as well as requirements around State Data:

1. Domestic Remote Hosting and Site Security

The remote hosting site must be domestic (within the United States). Furthermore it should be Tier 3 SAS 70 Type II/SSAE 16 or SOC2 compliant. Vendors who offer other alternate hosting environments shall detail the hosting environment in their proposals. State reserves the right to reject environments that do not meet the domestic hosting requirements noted.

2. Internet Security, Database Security and Encryption

Data in-transit to server must be encrypted. Data at rest must be encrypted.

3. Contract Termination and transition of data ownership

Upon the termination or expiration of this agreement, Vendor agrees that any data, files, information, and/or derivative data files and confidential information or information of any kind provided by Client pursuant to this Agreement, shall not be retained by Vendor. Vendor shall within an agreed timeline return to Client all such data, files, information, and/or derivative data files and confidential information or information of any kind provided by Client pursuant to this Agreement at no charge. Information shall be turned over to the State in format and media in accordance with industry standards and with an

explanation of how such State Information is used. Such turnover shall include data mapping, data structures and data dictionaries

Vendor agrees to immediately destroy all customer data remaining on its System and to certify **that action no later than 30 days from the date of destruction**. VENDOR agrees that no data, files, information, and/or derivative data files and confidential information or information of any kind provided by Client pursuant to this Agreement or copies thereof or any derivative or subsets of the above, or any manipulated records/files, and/or any parts thereof, shall be retained when the aforementioned file(s) are returned or destroyed. The User acknowledges that stringent adherence to the aforementioned End Date is required, and that the User shall ask the State for instructions under this paragraph if instructions have not been received after thirty (30)-days after the end date of this Agreement or upon termination of this Agreement.

4. Data Breach Notification Policy and Procedures

Data Breach Notification policy and procedures must meet state and regulatory requirements as outlined below

The VENDOR shall notify the Client within one (1) hour by telephone call plus e-mail, web form or fax upon the discovery of any breach of security of PHI, PII or SI or suspected breach of security of PHI, PII or SI (where the use or disclosure is not provided for and/or permitted by this Agreement) of which it becomes aware. The VENDOR shall, within forty-eight (48) hours, notify the Client's designated security officer of any suspected breach of unauthorized electronic access, disclosure or breach of confidential information or any successful breach of unauthorized electronic access, disclosure or breach of confidential information. A breach is defined pursuant to HIPAA guidelines as well as those found in the "Health Information Technology for Economic and Clinical Health Act" (HITECH). A breach or suspected breach may be an acquisition, access, use or disclosure or suspected acquisition, access, use or disclosure of PHI in violation of HIPAA privacy rules that compromise PHI security or privacy. Additionally, a breach or suspected breach may be an acquisition, access, use or disclosure or suspected acquisition, access, use or disclosure of PII or SI. The notice of a breach or suspected breach shall contain information available to VENDOR at the time of the notification to aid the Client in examining the matter. More complete and detailed information shall be provided to the Department as it becomes available to the Contractor. Upon notice of a suspected security incident, the Department and Contractor will meet to jointly develop an incident investigation and remediation plan.

Depending on the nature and severity of the confirmed breach, the plan may include the use of an independent third-party security firm to perform an objective security audit in accordance with recognized cyber security industry commercially reasonable practices. The parties will consider the scope, severity and impact of the security incident to determine the scope and duration of the third party audit. If the parties cannot agree on either the need for or the scope of such audit, then the matter shall be escalated to senior officials of each organization for resolution. VENDOR will pay the costs of all such audits. Depending on the nature and scope of the security incident, remedies may include, among other things, information to individuals on obtaining credit reports and notification to applicable credit card companies, notification to the local office of the Secret Service, and

or affected users and other applicable parties, utilization of a call center and the offering of credit monitoring services on a selected basis.

5. Disaster Recovery

DoIT requires a Hotsite to provide data processing services to its users in the event its own site(s) or Systems operating therein unexpectedly become non-operational for an extended length of time. The Vendor must provide connectivity to the States Hotsite and participate in annual testing of the System, during one of the States Semiannual DR Tests. The Vendor will be responsible for restoring Systems within 24 hours at the time of a disaster.

Rhode Island requires a Hotsite to provide data processing services to its users in the event its own site(s) or Systems operating therein unexpectedly become non-operational for an extended length of time. The vendor must describe how connectivity would be provided to the States Hotsite and whether they would be responsible for this. They must participate in annual testing of the System. All fees associated with providing this support must be identified. Offerors must describe the Disaster Recovery plan for the remotely hosted pharmacy System in the event the remote site or Systems become non-operational. The Vendor will be responsible for restoring Systems and re-establishing connection within 24 hours of a disaster. The Vendor must provide a full description of their Disaster Recovery process including testing methodology. A disaster call list and problem escalation list with names and contacts and procedures must be provided. Any and all fees associated with this testing must be identified. Offerors must also make their Business Continuity plan available upon request.

6. Limits of Liability - Loss of data

The service provider/Vendor takes responsibility if they lose data (not just if negligence can be proven), to the extent of their liability. The vendor must define their technical, operational, and management controls.

7. State Data

For purposes of this work effort, "State Data" shall mean data provided by the State to the Vendor, which may physically reside at a State or off-site at a related State Entity location (e.g., municipality).

In connection with State Data, the Vendor will implement commercially reasonable safeguards necessary to:

1. Prevent unauthorized access to State Data from any public or private network;
2. Prevent unauthorized physical access to any Information Technology Resources involved in the development effort; and
3. Prevent interception and manipulation of State Data during transmission to and from any servers.

8. State Personal Data

In addition to the above requirements for State Data, the Vendor may be required to use State PHI/personal data or to work on or with Information Technology Systems that contain such data as Vendor profiles, in order to fulfill part of its specified tasks. For

purposes of this work effort, electronic PHI/personal data and personal information includes data provided by the State to the Vendor which may physically reside at a location owned and/or controlled by the State or a State Entity. In connection with electronic personal data and personal information, the Vendor shall implement the maximum feasible safeguards reasonably needed to:

1. Ensure the security, confidentiality and integrity of electronic personal data and personal information;
2. Prevent unauthorized access to electronic personal data or personal information or any other State Data from any public or private network;
3. Notify the State **immediately** if any breach of such System or of the security, confidentiality, or integrity of electronic personal data or personal information occurs.

9. Software Integrity Controls

The Vendor and the State recognize the serious threat of fraud, misuse, and destruction or theft of data or funding. These threats could be introduced when unauthorized or inappropriate modifications are made to a production System. The Vendor shall implement the following controls for the purpose of maintaining software integrity and traceability throughout the software creation life cycle, including during development, testing, and production:

- a. The Vendor shall configure at least two software environments including a development/quality assurance (QA)/testing environment known as “Sandbox” and a production environment. Additional sandbox sites may be required to accommodate multiple reviewers.
- b. The Vendor shall implement a change management procedure to ensure that activities in the development/QA environment remain separate and distinct from the production environment. In particular the change management procedure shall incorporate at least the following:
 1. Segregates duties between development and testing of software changes and migration of changes to the production environment;
 2. Implements security controls to restrict individuals who have development or testing responsibilities from migrating changes to the production environment.
 3. Includes a process to log and review all source control activities.
 4. The Vendor shall implement a source control tool to ensure that all changes made to the production System are authorized, tested, and approved before migration to the production environment.
 5. The Vendor shall not make any development or code changes in a production environment.
 6. The Vendor shall implement additional internal controls as specified by the State.

L. Endorsements

The Vendor shall not use the State of Rhode Island, its Agencies and/or Member Entities for product and/or company endorsements in any advertising medium without express written permission from the State.

Narrative and format: The separate technical proposal should address specifically each of the required elements:

A. Mandatory Requirements

The proposed electronic procurement solution must meet several minimum mandatory requirements. The Review Committee will review all vendor proposals for the designated mandatory requirements on a Pass/Fail basis. Mandatory Requirements include the following:

1. Project personnel (see Section 3.H.1).
2. Vendor qualifications (see Section 3.I.1)
3. Mandatory technical and functional requirements for the proposed electronic procurement system solution should be entered in System Technical and Functional Requirements Workbook (Exhibit 1).

B. Staff and Organization Qualifications

1. Provide staff resumes of key project team members that will be assigned to this project. Describe qualifications and experience of key staff who will be involved in this project, including their experience in the field of software design, implementation and project management, as applicable. In addition to submitting a resume, include a “Key Staff Qualifications” sheet (see Appendix B) for each person. (see Section 3.H.4)
2. A list of relevant client references must be provided, to include client names, addresses, phone numbers, dates of service and type(s) of service(s) provided. (see Section 3.I.2.b, Exhibit 1)

C. Capability, Capacity, and Qualifications of the Offeror

Please provide a detailed description of the Vendor’s experience as an electronic procurement software provider, including experience in procure to pay lifecycle management. Include a narrative response to Section 3. Scope of Work and Requirements as outlined with how the proposed System will meet or exceed the State’s expectations. Address each of the components described under Section 3: Scope of Work and Requirements, as well as any technical issues that will or may arise in performing the requested services.

D. Work Plan

Please describe in detail, the framework for the requested Electronic Procurement Solution and how it will be performed. The following elements should be included:

1. Describe the bidder’s understanding of the requirements of the State of Rhode Island pursuant to the solicitation, including the intended results.
2. Include a specific plan detailing the manner in which the bidder will develop, provide, and monitor the requested services

3. Include Evidence of Business Continuity Plan which should demonstrate the Vendor's ability to resurrect critical processes in the event of a natural and or manmade disaster that affects the Vendor's ability to operate their normal systems. Backup & Restoration Procedures and Data Breach Plan must be described in detail.

E. Approach/Methodology/Training

1. **Security Protocols** – The Vendor will provide a description of their information technology security plan for the proposed solution.
2. **Scope Management Plan** – The Vendor will provide a change order control and management plan which outlines the process and controls by which changes to scope may be brought forth for inclusion and either approved or denied by the Project Team.
3. **Training Plan** – The Vendor will provide a Training Plan, Resources and Schedule to be executed with State Users, Member Entities and Vendors to provide them with the necessary knowledge and skills to effectively access and utilize the Electronic Procurement System.

F. Project Plan

The Vendor will provide a notional Project Plan with their technical proposal to include the following elements:

1. **Work Breakdown Structure** – Identifying the tasks to be performed with vendor's recommended phased approach to the project.
2. **Resource Allocation Map** – Identifying who will perform the tasks listed.
3. **Risk Management Plan** – How risks will be tracked, how their estimated impact will be communicated, how risks will be mitigated to minimize the project impact. How to estimate the impact and respond to foreseen risks.
4. **Communications Plan** – How information will be distributed to the stakeholders throughout the life of the project.
5. **Timeline** – When the tasks will be performed, to include vendor's phased approach.
6. **Scope Management Plan** – How the solution's scope will be managed. How will changes to scope be addressed.
7. **Acceptance and Rejection Process** - The Vendor will provide a plan to for the State's review and acceptance or rejection of Project Deliverables. The plan would include the State's review of work product for each of the Deliverables and evaluate whether each Deliverable has clearly met in all material respects the criteria established within a set timeframe.
8. **Security Protocols** – As listed above.
9. **Training Plan** – As listed above.
10. **Support Plan** – As listed above.

Within fourteen (14) days of Purchase Order issuance, the Vendor will provide a refined Project Plan which includes the elements described above.

G. Insurance

The State of Rhode Island requires the Vendor maintain sufficient insurance coverage throughout the contract lifecycle. Appendix A includes the insurance requirements for this contract. *Please describe your ability to meet this insurance requirement.*

H. Module Identification

The vendor must identify if their System is modular in nature and if so, provide a description of their functionality. If the System is modular, the vendor must describe what modules are crucial for the System to work as the State envisions and which modules are optimal to include however not mission critical.

SECTION 5: COST PROPOSAL AND FINANCING PROPOSAL

A. Cost Proposal

Provide a detailed cost proposal narrative for all anticipated costs of successful implementation of all deliverables outlined in this RFP. Include a budget and an explanation of the basis and rationale of the proposed cost structure. The budget must enumerate all 'licensing', maintenance, and other costs required to maintain and operate the solution. The cost proposal should assume an initial contract period of (5) five years with (3) three additional 12 month renewals. An item-by-item breakdown of costs shall be included in the proposal, including option years. Applicants shall submit the breakdown and demonstrate how the cost was determined. If there are any implementation fees associated with providing services in the RFP, the applicant shall identify each type of implementation fee to be charged. The cost proposal must describe the vendor's licensing structure (e.g., per user, license, subscription, contract volume, etc.) throughout the proposal as well as any modular structure of the software.

Alternative fee schedule proposals will be considered with an explanation of the benefits of any alternative approach.

Cost proposal narratives must also include a separate section of pricing for any potential Member Entity integration.

Also include the Accounts Payables and Payments module separate in the cost proposal.

In addition to the vendor's cost proposal narrative, the vendor must complete a **Cost Proposal Workbook**, available as a spreadsheet labeled **Exhibit 2** and attached to this solicitation.

B. Financing Proposal

The State is looking for creative financing solutions for purchase of the Electronic Procurement Software Solution that would preferably reduce upfront costs and/or defer costs over time for the System. If your company provides any financing options, please provide a narrative

description of your company's option(s) for financing or payment structure. Bonus points may be awarded for any viable options provided.

SECTION 6: EVALUATION AND SELECTION

Proposals will be reviewed by a Technical Review Committee comprised of staff from state agencies.

Statement of Financial Viability will first be reviewed by the State for a "Pass"/"Fail" determination. Statement of Financial Viability with a "Pass" determination, will have the Vendor's responses to Mandatory Requirements advanced and reviewed by a Technical Review Committee comprised of staff from Division of Purchases and State agencies. Statement of Financial Viability with a "Fail" determination will not be reviewed further and the proposal will be dropped from consideration.

Vendor Responses to Mandatory Requirements will then be reviewed by the Technical Review Committee for a "Pass"/"Fail" determination. Vendor Responses to Mandatory Requirements with a "Pass" determination, will have the Vendor's Technical Proposal advanced and reviewed by a Technical Review Committee. Vendor Responses to Mandatory Requirements with a "Fail" determination will not be reviewed further and the proposal will be dropped from consideration.

Technical Proposals must receive a minimum of 48 (80.0%) out of a maximum of 60 technical points to advance to the Demonstration/Interview stage. Technical Proposals scoring less than 48 points shall not advance to the Demonstration/Interview stage, shall not have the cost component opened and the proposal shall be dropped from further consideration.

The Technical Proposal and Demonstration/Interview must receive a combined minimum score of 62 (82.7%) out of a maximum of 75 points to advance to the Cost Proposal evaluation stage. Technical Proposal and Demonstration/Interview scoring less than 62 points shall not advance to the cost proposal review, shall not have the cost component opened and the proposal shall be dropped from further consideration.

Technical Proposal and Demonstration/Interview scoring a combined total of 62 points or higher shall be evaluated for cost and assigned up to a maximum of 25 points in the cost category, bringing the potential maximum score to 100 points.

The State reserves the right to select the individual(s) or firm (Vendor) that it deems to be in the State's best interest to accomplish the project as specified herein; and conversely, reserves the right to cancel the solicitation in its entirety.

Proposals will be reviewed and scored based upon the following criteria:

Criteria	Possible Points
Statement of Financial Viability	Pass/Fail
Vendor Responses to Mandatory Requirements	Pass/Fail
Staff and Organization Qualifications	10 Points
Capability, Capacity, and Qualifications of the Offeror	15 Points
Work Plan	10 Points
Approach/Methodology/Training	15 Points
Project Plan	10 Points
Total Possible Technical Points	60 Points
Demonstration/Interview	15 Points
Total Possible Technical & Demonstration/Interview Points	75 Points
Cost calculated as lowest responsive cost proposal divided by (this cost proposal) times 25 points *	25 Points
Total Possible Points for Technical, Demonstration/Interview and Cost Proposals	100 Points
Financing Proposal (Bonus Points)	5 Points
Total Possible Points	105 Points

* The Vendor with the lowest cost bid will receive one hundred percent (100%) of the available points for cost. All other Vendors will be awarded cost points based upon the following formula:

(low bid / Vendor's bid) * total available cost points

For example: If the low Vendor (Vendor A) bids \$65,000 for total cost and service fees, and Vendor B bids \$100,000, and the total points available are twenty-five (25), Vendor B's cost points are calculated as follows:

$$\$65,000 / \$100,000 * 25 = 16.25$$

Up to five (5) additional Bonus points could be awarded to vendors offering a financing proposal bringing the potential maximum score to 105 points.

Points will be assigned based on the offeror's clear demonstration of his/her abilities to complete the work, apply appropriate methods to complete the work, create innovative solutions and quality of past performance in similar projects.

Applicants may be required to submit additional written information or be asked to make an oral presentation before the technical review committee to clarify Statements made in their proposal.

SECTION 7. QUESTIONS AND PROPOSAL SUBMISSION

Questions concerning this solicitation must be e-mailed to the Division of Purchases at DOA.PurQuestions9@purchasing.ri.gov no later than the date and time indicated on page one of this solicitation. **No other contact with State parties is permitted.** Please reference **RFP # 7551120** on all correspondence. Questions should be submitted in writing in a Microsoft Word attachment in a narrative format with no tables. Answers to questions received, if any, will be posted on the Division of Purchases' website as an addendum to this solicitation. It is the responsibility of all interested parties to monitor the Division of Purchases website for any procurement related postings such as addenda. If technical assistance is required, call the Help Desk at (401) 574-8100.

Interested offerors must submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as registered by the official time clock in the reception area of the Division of Purchases shall not be accepted.

Responses should be mailed or hand-delivered in a sealed envelope marked "**RFP# 7551120**" to:

RI Dept. of Administration
Division of Purchases, 2nd floor
One Capitol Hill
Providence, RI 02908-5855

NOTE: Proposals received after the above-referenced due date and time shall not be accepted. Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time shall be determined to be late and shall not be accepted. Proposals faxed, or emailed, to the Division of Purchases shall not be accepted. The official time clock is in the reception area of the Division of Purchases.

SECTION 8. PROPOSAL CONTENTS

A. *Proposals shall include the following:*

1. One completed and signed RIVIP generated **Bidder Certification Cover Form** (included in the original copy only) downloaded from the RI Division of website at www.purchasing.ri.gov. *Do not include any copies in the Technical or Cost proposals.*
2. One completed and signed **Rhode Island W-9** (included in the original copy only) downloaded from the RI Division of Purchases website at <http://www.purchasing.ri.gov/rivip/publicdocuments/fw9.pdf>. *Do not include any copies in the Technical or Cost proposals.*
3. **A separate, signed and sealed Statement of Financial Viability** – A Statement of Financial Viability *including supplemental schedules and foot notes*, as outlined in Section C.6.4 and Section D is to be included in the response package and in **.pdf file format**. Copies to be included are as follows:
 - a. One (1) Electronic copy on a CD-R, marked “Confidential – Statement of Financial Viability”.
 - b. One (1) printed Paper copy, marked “Confidential – Statement of Financial Viability”, signed and enclosed in a separate sealed envelope.
4. **A Separate Technical Proposal** - describing the following: a.) Staff and organization qualifications, b.) Capabilities, Capacity and Qualifications of the Offeror, c.) Work Plan, d.) Approach/Methodology/Training and e.) Project plan and all information described earlier in this solicitation in Sections 3 and 4. The Technical Proposal is limited to one hundred (100) pages (excluding any appendices and resumes of key staff that will provide services covered by this request). Proposal should include responses to the System Technical and Functional Requirements, as established in Exhibit 1. Vendors should also include project team information and qualifications, using the format from Appendix B.
 - a. One (1) Electronic copy on a CD-R, marked “Technical Proposal - Original”.
 - b. One (1) printed Paper copy, marked “Technical Proposal -Original” and signed.
5. **A separate, signed and sealed Cost Proposal and Optional Financing Proposal** – A separate, signed and sealed Cost Proposal and Optional Financing Proposal using the template provided in Exhibit 2.
 - a. One (1) Electronic copy on a CD-R, marked “Cost/Financing Proposal -Original”.
 - b. One (1) printed Paper copy, marked “Cost/Financing Proposal - Original” and signed.

B. Formatting of Proposal Response Contents shall consist of the following:

1. Formatting of CD-Rs – Separate CD-Rs are required for the Statement of Financial Viability, Technical Proposal and Cost/Financing Proposal. All CD-Rs submitted must be labeled with:

- a. Vendor's name
- b. RFP #
- c. RFP Title
- d. Proposal Type (e.g., Technical Proposal or Cost Proposal)
- e. If file sizes require more than one CD-R, multiple CD-Rs are acceptable. Each CD-R must include the above labeling and additional labeling of how many CD-Rs should be accounted for (e.g., 3 CD-Rs are submitted for a technical proposal and each CD-R should have additional label of '1 of 3' on first CD-R, '2 of 3' on second CD-R, '3 of 3' on third CD-R).

Vendors are responsible for testing their CD-Rs before submission as the State's inability to read your CD-Rs may be grounds for rejection of a Vendor's proposal. All files should be readable and readily accessible on the CD-Rs submitted with no instructions to download files from any external resource(s). If a file is partial, corrupt or unreadable, the State may consider it "non-responsive". USB Drives or any other electronic media will not be accepted. Please note that CD-Rs submitted, shall not be returned.

2. Formatting of written documents and printed copies:

- a. For clarity, the Technical Proposal shall be typed. These documents shall be single-spaced with 1" margins on white 8.5"x 11" paper using a font of 12 point Calibri or 12 point Times New Roman.
- b. All pages on the Technical Proposal are to be sequentially numbered in the footer, starting with number 1 on the first page of the narrative (this does not include the cover page or table of contents) through to the end, including all forms and attachments. The Vendor's name should appear on every page, including attachments. Each attachment should be referenced appropriately within the proposal section and the attachment title should reference the proposal section it is applicable to.
- c. The Cost Proposal shall be typed using the formatting provided on the provided template.
- d. Printed copies are to be only bound with removable binder clips.

SECTION 9. CONCLUDING STATEMENTS

Notwithstanding the above, the State reserves the right to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

If a Vendor is selected for an award, no work is to commence until a Purchase Order is issued.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL: <https://www.purchasing.ri.gov/RVIP/publicdocuments/ATTA.pdf>.

Appendix A - Insurance

All Contractors, and Contractors shall require all subcontractors, to procure at their own cost and expense and maintain in full force and effect during the entire term of the contract until all of their obligations have been discharged, including any warranty periods or extended reporting periods, against any claims, damages or causes of action (including costs and attorneys' fees) that may arise from or in connection with, in whole or part, the performance of the contract and the results of the performance of the contract by the Contractor, its agents, representatives, officers, employees, subcontractors or any other entity or person for which the Contractor is legally responsible, the following insurance coverages:

Commercial General Liability. \$1,000,000 combined single limit per occurrence and aggregate covering bodily injury (including death), broad form property damage, personal and advertising injury, independent contractors, products and completed operations and contractual liability. This insurance shall be in policy or policies of insurance written on an occurrence basis.

Automobile Liability. \$1,000,000 combined single limit per occurrence for bodily injury and property damage for all automobiles used in conjunction with the performance of this Contract covering all owned, non-owned, or hired vehicles. If a Contractor does not own an automobile, but one is used in the performance of this Contract, then only hired and non-owned coverage is required. If a vehicle is not used in the performance of a Contract, then automobile coverage is not required.

Workers' Compensation and Employers' Liability. Statutory coverage as required by the compensation laws of the State of Rhode Island or any applicable state law in which any work related to the contract is performed and Employers' Liability with minimum limits of \$100,000 each accident, \$100,000 disease or policy limit and \$100,000 each employee. A Contractor neither eligible for, nor entitled to, Worker's Compensation who is an independent contractor under Rhode Island law must comply with the statutory procedure precluding an independent contractor from bringing a workers' compensation claim against the Insured Parties.

Technology Errors and Omissions Coverage: Technology Errors and Omissions Insurance covering any damages caused by an error, omission, negligence or any wrongful acts of Contractor, its subcontractors, agents, officers or employees under the contract. Coverage to include: product failure; security failure; professional liability including, but not limited to, intellectual property infringement; and, personal injury if limited or uninsured under commercial general liability insurance. Coverage to be maintained for the term of the contract and for a period of three years after the contract has ended. Combined single limit per occurrence shall not be less than \$2,000,000. Annual aggregate limit shall not be less than \$2,000,000.

Data Breach Regulatory Liability and Privacy Coverage (a/k/a Network Security and Privacy Liability Insurance): Contractor will obtain and keep in force at Contractor's expense for the term of the contract and for a period of three (3) years after the contract ends insurance to cover Contractor, its subcontractors, agents, officers or employees, for privacy breach, unauthorized access or disclosure of data, including privacy liability, notification costs, regulatory defense and penalties, cyber extortion, crisis management, credit monitoring and public relations. Such insurance will contain limits of not less than \$2,000,000 per occurrence.

The State of Rhode Island, its departments, agencies, officers, employees, agents, volunteers, and any party authorized by R.I. Gen. Laws § 37-2-1, *et seq.* and the Purchasing Regulations to participate in a procurement, and any other party directed by the State (together the "Insured Parties") and Contractor shall submit a copy of a policy endorsement or blanket endorsement evidencing the Insured Parties as an additional insured to the Contractor's Liability policies. This requirement shall not apply to Workers' Compensation and Employers' Liability.

Any deductible, self-insured retention, or form of self-insurance amount under the policies shall be the sole responsibility of the Contractor and shall be disclosed to and acceptable to State.

This insurance shall be in policy or policies of insurance, primary and excess, including the so-called umbrella or catastrophic form and must be placed with insurers authorized to do business in Rhode Island, rated "A-," class VII or better by A.M. Best Company, Inc., provided any excess policy follows form for coverage. A lesser rating must be approved by the State. The insurance required through this Section, through a policy or endorsement, shall include:

- a) A Waiver of Subrogation waiving any right to recovery the insurance company may have against the Insured Parties;
- b) A provision that Contractor's insurance coverage shall be primary as respects any insurance, self-insurance or self-retention maintained by the Insured Parties and that any insurance, self-insurance or self-retention maintained by the State or any additional insureds shall be in excess of the Contractor's insurance and shall not contribute with it;
- c) Cross-liability/severability of interests for all policies and endorsements;
- d) The insolvency or bankruptcy of the insured Contractor shall not release the insurer from payment under the policy, even when such insolvency or bankruptcy prevents the insured Contractor from meeting the retention limit under the policy; and,
- e) The legal defense provided to the Insured Parties under the policy and any endorsements must be free of any conflicts of interest, even if retention of separate legal counsel for the Insured Parties is necessary.

There shall be no cancellation, material change, or potential exhaustion of aggregate limits without thirty (30) days prior written notice by registered or certified mail from

the Contractor or its insurer(s) to the Department of Administration, Division of Purchases Attn: Purchasing Agent, One Capitol Hill, Providence, RI 02908.

As evidence of the insurance required by this Section, the Contractor shall furnish Certificates of Insurance and required additional insured endorsements to the Department of Administration, Division of Purchases before Notice of Contract Award by the Division of Purchases. Failure to comply with this provision may result in rejection of the bid offer. Certificates of Insurance and required endorsements shall thereafter be submitted annually or earlier upon expiration and renewal of any of the policies.

Certificates of Insurance and additional insured endorsements shall be in form and coverage acceptable to the State. All Certificates of Insurance and to the extent possible for endorsements shall reference the State procurement number. State retains the right to demand a certified copy of any required insurance policy, Certificate of Insurance or endorsement.

The Contractor shall be responsible to obtain and maintain insurance on any real or personal property owned, leased or used by or otherwise in the care, custody or control of Contractor. A waiver of subrogation shall apply in favor of the Insured Parties.

The Insured Parties shall be indemnified and held harmless to the full extent of coverage actually secured by the Contractor in excess of the minimums set forth herein and the duty to indemnify the Insured Parties shall not be limited by the insurance required in this Section.

The Contractor shall comply with any other insurance requirements including, but not limited to, additional coverages or limits contained in the solicitation that differ from this Section.

Failure to comply with this Section is a material breach of contract entitling the State to terminate or suspend the contract immediately.

This Section shall survive expiration or termination of the contract.

The Purchasing Agent reserves the right to consider and accept alternative forms and plans of insurance or to require additional or more extensive coverage for any individual requirement.

Appendix B - Key Staff Qualifications

In addition to submitting a resume for each proposed key project team member, complete this attachment (or a table or spreadsheet similar to it) for each of the proposed key project team member. Failure to complete this attachment may be cause for rejection of the offer.

Qualifications	Experience	
	Number of Years	Name of project(s), staff role and the relevant experience on the project(s). List dates of each engagement*
<i>Mandatory:</i> Minimum three (3) years of experience in software solutions for public sector procurement, finance and/or budget, preferably in state government.		
<i>Desirable:</i> Demonstrated expertise in state government procurement.		
<i>Desirable:</i> Demonstrated expertise in process development either in software and/or project planning.		
<i>Desirable:</i> Demonstrated expertise in data migration and/or management.		
<i>Desirable:</i> Demonstrated expertise in integration development and/or practices, preferably with an Oracle based system		
<i>Desirable:</i> Demonstrated expertise in "What If" and data analysis		
Percentage of the firm's total effort that will be provided by the individual	%	Comments:

*Describe previous experience with Electronic Procurement Systems or similar software systems. Include the following information (attach additional sheets as needed):

- Client/project name
- Client name, contact name, and contact telephone number
- Start date and end date for each client/project
- Overview of the contractor staff person's role on the respective project
- Final disposition of the services and/or products provided to the client

Appendix C - Submission Checklist

This checklist is provided to assist the bidder in preparing a bid proposal for submission. It is not a substitute for a thorough review of the Instruction to Bidders nor a comprehensive list of all bid proposal requirements. Each bidder is responsible to review the Instructions to Bidders and to comply with all requirements of the Solicitation.

- ___ RIVIP generated Bidder Certification Cover Form (Section 8.A.1)
- ___ Rhode Island W-9 (Section 8.A.2)
- ___ Statement of Financial Viability (Sections 3.I.1.b, 8.A.3)
- ___ Project Personnel, including:
 - ___ Project Manager and Key Personnel – Mandatory (Sections 3.H.1)
 - ___ Organization Chart (Section 3.H.3)
 - ___ Project Team Resumes and Key Staff Qualifications Sheet (Section 3.H.4, Appendix B)
- ___ Vendor Qualifications, including:
 - ___ Current Client List – Mandatory (Sections 3.I.1.a)
 - ___ Description of Organization (Section 3.I.2.a)
 - ___ Client References (Section 3.I.2.b, Exhibit 1)
 - ___ Client List (Section 3.I.2.c)
- ___ Accounts Payables solutions (Section 3.E.1)
- ___ Technical Proposal (Section 4), including
 - ___ Mandatory Qualifications (Section 4.A.1-3)
 1. ___ Project personnel
 2. ___ Vendor qualifications
 3. ___ Mandatory technical and functional requirements
 - ___ Staff and Organization Qualifications (Section 4.B.1-2)
 1. ___ Staff resumes with a “Key Staff Qualifications” sheet (see Appendix B) for each person.
 2. ___ Client references using template in Exhibit 1
 - ___ Capability, Capacity, and Qualifications of the Offeror narrative (Section 4.C.)

- ___ Work Plan (Section 4.D.1-3)
 1. ___ Description of the bidder’s understanding of the solicitation requirements
 2. ___ Plan detailing the manner in which the bidder will develop, provide, and monitor the requested services
 3. ___ Evidence of Business Continuity Plan
 4. ___ Backup & Restoration Procedures
 5. ___ Data Breach Plan

- ___ Approach/Methodology/Training (Section 4.E.1-3)
 1. ___ Security Protocols
 2. ___ Scope Management Plan
 3. ___ Training Plan

- ___ Project Plan (Section 4.F.1-9)
 1. ___ Work Breakdown
 2. ___ Resource Allocation
 3. ___ Risk Management Plan
 4. ___ Communications Plan
 5. ___ Timeline
 6. ___ Scope Management Plan
 7. ___ Acceptance and Rejection Process
 8. ___ Security Protocols
 9. ___ Training Plan
 10. ___ Support Plan

___ Insurance (Section 4.G.)

___ Module Identification (Section 4.H)

___ Signed and Sealed Cost and Financing Proposal with Exhibit 2 (Section 5, Exhibit 2)

___ Mandatory Technical and Functional Requirements (Exhibit 1)

___ System Technical Requirements, Functional Requirements and References (Exhibit 1)

Appendix D - Services Agreement

The State has established a standard contractual terms and conditions for development, operations and management of information technology-related systems, including the proposed Electronic Procurement System. Please review Services Agreement for the State's standard terms and conditions as this will be an agreement that will be negotiated with the awarded vendor.

***** APPENDIX D WILL BE POSTED AS AN ADDENDUM, CONTINUE
TO MONITOR THE WEBSITE FOR UPDATES*****