



REQUEST FOR PROPOSALS #2017-91

FOR

PERFORMANCE MANAGEMENT AND REPORTING SOFTWARE

BOARD OF COUNTY COMMISSIONERS

JIM BERNARD, Chair

SONYA FISCHER, Commissioner

KEN HUMBERSTON, Commissioner

PAUL SAVAS, Commissioner

MARTHA SCHRADER, Commissioner

**Donald Krupp
County Administrator**

**George Marlton
Procurement Division Director**

**Kimberly Boswell
Analyst**

PROPOSAL CLOSING DATE, TIME AND LOCATION

DATE: November 22, 2017

TIME: 2:00 PM, Pacific Time

**PLACE: Clackamas County Procurement Division
Clackamas County Public Services Building
2051 Kaen Road, Oregon City, OR 97045**

SCHEDULE

Request for Proposals Issued.....October 30, 2017

Protest of Specifications Deadline.....November 8, 2017, 5:00 PM, Pacific Time

Deadline to Submit Clarifying Questions.....November 15, 2017, 5:00 PM, Pacific Time

Request for Proposals Closing Date and Time.....November 22, 2017, 2:00 PM, Pacific Time

Deadline to Submit Protest of Award.....Seven (7) days from the Intent to Award

Anticipated Contract Start Date.....January, 2018

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SECTION 1
NOTICE OF REQUEST FOR PROPOSALS

Notice is hereby given that Clackamas County through its Board of County Commissioners will receive sealed Proposals per specifications until **2:00 PM, November 22, 2017** (“Closing”), to provide Performance Management and Reporting Software. No Proposals will be received or considered after that time.

Proposal packets are available from 7:00 AM to 6:00 PM Monday through Thursday at Clackamas County Procurement Division, Clackamas County Public Services Building, 2051 Kaen Road, Oregon City, OR 97045, telephone (503) 742-5444 or may be obtained at <http://www.clackamas.us/bids/>. Sealed Proposals are to be sent to Clackamas County Procurement Services – Attention George Marlton, Director at the above Kaen Road address.

Sealed Proposals may be emailed to procurement@clackamas.us or sent to Clackamas County at the above Kaen Road address.

Contact Information: Procurement Process and Technical Questions: Kimberly Boswell, (503) 742-5453, kboswell@clackamas.us.

The Board of County Commissioners reserves the right to reject any and all Proposals not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any and all Proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, the Board of County Commissioners will consider the element of time, will accept the Proposal or Proposals which in their estimation will best serve the interests of Clackamas County and will reserve the right to award the contract to the contractor whose Proposal shall be best for the public good.

Clackamas County encourages bids from Minority, Women, and Emerging Small Businesses.

SECTION 2 INSTRUCTIONS TO PROPOSERS

Clackamas County (“County”) reserves the right to reject any and all Proposals received as a result of this RFP. County Local Contract Review Board Rules (“LCRB”) govern the procurement process for the County.

2.1 Modification or Withdrawal of Proposal: Any Proposal may be modified or withdrawn at any time prior to the Closing deadline, provided that a written request is received by the County Procurement Division Director, prior to the Closing. The withdrawal of a Proposal will not prejudice the right of a Proposer to submit a new Proposal.

2.2 Requests for Clarification and Requests for Change: Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, at the Procurement Division address as listed in Section 1 of this RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements. The purpose of this requirement is to permit County to correct, prior to the opening of Proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition. County will consider all requested changes and, if appropriate, amend the RFP. County will provide reasonable notice of its decision to all Proposers that have provided an address to the Procurement Division for this procurement. No oral or written instructions or information concerning this RFP from County managers, employees or agents to prospective Proposers shall bind County unless included in an Addendum to the RFP.

2.3 Protests of the RFP/Specifications: Protests must be in accordance with LCRB C-047-0730. Protests of Specifications must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, or within three (3) business days of issuance of any addendum, at the Procurement Division address listed in Section 1 of this RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

2.4 Addenda: If any part of this RFP is changed, an addendum will be provided to Proposers that have provided an address to the Procurement Division for this procurement. It shall be Proposers responsibility to regularly check the Bids and Contract Information page at <http://www.clackamas.us/bids/> for any published Addenda or response to clarifying questions.

2.5 Submission of Proposals: All Proposals must be submitted in a sealed envelope bearing on the outside, the name and address of the Proposer, the project title, and Closing date/time. Proposals must be submitted in accordance with Section 5.

All Proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this RFP. Proposals that include orders or qualifications may be rejected as irregular. All Proposals must include a signature that affirms the Proposer’s intent to be bound by the Proposal (may be on cover letter, on the Proposal, or the Proposal Response form) shall be signed. If a Proposal is submitted by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the Proposal is submitted by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The Proposals will be considered by the County to be submitted in confidence and are not subject to public disclosure until the notice of intent to award has been issued.

No late Proposals will be accepted. Proposals submitted after the Closing will be considered late and will be returned unopened. Proposals may not be submitted by telephone or fax.

2.6 Post-Selection Review and Protest of Award: County will name the apparent successful Proposer in a “Notice of Intent to Award” letter. Identification of the apparent successful Proposer is procedural only and creates no right of the named Proposer to award of the contract. Competing Proposers will be notified in writing of the

selection of the apparent successful Proposer(s) and shall be given seven (7) calendar days from the date on the “Notice of Intent to Award” letter to review the file at the Procurement Division office and file a written protest of award, pursuant to LCRB C-047-0740. Any award protest must be in writing and must be delivered by hand-delivery or mail to the address for the Procurement Division as listed in Section 1 of this RFP.

Only actual Proposers may protest if they believe they have been adversely affected because the Proposer would be eligible to be awarded the contract in the event the protest is successful. The basis of the written protest must be in accordance with ORS 279B.410 and shall specify the grounds upon which the protest is based. In order to be an adversely affected Proposer with a right to submit a written protest, a Proposer must be next in line for award, i.e. the protester must claim that all higher rated Proposers are ineligible for award because they are non-responsive or non-responsible.

County will consider any protests received and:

- a. Reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation and negotiation, enter into a contract with the named Proposer; OR
- b. Sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its Proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, County may name a new apparent successful Proposer; OR
- c. Reject all Proposals and cancel the procurement.

2.7 Acceptance of Contractual Requirements: Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the option of County.

2.8 Public Records: Proposals are deemed confidential until the “Notice of Intent to Award” letter is issued. This RFP and one copy of each original Proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a Proposal contains any information that is considered a **TRADE SECRET** under ORS 192.501(2), **SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

“This information constitutes a trade secret under ORS 192.501(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192.”

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only “unless the public interest requires disclosure in the particular instance” ORS 192.500(1). Therefore, non-disclosure of documents, or any portion of a document submitted as part of a Proposal, may depend upon official or judicial determinations made pursuant to the Public Records Law.

2.9 Investigation of References: County reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers, and any other factor relevant to this RFP. County may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

2.10 RFP Proposal Preparation Costs and Other Costs: Proposer costs of developing the Proposal, cost of attendance at an interview (if requested by County), or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by County.

2.11 Clarification and Clarity: County reserves the right to seek clarification of each Proposal, or to make an award without further discussion of Proposals received. Therefore, it is important that each Proposal be submitted initially in the most complete, clear, and favorable manner possible.

2.12 Right to Reject Proposals: County reserves the right to reject any or all Proposals or to withdraw any item from the award, if such rejection or withdrawal would be in the public interest, as determined by County.

2.13 Cancellation: County reserves the right to cancel or postpone this RFP at any time or to award no contract.

2.14 Proposal Terms: All Proposals, including any price quotations, will be valid and firm through a period of one hundred and eighty (180) calendar days following the Closing date. County may require an extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

2.15 Oral Presentations: At County's sole option, Proposers may be required to give an oral presentation of their Proposals to County, a process which would provide an opportunity for the Proposer to clarify or elaborate on the Proposal but will in no material way change Proposer's original Proposal. If the evaluating committee requests presentations, the Procurement Division will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by County. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written Proposals should be complete.**

2.16 Usage: It is the intention of County to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

2.17 Review for Responsiveness: Upon receipt of all Proposals, the Procurement Division or designee will determine the responsiveness of all Proposals before submitting them to the evaluation committee. If a Proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. County reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a Proposal. The Proposer's contact person identified on the Proposal will be notified, identifying the reason(s) the Proposal is non-responsive. One copy of the Proposal will be archived and all others discarded.

2.18 RFP Incorporated into Contract: This RFP will become part of the Contract between County and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their Proposal(s), and the terms of the Sample Contract.

2.19 Communication Blackout Period: Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee or other County employees or representatives about the RFP during the procurement process until the apparent successful Proposer is selected, and all protests, if any, have been resolved. Communication in violation of this restriction may result in rejection of a Proposer.

2.20 Prohibition on Commissions and Subcontractors: County will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the Proposal process. Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by the County. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them, and shall perform the Work in a competent and professional manner. Contractor shall not be permitted to add on any fee or charge for

subcontractor Work. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

2.21 Ownership of Proposals: All Proposals in response to this RFP are the sole property of County, and subject to the provisions of ORS 192.410-192.505 (Public Records Act).

2.22 Clerical Errors in Awards: County reserves the right to correct inaccurate awards resulting from its clerical errors.

2.23 Rejection of Qualified Proposals: Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions, or specifications of the RFP or the Sample Contract.

2.24 Collusion: By responding, the Proposer states that the Proposal is not made in connection with any competing Proposer submitting a separate response to the RFP, and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, elected official, or employee of County has a pecuniary interest in this Proposal.

2.25 Evaluation Committee: Proposals will be evaluated by a committee consisting of representatives from County and potentially external representatives. County reserves the right to modify the Evaluation Committee make-up in its sole discretion.

2.26 Commencement of Work: The contractor shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by County.

2.27 Best and Final Offer: County may request best and final offers from those Proposers determined by County to be reasonably viable for contract award. However, County reserves the right to award a contract on the basis of initial Proposal received. Therefore, each Proposal should contain the Proposer's best terms from a price and technical standpoint. Following evaluation of the best and final offers, County may select for final contract negotiations/execution the offers that are most advantageous to County, considering cost and the evaluation criteria in this RFP.

2.28 Nondiscrimination: The successful Proposer agrees that, in performing the work called for by this RFP and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, sexual orientation, gender identity, veteran status, physical or mental handicap, national origin or ancestry, or any other class protected by applicable law.

2.29 Intergovernmental Cooperative Procurement Statement: Pursuant to ORS 279A and LCRB, other public agencies shall have the ability to purchase the awarded goods and services from the awarded contractor(s) under terms and conditions of the resultant contract. Any such purchases shall be between the contractor and the participating public agency and shall not impact the contractor's obligation to County. Any estimated purchase volumes listed herein do not include other public agencies and County makes no guarantee as to their participation. Any Proposer, by written notification included with their Proposal, may decline to extend the prices and terms of this solicitation to any and/or all other public agencies. County grants to any and all public serving governmental agencies, authorization to purchase equivalent services or products described herein at the same submitted unit bid price, but only with the consent of the contractor awarded the contract by the County.

SECTION 3 SCOPE OF WORK

3.1. INTRODUCTION

Clackamas County is seeking Proposals for a vendor to provide a Software as a Service (“SaaS”) Performance Management and Reporting System.

Please direct all Technical/Specifications or Procurement Process Questions to the indicated representative referenced in the Notice of Request for Proposals and note the communication restriction outlined in Section 2.19.

3.2 BACKGROUND

Clackamas County (“County”) is seeking a Performance Management and Reporting System to support the Performance Clackamas initiative. Beginning in 2014, the County implemented Performance Clackamas as a strategic planning and performance program based on a Managing for Results model.

The County has an overall strategic plan with community indicators, milestones, and results. The plan is divided into five (5) areas of strategic focus:

1. Build public trust through good government
2. Grow a vibrant economy
3. Build a strong infrastructure
4. Ensure safe, health, and secure communities
5. Honor, utilize, promote, and invest in our natural resources

Each commission-directed department has, or will have, completed its own strategic business plan with its own strategic results, along with some combination of results, outputs, and demand measures. Some of those measures will align directly with the overall County goals, some will exist independently. Departments directed by independently elected officials may also elect to participate in the Performance Clackamas initiative.

The desired outcome of this RFP is to select the Proposer whose product best fits within our existing performance management structure. Use the following link to access the current Performance Clackamas plan: <http://www.clackamas.us/performance/index.html>.

3.3. SCOPE OF WORK

3.3.1. Scope:

Objectives:

- The system must be a commercial off-the-shelf solution that has been successfully implemented in at least five (5) public agencies, similar in size and complexity to the County, within the last five (5) years.
- To select a system that has the core functionality to meet the standard performance measurement data, analysis, and reporting needs of the County.
- To select a system that is highly configurable to meet the County’s needs, without customization, that can be integrated with existing systems.

General Requirements: (Also see Attachment A – System Requirements Questionnaire)

Primary Requirements:

- SaaS solution
- Historical data migration/integration
- Multi-departmental concurrent access
- Ability to download into Microsoft Office products
- Browser based reporting capabilities:
 - Customizable set-up
 - Sorts
 - Groupings
 - Selection criteria
 - Graphical representations
 - Drill-down
 - Performance measure indexing
 - Automated scheduling
- Ability to create outward facing views of performance data separately from internal system
- Data visualization capabilities:
 - Charts
 - Graphs
 - Multiple dashboard components
 - Multiple output components
- Ability to record, update, and track strategies, programs, objectives, project tracking, and action items
- Ability to export data for Ad-Hoc reporting with the most current data
- Ability to capture attributes of strategies, programs, objectives, project tracking, and tasks such as:
 - Long descriptions
 - Short descriptions
 - Notes
 - Images
 - Links
- Ability to assign an unlimited number of attributes to performance metrics
- Ability to assign/maintain relationships between metrics and strategies, programs, program objectives, departments, initiatives, funding, priorities, and tasks
- Ability to design unique and personalized applications for specific user groups
- Uses role-based security
- Ability to schedule full and incremental backups of all business and configuration data
- Ability to attach various file types such as PDF, JPEG, and PNG as supplemental documentation
- Provides an audit trail of all activity within the system
- Logic testing to alert users of invalid measure values
- Save and auto save features
- Mobile access with internet and/or mobile application
- Ability to configure workflows as needed
- Provides automated email notifications

Secondary Requirements:

- Built-in statistical functions beyond averages and trendlines.
- Ability to assign weights to metrics
- Ability to integrate with a Geographic Information System (“GIS”)
- Built-in project management function (i.e., GANNT charts, notifications, etc.)
- Ability to assign tasks to individual users and track performance

- Built-in benchmarking capability using data from other sources
- Standardized interface with other systems such as:
 - Accelea
 - Survey Monkey
 - PeopleSoft

Implementation and Project Management:

The selected proposer must provide:

- A complete Scope of Work (“SOW”) to include tasks, roles and responsibilities, deliverables, and documents.
- A complete implementation plan including data migration, configuration and setup, third party integrations, anticipated project timeline.
- Provide on-site training and reference material.
- Testing plan.
- Assist in the design and development of customized reports (if applicable).

3.3.3. Term of Contract:

The term of the contract shall be from the effective date through **November 29, 2020** with one (1) additional option to renew for three (3) years, subject to mutual agreement of the parties.

3.3.4 Sample Contract: Submission of a Proposal in response to this RFP indicates Proposer’s willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this RFP. Any objections to the sample contract terms should be raised in accordance with Paragraphs 2.2 or 2.3 of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP. This RFP and all supplemental information in response to this RFP will be a binding part of the final contract.

The applicable Sample Professional Services Contract for this RFP can be found at <http://www.clackamas.us/bids/terms.html>.

Professional Services Contract (unless checked, item does not apply)

The following paragraphs of the Professional Services Contract will be applicable:

- Article I, Paragraph 4 – Travel and Other Expense is Authorized
- Article II, Paragraph 29 – Confidentiality
- Article II, Paragraph 29 – Criminal Background Check Requirements
- Article II, Paragraph 30 – Key Persons
- Exhibit A – On-Call Provision

The following insurance requirements will be applicable:

- Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
- Automobile Liability: combined single limit, or the equivalent, of not less than \$500,000 per occurrence for Bodily Injury and Property Damage.

**SECTION 4
EVALUATION PROCEDURE**

4.1 An evaluation committee will review all Proposals that are initial deemed responsive and they shall rank the Proposals in accordance with the below criteria. The evaluation committee may recommend an award based solely on the written responses or may request Proposal interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited Proposers will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written Proposals must be complete and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring Proposal or, if appropriate, the highest scoring interview/presentation should interviews/presentations be required. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all Proposals and cancel the RFP.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

4.2 Evaluation Criteria

| <u>Category</u> | <u>Points available:</u> |
|--|--------------------------|
| Proposer's General Background and Qualifications | 0-30 |
| Scope of Work | 0-45 |
| Fees | 0-25 |
| Available points | 0-100 |

4.3 Once a selection has been made, the County will enter into contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

SECTION 5 PROPOSAL CONTENTS

5.1. Vendors must observe submission instructions and be advised as follows:

5.1.1. Complete Proposals may be mailed to the below address or emailed to Procurement@clackamas.us. The subject line of the email must identify the RFP title. Proposers are encouraged to contact Procurement to confirm receipt of the Proposal. If the Proposal is mailed, an original copy and an electronic copy (on compact disk or jump drive) must be included. The Proposal (hardcopy or email) must be received by the Closing Date and time indicated in Section 1 of the RFP.

5.1.2. Mailing address including Hand Delivery, UPS and FEDEX:

Clackamas County Procurement Division – Attention George Marlton, Director
Clackamas County Public Services Building
2051 Kaen Road
Oregon City, OR 97045

5.1.3. County reserves the right to solicit additional information or Proposal clarification from the vendors, or any one vendor, should the County deem such information necessary.

Provide the following information in the order in which it appears below:

5.2. Proposer's General Background and Qualifications:

- Description of the firm.
- Credentials/experience of key individuals that would be assigned to this project.
- Description of providing similar services to public entities of similar size within the past five (5) years.
- Description of the firm's ability to meet the requirements in Section 3.
- Description of what distinguishes the firm from other firms performing a similar service.

5.3. Scope of Work

General Practice and Compliance

- Does your organization have a documented and provable information security policy in place the details your information protection program for both logical and physical security?
- Is the information security policy internally reviewed and updated on a periodic basis? If so, what is the frequency of the review?
- Provide a copy of your information security policy.
- Do you outsource any processing to another third-party provider? If so, provide a list of third-party providers.
- If outsourcing is done, have you evaluated that the security policies of the provider comply with your own?
- If outsourcing is done, are any of your outsourced providers' facilities located outside of the United States? If so, list all countries.
- In order to protect the confidentiality of the County's confidential information, does your organization insure that:
 - Information and services are provided only to those authorized?
 - Information is protected so that it cannot be altered maliciously or by accident?
 - Information and services are provided in conjunction with your disaster recovery and business continuity planning?

- Does your organization maintain a business continuity and/or disaster recovery plan?
- Is the business continuity and/or disaster recovery plan internally reviewed and updated on a periodic basis? If so, what is the frequency?
- When was your organization's last data center audit?
- What certifications or third-party attestations do you have?

Systems and Network Security

- Does your organization have functionally separate security and systems staff and/or departments? Provide a brief description.
- Are your employees and contractors required to sign confidentiality agreements?
- Do you have a mandatory security awareness program in place for employees to make them aware of confidential information, the organizations security policies, and standards and good security practices?
- Are procedures in place for reporting and responding to possible security incidents?
- Is penetration testing conducted at least annually to determine vulnerability of network and to determine the level of damage that could occur if compromised?
- Does your organization use a local Intrusion Prevention System(s) (IPS)?
- Do you log unauthorized access attempts to the system and/or network?
- Do you preserve event logs in case of a breach or investigation? If so, how long are logs retained?
- Are logs kept in a secure, central location, separate from the system components?
- Are operating system patches and updated applied in a timely manner?
- Is appropriate anti-virus software employed and regularly updated?
- Would County data be housed in the continental United States?

Application Security

- Are logical security measures in place to protect County data from modification, disclosure, and destruction?
- Will County data be securely segregated from the data of other customers? If so, how is that accomplished in a multi-tenant environment?
- Will encryption be used on County data during transmission and at rest? If so, indicate the encryption to be used and where.
- Under what circumstances are authorized employees and sub-contractors authorized to handle or view County data?
- Are reviews conducted to validate the user access is appropriate? If so, how often are reviews conducted?
- Do you immediately disable or modify access entitlements when an employee's status changes, such as termination or transfer?
- Who is responsible for the administration of user profiles (the County, your organization, or others)?
- Do you have a separate application development environment from your production environment?
- Is there a separate test environment?

Service Levels and Support

- How often are product updates, patches, and enhancements released?
- What is the current version of your system?
- Are updates mandatory? Can the County elect not to update to the next version?
- Describe your help desk/technical support capabilities including telephone, email, and chat window.
- What is your uptime guarantee?
- What refunds are available if the guaranteed uptime is not met?
- Provide a copy of your standard Service Level Agreement

5.4. Fees

Using the below identified potential fees as a guide, provide a Total Cost of Ownership (“TCO”) for a five (5) year period and the associated details of those fees. It is understood that the pricing structure for each Proposer is different and the list below should not be considered all inclusive. Proposers must identify all fees that would be required as part of the TCO.

Potential Fees:

- Implementation – Detailed description of what the fee(s) include
- Training, if not included in the implementation fee(s)
- Subscription fee(s), if any
- Transaction fee(s), if any
- Pricing for core system functionality – Annually
- Annual Escalations, if any

5.5. References

Provide three (3) references from clients your firm has served similar to the County in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Also provide the public facing link to each reference to demonstrate the effectiveness of your system.

5.6 Completed Attachment A – System Requirements Questionnaire

Using the score key at the top of Attachment A, complete the questionnaire. Any blank spaces will be considered as “0” during the evaluation process.

5.7 Additional Submission Items

- Provide examples of data visualization such as charts, graphs, etc.
- Provide a screenshot of browser based reports.
- Provide a graphic example of how the metrics relate to strategies, programs, program objectives, departments, initiatives, funding, priorities and tasks.

5.8. Completed Proposal Certification (see the below form)

PROPOSAL CERTIFICATION
PERFORMANCE MANAGEMENT AND REPORTING SYSTEM

Submitted by: _____
(Must be entity's full legal name, and State of Formation)

The undersigned, through the formal submittal of this Proposal response, declares that he/she has examined all related documents and read the instruction and conditions, and hereby proposes to provide the services as specified in accordance with the RFP, for the price set forth in the Proposal documents.

Contractor, by signature below, hereby represents as follows:

- (a) That no County elected official, officer, agent or employee of the County is personally interested directly or indirectly in this contract or the compensation to be paid hereunder, and that no representation, statement or statements, oral or in writing, of the County, its elected officials, officers, agents, or employees had induced it to enter into this contract and the papers made a part hereof by its terms;
- (b) The Proposer, and each person signing on behalf of any Proposer certifies, in the case of a joint Proposal, each party thereto, certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief:
 - 1. The prices in the Proposal have been arrived at independently, without collusion, consultation, communication, or agreement for the purpose of restraining competition as to any matter relating to such prices with any other Proposer or with any competitor;
 - 2. Unless otherwise required by law, the prices which have been quoted in the Proposal have not been knowingly disclosed by the Proposer prior to the Proposal deadline, either directly or indirectly, to any other Proposer or competitor;
 - 3. No attempt has been made nor will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a Proposal for the purpose of restraining trade;
- (c) The Proposer fully understands and submits its Proposal with the specific knowledge that:
 - 1. The selected Proposal must be approved by the Board of Commissioners.
 - 2. This offer to provide services will remain in effect at the prices proposed for a period of not less than ninety (90) calendar days from the date that Proposals are due, and that this offer may not be withdrawn or modified during that time.
- (d) That this Proposal is made without connection with any person, firm or corporation making a bid for the same material, and is in all respects, fair and without collusion or fraud.
- (e) That the Proposer shall use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this document.
- (f) That the Proposer accepts all terms and conditions contained in this RFP and that the RFP and the Proposal, and any modifications, will be made part of the contract documents. It is understood that all Proposals will become part of the public file on this matter. The County reserves the right to reject any or all Proposals.
- (g) That the Proposer holds current licenses that businesses or services professionals operating in this state must hold in order to undertake or perform the work specified in these contract documents.
- (h) That the Proposer is covered by liability insurance and other insurance in the amount(s) required by the solicitation and in addition that the Proposer qualifies as a carrier insured employer or a self-insured employer under ORS 656.407 or has elected coverage under ORS 656.128.
- (i) That the Proposer is legally qualified to contract with the County.
- (j) That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.
- (k) The Proposer agrees to accept as full payment for the services specified herein, the amount as shown in the Proposal.

Resident Bidder, as defined in ORS 279A.120

Non-Resident Proposer, Resident State _____

Oregon Business Registry Number _____

Contractor's Authorized Representative

Signature: _____ Date: _____

Name: _____ Title: _____

Firm: _____

Address: _____

City/State/Zip: _____ Phone: () _____

e-mail: _____ Fax: _____

Contract Manager:

Name _____ Title: _____

Phone number: _____

Email Address: _____

**ATTACHMENT A
SYSTEM REQUIREMENTS QUESTIONNAIRE**

Score Key

| | |
|--------------|--|
| Score | |
| 0 | Requirement cannot be met. |
| 1 | Requirement can be met with extensive customization (5 or more hours of programming time). |
| 2 | Requirement can be met with minor to moderate customization (0-4 hours of programming time). |
| 3 | Requirement is met without customization |

| Primary Requirement | Score |
|--|--------------|
| SaaS Solution | |
| Historical data migration/migration | |
| Multi-departmental concurrent access | |
| Ability to download into Microsoft Office products | |
| Browser based reporting capabilities: | |
| Customizable set-up | |
| Sorts | |
| Groupings | |
| Selection criteria | |
| Graphical Representations | |
| Drill-Down | |
| Performance measure indexing | |
| Automated scheduling | |
| Ability to create outward facing views of performance data separately from internal system | |
| Data visualization capabilities: | |
| Charts | |
| Graphs | |
| Multiple dashboard components | |
| Multiple output components | |
| Ability to export data for Ad-Hoc reporting with most current data | |
| Ability to capture attributes of strategies, programs, objectives, project tracking, and tasks such as: | |
| Long descriptions | |
| Short descriptions | |
| Notes | |
| Images | |
| Links | |
| Ability to assign unlimited number of attributes to performance metrics | |
| Ability to assign/maintain relationships between metrics and strategies, programs, program objective, departments, initiatives, funding, priorities, and tasks | |
| Ability to design unique and personalized applications for specific user groups | |

| | |
|---|--|
| Uses role-based security | |
| Ability to schedule full and incremental backups of all business and configuration data | |
| Ability to attach various file types such as PDF, JPEG, and PNG as supplemental documentation | |
| Provides an audit trail of all activities within the system | |
| Logic testing to alert users of invalid measure values | |
| Save and auto save features | |
| Mobile access with internet and/or mobile application | |
| Ability to configure workflows as needed | |
| Provides automated email notifications | |
| Secondary Requirements | |
| Built-in statistical functions beyond averages and trendlines | |
| Ability to assign weights to metrics | |
| Ability to integrate with Geographic Information System (GIS) | |
| Built-in project management function (i.e., GANNT charts, notifications, etc.) | |
| Ability to assign tasks to individual users and track performance | |
| Built-in benchmarking capability using data from other sources | |
| Standardized interface with other systems such as Accela, Survey Monkey, and PeopleSoft. | |