PROCUREMENT DESK MANUAL

STATE OF IDAHO
DEPARTMENT OF ADMINISTRATION
DIVISION OF PURCHASING

A Practical Guide to the Purchasing Process for Idaho State Agencies

REVISED 07-01-16

Mission of DOP

State Purchasing exists to maximize value received by state agencies and the public in the acquisition of property (goods and services) through open competitive bids.

Note: The Division of Purchasing does not procure goods or services related to construction. Building construction is the purview of the Department of Public Works; while ITD's Highway Division is responsible for highway construction and related activities. In addition, IDAPA (Rules of the Division of Purchasing) defines "Agency" as "(a)ll offices, departments, divisions, bureaus, boards, commissions and institutions of the state, including the public utilities commission, but excluding other legislative and judicial branches of government, and excluding the governor, the lieutenant-governor, the secretary of state, the state controller, the state treasurer, the attorney general, and the superintendent of public instruction.

Idaho Code contains penalties for violating procurement statutes:

59-1026. Willful and knowing avoidance of competitive bidding and procurement statutes -- Civil penalties. It is a violation of this section for an official of any political subdivision or the state itself to willfully or knowingly avoid compliance with procurement or competitive bidding statutes or to willfully or knowingly split or separate purchases or work projects with the intent of avoiding compliance with such statutes. If any officer or employee of any public entity willfully or knowingly violates this section, the public entity which the officer or employee serves shall be liable for civil penalties not to exceed five thousand dollars ($5,000) for each offense, such civil penalty to be payable to the office of the public agency bringing an enforcement action, upon court order, to reimburse the reasonable expense of enforcing compliance with competitive bidding and procurement statutes.

Idaho Code and Administrative Rules applicable to state purchasing:

Idaho Code 67-9201 et seq.
IDAPA 38.05.01.000 et seq.
http://purchasing.idaho.gov/idaho_code.html

Caveat: This Desk Manual is not a comprehensive all-encompassing guide to the statutes, rules and policies which govern state purchasing in Idaho; but rather it is intended as a practical guide to the procurement process in Idaho, for state employees to use on a daily basis, as a starting point for conducting procurements; and to provide a better understanding of Idaho's procurement process. This manual describes the general processes followed by DOP; individual procurements and the application of the processes outlined in this guide may vary based on all of the circumstances applicable to a particular procurement/situation.

The provisions of Idaho Code, Rule, DOP Policy and the opinions of the Attorney General will take precedence in the event of any inconsistencies.

This Manual should be used in conjunction with DOP's Contract Administration and Management Guide.

CHAPTER 1:
WHERE DO I START?

My agency has determined that we need to purchase goods or obtain services. Where do I start?

For End Users: Work through your agency-designated purchasing personnel. They need to be involved EARLY in the process, to help explore alternatives with the Division of Purchasing (DOP) and ensure that DOP has a thorough understanding of your business requirements; to help you successfully navigate the procurement process. Complicated procurements can take months (or in some cases years) to plan and execute.

1 The agency determines that it has a need for a particular commodity or service, and its internal subject matter experts (SMEs) have developed the specifications/scope of work to meet the agency's need AND the agency has the requisite funds, currently appropriated, to make the initial purchase.

2 Is the commodity or service available within the agency/through current resources? Would a temporary employee meet your need? Did you check Federal Surplus and the Board of Examiner's web pages for used equipment (BOE Surplus Property and Federal Surplus Property)?

3 Is there an exemption to the competitive procurement requirements which may apply, e.g. policy directive, sole source, emergency, (the majority of these exemptions require the written approval of the Administrator of the Division of Purchasing, as detailed in subsequent chapters).

4 Have you explored the option of utilizing a Rehabilitation Agency (Idaho Use Council)?

5 Is it a short term professional service? IDAPA provides an exemption for "Professional Services Agreements" lasting no more than one year, and limited to $100,000. PSAs are issued directly by the agency. They are limited to one year in term and $100,000. PSAs are NOT renewable. A template PSA for agency use is available in the DOP Templates and Forms. Agencies are encouraged to work with their legal counsel to develop/execute the agreement in accordance with Idaho law and in the best interest of the state.

Caveat: If there is a statewide "open" contract for the professional service (as described below), you must utilize the open contract. In addition, if you anticipate that the same or similar services may be required for longer than one year, agencies are advised to obtain the services through a Request for Proposals (RFP), rather than a PSA.

6 Can the need be met through an existing statewide "open" contract?

"Open" contracts are defined in Idaho Code as "mandatory use." There are statutory penalties (enforced against the individual employee) for failure to utilize an open contract, regardless of dollar amount. The state's "open" contracts are listed on DOP's webpage at: http://purchasing.idaho.gov/statewide_contracts.html. The majority of these contracts are mandatory use (e.g. office supplies, facilities MRO, IT Services, furniture, etc.). A few are optional (as designated on the face of the contract).

7 Is the total value of the purchase under $10,000? If not available under a statewide contract, the agency may procure as it determines to be in its best interest (however, DOP encourages agencies to obtain quotes, or at a minimum, perform industry research to make sure that the state is getting the best value for the taxpayers' dollar).

Note: Your agency may have a purchasing policy in place which governs purchases under $10,000 (i.e. your agency may require that you obtain quotes or follow another internal process).

Caveat: procurements may not be artificially divided in order to avoid the competitive procurement rules: IDAPA 38.05.01.044.02. If, at the time of your purchase, you anticipate renewing a small service agreement (is it an ongoing service such as janitorial or maintenance?) or you anticipate the need for additional quantities, you must follow the procurement rule which applies to your anticipated need (e.g. if you anticipate purchasing 3 tractors ($8,000 each) in the span of one year, you cannot purchase each one individually in order to avoid going out to quote with a Request for Quotes (for purchases between $10,000 and $100,000)).

8 Is the commodity or service available from another state agency or another public agency (agreements between state agencies or between state agencies and ANY other public entity are exempt from the competitive procurement rules, i.e. you may contract directly with another public entity by creating an Intergovernmental Agreement (IGA) with the assistance of your legal counsel). I.C. 67-2332.

9 Is it a lease? Agencies may enter into a lease agreement utilizing the applicable competitive procurement requirements, so long as the dollar amount is within their delegated authority and the lease is less than one (1) year in length. All leases in excess of one (1) year in length (initial term or with optional renewals) must be approved by the Administrator. IDAPA 38.05.01.101.01.

10 Is the purchase within your Delegated Purchasing Authority (DPA)? DPA is issued by written authorization from the Administrator of the Division of Purchasing, after application by the agency, attesting to the qualifications of an individual at the agency, which meet the requirements established by the Administrator. If the purchase is within your Delegated Purchasing Authority, complete the purchase in accordance with applicable Idaho Code, IDAPA and DOP rules and policy (DOP conducts regular reviews of delegated authority to ensure that those agencies with delegated authority are in compliance).

Now that you've exhausted other avenues and possible exemptions, you are ready to work through the competitive procurement process outlined in Idaho Code and IDAPA. What's next?

THE REQUISITION:

Your agency's written request for DOP to issue a competitive solicitation for goods or services.

CHAPTER 2:
THE REQUISITION

Purpose of the Requisition:

For the Division of Purchasing (DOP), the procurement process starts with a valid requisition, signed by an individual authorized to expend funds, attesting that there is a **current appropriation** available in the amount indicated on the requisition. Requisitions are used for any modifications to the contract (amendments, renewals, termination, etc.).

DOP IS NOT AUTHORIZED TO EXPEND STATE FUNDS TO CONDUCT A PROCUREMENT WITHOUT A VALID REQUISITION (I.C. 67-9208).

- Without a current appropriation, the state cannot bind itself to a contract and commit funds.
- The procurement process can cost the state anywhere from hundreds to tens of thousands of dollars to conduct, in personnel time and other state resources.
- Vendors will spend hundreds and sometimes tens of thousands of dollars preparing a response to a solicitation.
- It would be disingenuous of the state, and wasteful, to put vendors and state employees through this exercise, if the state does not have the funds to make the purchase.

Once a contract is in place, any changes to the contract must be initiated by requisition. For renewals, the new requisition will identify the contract number, specify the renewal term and the associated dollars, and contain the signature of the individual at the agency committing appropriated funds to the renewal term. For amendments (whether or not any additional funds are involved), the requisition will identify the current contract number, and describe the proposed amendment (renewals and amendments are covered in detail in **Chapters 15** and **16**).

Requisition Form:

Requisitions may be submitted via IPRO (the state's eProcurement system) or on a paper DA-1 (Templates and Forms). Requisitions submitted in IPRO are routed to the Division of Purchasing by the system. When the project is assigned in IPRO, the purchasing agent or buyer at the agency who submitted the requisition will receive an automatic e-mail notification from IPRO with the name of the assigned DOP Purchasing Officer or Buyer. By selecting the "submit" button in IPRO, the individual at the agency is confirming that all necessary internal approvals to commit the funds have been obtained. These documents should be kept by the agency in its internal contract file.

Paper DA-1's must be signed, scanned and e-mailed to purchasing@adm.idaho.gov. The assigned Purchasing Officer or Buyer at DOP will contact the agency representative directly, and will enter the requisition into IPRO.

There are several key items that must be included on a requisition:

- A description of the commodity or service to be procured (e.g. "cab and chassis," "fee envelopes," "marketing and media services," etc.);
- The unit of measure (e.g. "two each," "100 ton," "three years," etc.);
- Delivery date (commodity) or initial term of service (e.g. one year/two year);
- Desired renewal terms (number and length of each renewal);

- Dollar amount anticipated (and appropriated) for the initial term (or one-time purchase);
- The handwritten signature of an individual at the agency who is authorized to commit agency funds (submission via IPRO meets this requirement).

Note: For procurements of more complex goods or services, the agency must utilize one of DOP's standard templates for Requests for Quotes (informal "RFQ" for procurements between $10,000 and $100,000), Invitations to Bid (formal "ITB" (above $100,000) - primarily for goods/predominantly cost-driven), or Requests for Proposals (formal "RFP" (above $100,000) - when cost is only one evaluated factor, weighed with other considerations such as experience, qualifications, references and project approach). The templates are located on DOP's website at: Templates and Forms. Templates are updated on a regular basis, so be sure that you are utilizing the latest template when you insert your agency's technical specifications. Attach the template (with your technical requirements and any Special Terms and Conditions completed on the template) to your requisition in IPRO, or, if submitting a paper DA-1, attach the template to an e-mail, with your DA-1, and send to purchasing@adm.idaho.gov. See ***Chapter 3*** *for more on standard templates.*

FAQs for Requisitions:

Question: What if all quotes or bids exceed the requisition amount?

DOP will go back to the requisition at the completion of the procurement process, in order to confirm that the agency has sufficient funds available to award the contract. If the requisition amount is not sufficient to complete the purchase, DOP will require that the agency provide a signed letter (or supplemental requisition) acknowledging that additional funds are available to complete the purchase. If the agency does not have sufficient funds, above the requisition amount, there may be other options available (*See* **Chapter 17**).

Question: What if our agency needs a Blanket Purchase Order (BPO) – and we only have an estimated quantity (e.g. salt, sand, magnesium chloride, oxygen, small parts, consulting services on an as-needed basis, etc.). What numbers do we use for the requisition?

For requisition purposes, indicate the available funds as well as an estimated quantity for the initial term of the proposed contract (the estimate must coincide with the available dollars). These numbers should be based on historic purchases as well as anticipated future needs. BPOs will be issued with a "not to exceed" dollar amount for the initial term, with unit prices firm/fixed through the procurement process. If the agency needs to spend more than the "not to exceed" amount on the face of the BPO, the agency will need to submit a new requisition, identifying the approximate quantity to be purchased over the "not to exceed" amount (and additional dollar amount), and acknowledging that there are sufficient funds to increase the contract amount to cover the additional purchases. *Note: estimated quantities in a solicitation for a BPO (IDIQ: Indefinite Delivery/Indefinite Quantity) should be the best approximation of need which the agency can put forth, in order to obtain correct (and hopefully the best) pricing from the vendor community).*

Question: What if my expenditures will exceed the requisition amount and amount on the face of the contract for the first term?

You must submit an additional requisition (or letter acknowledging that there are funds available) in order to increase the amount of the contract, and provide a written justification for the increase.

Question: What if I need a multi-year contract or if future phases will depend on funding beyond the current appropriation?

Your requisition amount should be based on the current appropriation. If the initial term will be for multiple years, identify the amount appropriated for the first year (and indicate the anticipated dollar amount for subsequent years which has been included in your budget as an ongoing appropriation). DOP can issue a multiple year contract with the caveat to vendors that funding is appropriated on an annual basis, given that the agency has the funds currently appropriated to cover the initial year of service/initial purchase. If the agency does not receive an ongoing appropriation, the state may exercise the "non-appropriation" clause contained in the Standard Terms and Conditions, and terminate the contract without penalty/any further obligation.

CHAPTER 3:
THE SOLICITATION

1 The agency has determined that it has the need for goods or services and has worked through the steps in **Chapter 1** "Where do I start?" The agency has developed the specifications or scope of work utilizing DOP's checklist, and submitted a requisition to DOP through its agency purchasing personnel, with a DOP-issued template which incorporates the agency's technical specifications (*See* **Chapter 4**). A sample time line is located at the end of this chapter.

2 Upon receipt of the requisition, DOP will confirm:

- There are no existing contracts or applicable exemptions (e.g. Open (statewide) contract, PSA, Policy Directive, etc.).
- The requisition is signed and contains a requisition dollar amount which appears to reasonably approximate the initial term or quantity.
- If "brand name only" is specified (no equivalent), that the agency has obtained written approval from the Administrator to restrict competition to "brand name only." (*See* Templates and Forms)
- If a trade-in option is included in the solicitation, that the trade-in is presented as an "option," to be exercised at the state's discretion; and that contact and location information is provided for interested vendors to inspect the trade-in property (a written trade-in authorization, approved by the Administrator, is required prior to exercising the trade-in option, as Idaho Code requires that the administrator make a written determination that all other methods of disposal will yield a lesser monetary return to the state). I.C. 67-9223
- If the potential for multiple award within the same region (or statewide) is proposed in the draft solicitation, that there is support to justify multiple award under the provisions of Idaho Code (I.C. 67-9211), and that the agency understands that multiple award must be approved by the administrator after evaluations are complete; and prior to award.
- That the proper solicitation template (RFQ, ITB, RFP) is utilized, based on the total potential value of the resulting contract (i.e. if the agency requests an initial term of one year, with four optional renewals of one year each, the 'value' of the contract (for procurement purposes) is calculated based on the total of all five years).

3 How the agency and DOP work together

See Excel Spreadsheet, "Roles and Responsibilities," located in the Table of Templates and Forms on Purchasing's Webpage for additional details on all phases of the solicitation process for RFPs; as well as the Contract Administration and Management Guide. In general:

- DOP and the agency will work together to finalize the solicitation document (for complex procurements get DOP involved EARLY in the process).
- DOP ensures the integrity of the process and conducts the procurement in accordance with best practices; while the agency is primarily responsible for providing subject matter expertise (technical specifications/scope of work as well as background information).
- Communication is routed through the Agency Purchasing Personnel to the Agency SMEs/End Users.
- DOP and the agency will typically exchange redlined documents, utilizing track changes and the comment feature. DOP and the agency each need to see where changes are being proposed, and where issues remain, in order to properly finalize the documents for posting.

- DOP will provide the agency with an estimated time line for posting and award, based on the complexity of the procurement, remaining issues, and DOP and agency workload (a general time line is provided at the end of this chapter).
- Agency will schedule the pre-proposal conference, coordinate an appropriate room with AV facilities, and arrange for a conference call-in number for vendors who desire to phone in to the conference. The conference call-in number is not included in the RFP document, but rather the contact information for the individual coordinating the conference is included. DOP has added a registration sheet to the RFP template, to facilitate pre-proposal registration.
- Agency will complete its portion of DOP's power point template for the pre-proposal meeting, providing background information and a high level overview of the project.
- Agency will draft the evaluation plan as soon as the RFP is in its final form, and prior to posting. Preparation of the evaluation document prior to posting often informs the breakdown of scoring and helps to confirm that the various evaluated criteria are properly structured and weighted.
- The evaluation plan for RFPs is based on DOP's template (*See* Table of Templates and Forms).
- During the preparation of the solicitation document until the time that the solicitation is awarded the agency is cautioned to keep discussions internal, limited to only those individuals who need to be involved, in order to protect the integrity of the process.

4 What type of solicitation will be used? RFQ? ITB? RFP?

Idaho Code and IDAPA provide dollar thresholds for the type of solicitation to be utilized, informal Request for Quotes (RFQ) or formal Invitation to Bid (ITB) or Request for Proposals (RFP).

RFQ:

- Used for small purchases expected to cost from $10,000 to $100,000. However, agencies are encouraged, as a best practice, to obtain quotes for purchases under $10,000 as well (which are not already available on an "open" mandatory-use statewide contract).
- Cost (for purposes of determining whether an RFQ is an appropriate solicitation method) is determined based on the maximum potential value over the potential life of the contract (including renewal or extension periods or the exercise of other optional items).
- The RFQ must be publicly posted unless impractical or impossible (posting to IPRO meets this IDAPA requirement - IDAPA 38.05.01.044.03). If circumstances do not allow for posting to IPRO, or you believe an exemption should apply, you may request authorization to procure outside of IPRO by e-mailing purchasing@adm.idaho.gov with an explanation and justification. Agencies must document their procurement file with the justification and DOP approval (e.g. was it akin to an emergency – with enough time to obtain phone or e-mail quotes, but not enough time to post to IPRO?).
- Use DOP's template RFQ (*See* Templates and Forms)
- RFQs should be posted for sufficient time to obtain quotes (typically 5 – 20 days depending on the commodity or service and the vendor pool).
- Quotes must be solicited from a minimum of three (3) vendors with a significant Idaho economic presence (I.C. 67-2349). Issuing your solicitation via IPRO will fulfill this requirement.
- Generally, quotes may be submitted via IPRO, hand-delivered, via e-mail, fax or over the phone. Any limitations on allowable forms of submission (e.g. no verbal/phone quotes) must be specified in the RFQ document, instructing vendors how to properly submit a quote.

- As a best practice, DOP discourages verbal/phone quotes, unless the matter is extremely time-sensitive. Agencies procuring goods or services of $10,000 or more, under Delegated Purchasing Authority, must utilize written RFQ specifications (based on DOP's template) and a Signature Page, in order to ensure that all vendors are provided the same information AND to bind the vendor to the RFQ requirements, its offer, and the State's Terms and Conditions (via the Signature Page).
- If your agency does not have its own signature page (for RFQ's issued by the agency), a template is available on DOP's website which can be utilized to create an agency-specific signature page (*See* Templates and Forms).
- If less than three (3) quotes are obtained, document your attempt to obtain quotes (who did you contact, how, when, what was the response; or did you receive a "no quote") and keep this documentation with the file.
- Award is made to the responsive responsible vendor with the lowest quote.
- Letters of Intent are NOT issued for RFQs, and Idaho Code does not contain any provisions for protest (administrative appeal) for these informal RFQs.
- Non-responsive letters are NOT issued to vendors which do not meet the requirements of an informal RFQ; they are simply not considered for award.
- Vendors registered in IPRO receive notification when the award is made.

ITB and RFP:

- Formal solicitations expected to cost over $100,000 for the potential LIFE of the contract.
- Cost is determined based on the maximum potential value over the potential life of the contract (including renewal or extension periods or the exercise of other optional items).
- If you anticipate cost coming in close to $100,000 or you are including options or additional phases which will likely bump the cost over $100,000, if exercised, it is typically better to conduct the procurement formally, in order to be in compliance with IDAPA (otherwise you will be limited to $100,000 under the resulting contract, and required to re-solicit if, during the term of the contract, it's determined that additional goods or services are needed).
- ITBs and RFPs issued through DOP or under authority delegated by the Administrator of DOP must utilize the most recent ITB and RFP templates (*See* Templates and Forms).
- Once the ITB or RFP is posted, mark your calendar (Agency and DOP) for the Pre-Proposal Conference, Question Due Date, Closing Date and Opening Date.
- DOP will send the Agency Purchasing contact a copy of the final solicitation document, as posted, with important dates highlighted.

FAQs for Solicitations:

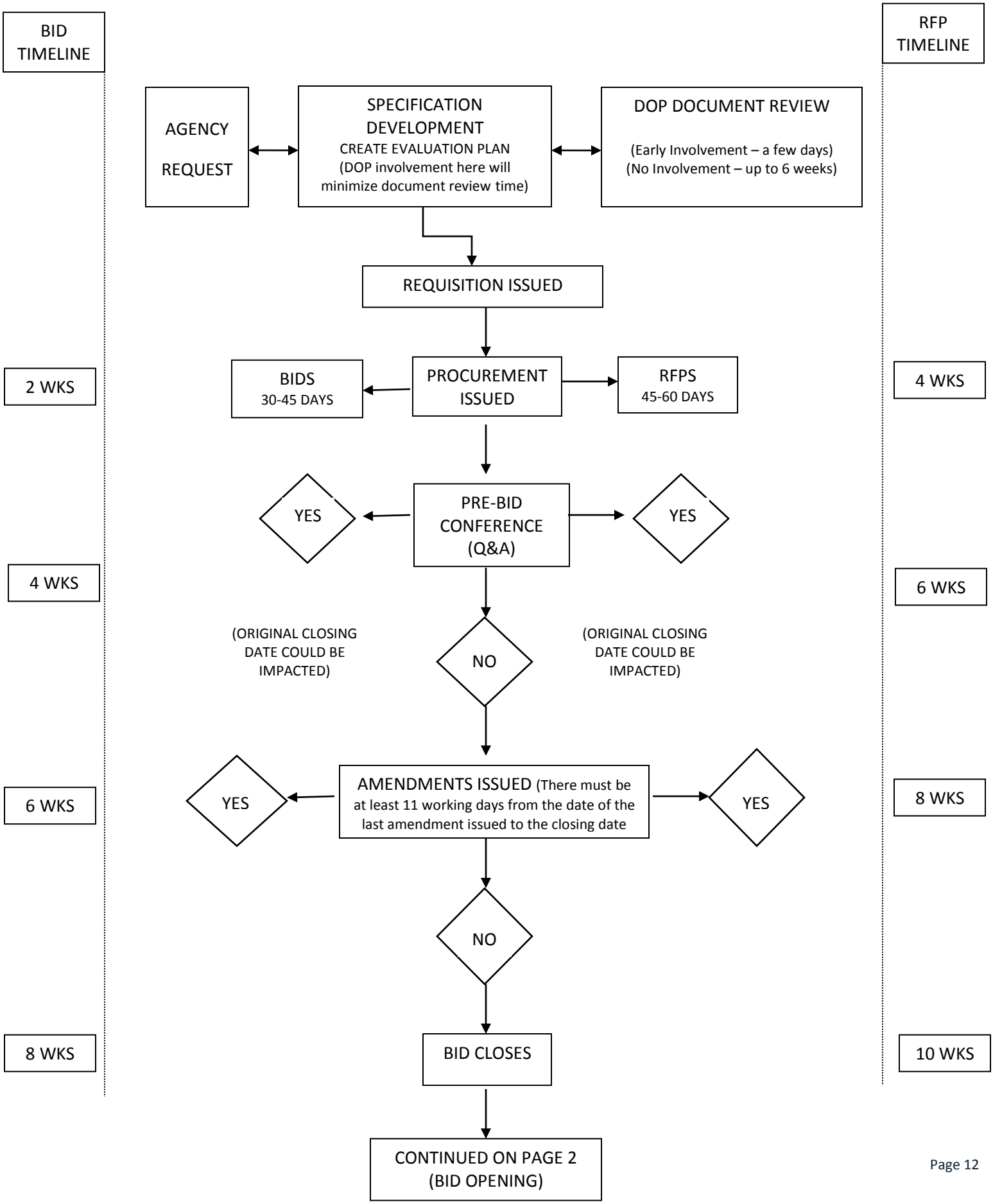
Question What if I have $25,000 of delegated authority, I conduct an RFQ, and the low quote comes in at $26,000? I don't have the authority to issue an award above $25,000. What options do I have?

If you conducted the solicitation in accordance with applicable purchasing rules, you may request a "one-time delegated purchase authorization" from DOP, which would allow you to complete the purchase above your regular delegated authority of $25,000. DOP has a form for the request (Templates and Forms), and may require that you submit copies of the other quotes as well as a description of the competitive process you followed. Once the form is approved by written signature of the Administrator, you will have a one-time authorization to complete the purchase. Maintain the authorization with your procurement file as documentation of your one-time increased authority.

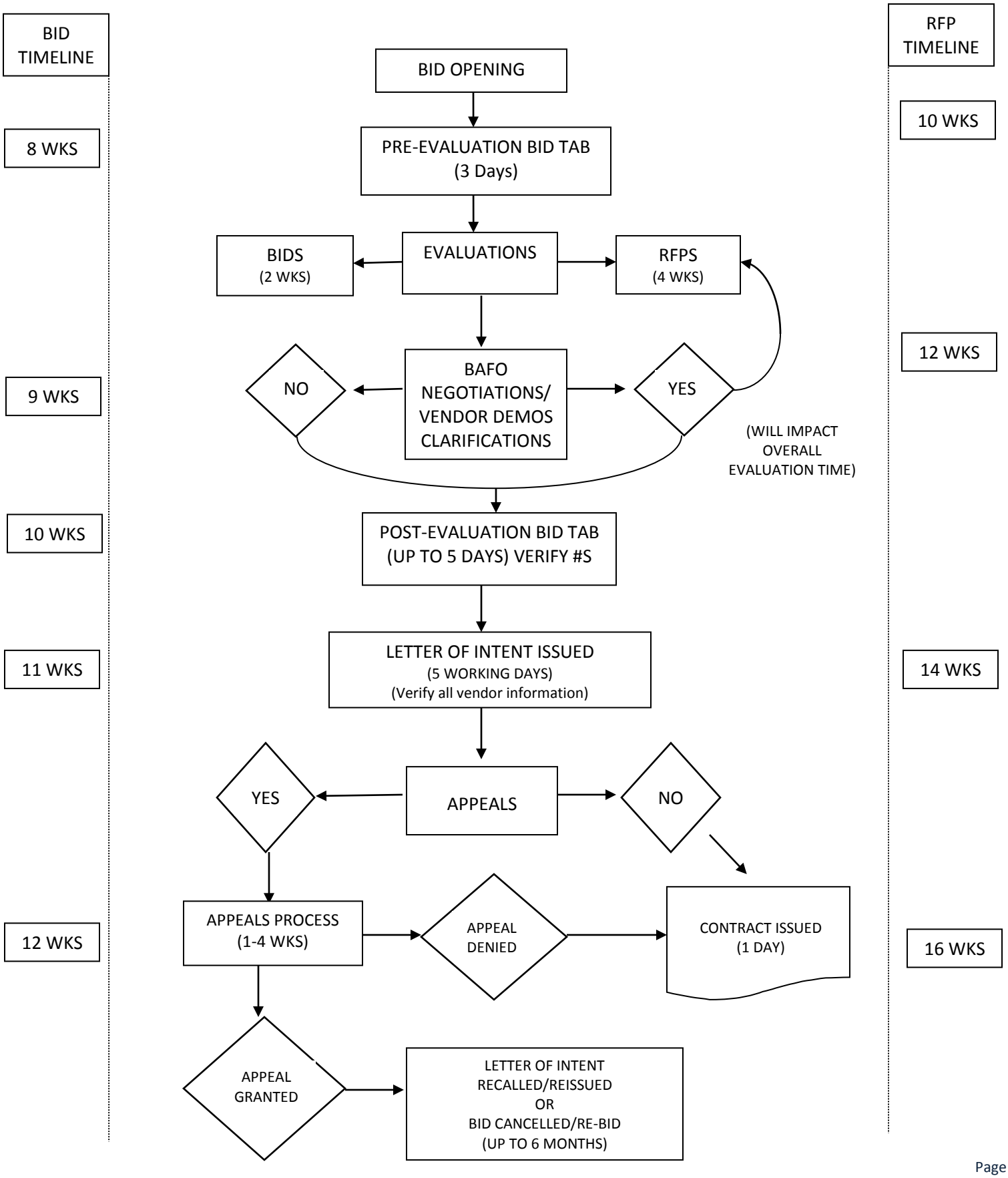
Question What if all quotes come in over the dollar threshold for the type of procurement (e.g. I conduct an informal RFQ and all of the quotes exceed $100,000)?

You need to discuss the options with DOP. It may be possible to reduce the scope of work or purchase fewer goods, in order to bring the cost below $100,000. If these are not possibilities; or if it is determined not to be in the best interest of the state to pursue one of these options, the solicitation may need to be cancelled, specifications revised and the solicitation re-issued according to the dollar amount.

PROCUREMENT PROCESS



PROCUREMENT PROCESS



CHAPTER 4
SPECIFICATIONS

The agency is primarily responsible for developing detailed specifications, including providing background information; as well as any special terms and conditions that need to be incorporated in the resulting contract. The agency provides background information and determines what factors are MOST IMPORTANT to weigh in the evaluation (e.g. qualifications, experience, references, project plan, etc.).

If you need to procure a complex project/service, start your process early. You may need to issue a Request for Information (RFI) or conduct other industry research. The planning phase could take anywhere from 6 months to several years for large projects. Get DOP involved early if you know that you have a complex commodity or service so that we can help facilitate the process.

General considerations:

- You must provide enough information to the vendors, in your background, so that they understand what the current environment is. Have you told them what power sources are available? Any space constraints? Delivery constraints? Other environmental constraints? Will it need to be compatible with existing equipment (e.g. hardware/software)? Have you provided enough information on current hardware/software for vendors to understand your current system and what you are asking them to do/provide? Do you have other resources available for the contractor (data, personnel, etc.)?
- Specifications should be performance-based to the greatest extent possible in order to foster competition. Define what you need the equipment to do/what the required outcome is (e.g. equipment to load #tons repeatedly on a daily basis; maintain a designated speed operating at 15% grade; provide a detailed project plan in response to the attached Federal mandate, etc.). Vendors should demonstrate their expertise in providing a solution for the state-desired outcome.
- Clearly define milestones (tasks) and deliverables as well as a time line for receipt.
- Clearly define acceptance criteria (Who will inspect? How will we know it meets the requirements?)
- Use terms consistently and appropriately (e.g. if it's a mandatory requirement, say 'must' or 'shall' or 'will,' rather than 'should,' which is permissive).
- Double check your numbering, formatting, and consistency when referencing other sections.
- Capitalize defined terms (e.g. "State," "Project Plan," etc.). Define once and use consistently.

Contract Term:

- Consider your business need, available funding and industry standards.
- Consider how the initial term and available renewals will impact a vendor's pricing
- If you are implementing software or building equipment, you may need to issue an amendment when implementation is complete and it is accepted (to address maintenance and/or warranty terms - warranties should not begin until acceptance occurs).

Cost:

- Consider what pricing structure to use based on industry standards and the need for an "apples to apples" comparison in the solicitation process. Unit Price? Fixed Flat Fee? Fully burdened hourly rates with an estimated level of effort? Will the project be completed in phases? Are there equipment and service pieces that need to be priced separately (or is it better to keep them together)? For software (especially), have you asked for the ongoing annual maintenance cost? Do you need line item pricing? If it will result in a blanket purchase order, do you know your estimated quantities, to provide to vendors (to obtain the best/accurate pricing)?
- Think about increases and decreases. Is part of the cost tied to a volatile commodity (e.g. oil)? Be certain to only allow for an increase/decrease tied to that portion of the cost which is dependent on the fluctuating commodity, rather than the price as a whole (i.e. if fuel is 15% of the contractor's cost, increases and decreases based on oil prices should only apply to 15% of the overall cost). What index will you utilize? OPIS? If you are using an index, you need to provide it in the solicitation to put the vendors on notice.
- Do you anticipate the need for optional items or services depending on your agency's business need or obtaining additional funds (or bids coming in low allowing you to purchase more)? If so, you need to include this language in the solicitation.
- What about travel and other reimbursable expenses? Will your cost be fully burdened (DOP typically asks for fully burdened costs because the state needs to be able to remove uncertainty from cost); or will you allow contractors to be reimbursed for certain expenses (this is typically the exception)? If so, you need to identify which expenses are reimbursable and tie reimbursement to the state rates: BOE Rates. You also need to specify the pre-approval process for contractors to follow in order to obtain any allowable reimbursements, in order to help you control your costs during the project.

Payments:

- As a rule, the state may not prepay for goods or services. There are a limited number of exceptions in the Board of Examiner's policy (BOE prepayment policy) mainly with regard to industry standards (e.g. insurance, rent, etc.).
- Payments should be tied to acceptance of deliverables, and a payment plan outlined in the solicitation document.
- The State's Standard Terms and Conditions provide that, by default, acceptance occurs after 14 days. This can be an issue when defects are discovered months after delivery when boxes are finally opened or equipment plugged in and tested. If you need a longer time (in excess of 14 days) you must specify the time frame in your solicitation document, in order to bind the contractor to that time line, and preserve the state's right to return unacceptable property (or require the contractor to repair it).

Deliverables:

- Specify the format for deliverables and date(s) due: electronic, number of copies, when/where, presentation, follow-up, etc.
- Identify who will accept/approve deliverables and how they will be accepted (acceptance criteria/test; accepted in writing; etc.).
- Remember to also address remedies (including liquidated damages – in consultation with your legal counsel) for failure to meet deliverables.

Delivery considerations:

- The standard is FOB Destination to the state-specified location – the Contractor pays for shipping and bears the risk in transit.
- Are there constraints on delivery? Is it a large piece of equipment? Is it particularly fragile? Do we need the contractor to unload, uncrate and plug it in or install it inside? Do we need a forklift or crane to unload it? Are we supplying the equipment to unload at the dock, or will the Contractor? Who do we want to carry the risk vs. the cost of the state taking on the responsibility? Will it fit in the elevator? Through the door? Down the hall? In the space where you want to plug it in? Who will dispose of the crating material/packaging material? Do we want the Contractor to recycle it?
- Have you considered the impact on cost vs. the risk?

Performance Metrics:

- How will you measure the contractor's performance? How will you monitor it? Identify requirements that you need to measure and consider having the Contractor provide a monitoring plan and schedule for reporting for you to review/evaluate/revise and incorporate in the final contract.
- For failure to perform, how do we identify a failure; and what are the remedies? Have we established liquidated damages in the solicitation?

Software/IT Services:

- Consult with the IT Purchasing Officer at DOP prior to developing specifications.
- Could your need be met by utilizing the IT Services "open" statewide contracts or the statewide software VAR contracts?
- As a general rule, we want to ensure that software is proven (e.g. live demonstration of a current operational system during a solicitation process).
- You may need to establish an escrow for the source code.
- Return of data must be addressed (When? How often? In what format? Remedies for corrupt or unusable data?)
- You will need to work with legal to outline IT ownership, permissible uses and indemnification (what risks are involved? Will the contractor have access to social security numbers or other personally identifiable information/HIPAA information? What risks are involved in performance? What if there is a security breach? What impact could it have on the state's business and its customers/the public?)
- Cybersecurity requirements must be considered (in consultation with the state's Cybersecurity Officer in the OCIO).
- Requisitions submitted with an IT commodity code are also initially reviewed by the OCIO prior to release to DOP, in accordance with IDAPA (IDAPA 38.05.01.033).

Trade-In

- You may propose a "trade-in" as an option within a solicitation.

- In general, the solicitation will ask for a straight purchase price as well as a purchase price with trade-in; and leave it up to the agency/state to determine which option to select, under the provisions of Idaho Code.
- Trade-ins are not considered "surplus property" under Board of Examiners (BOE) rules.
- Your proposed trade-in must include a description of the item, its location, and contact information, in order for interested vendors to inspect the item during the solicitation.
- If an agency desires to accept an offer for a trade-in, the agency must submit a trade-in request to DOP, on DOP's form, accompanied by a written justification as to why trade-in is in the best interest of the state, and confirming that all other methods of disposal will yield a lesser monetary return to the state, as required by I.C. 67-9223.

For the agency: once the solicitation is complete, and you've determined that you would like to exercise the trade-in option, fill out the trade-in request form, attach a written justification (research market prices and other sources, and identify additional factors such as storage/transportation/maintenance costs which support your request), and provide this justification as to why the trade-in would result in the best monetary return for the state. Once submitted, the Administrator reviews for compliance with Idaho Code. If approved, a signed authorization will be returned to you, and one kept with DOP's file.

For agencies offering a trade-in for a purchase under $10,000 (not included in a solicitation), submit the trade-in request form with your justification, identifying the trade-in value offered by the vendor. You must obtain the Administrator's written authorization prior to exercising the trade-in (even if there is no solicitation involved).

CHAPTER 5
BONDS

For some projects, it may be appropriate (and advisable) to require a Payment and/or Performance Bond(s) to protect the state (Letters of Credit may be advisable as an alternative):

Performance Bond To ensure performance of contractual obligations

Payment Bond To ensure that the Contractor pays its material suppliers/subcontractors

Bonds may be utilized in high dollar complex service contracts (e.g. privately-run state prison), especially when the risks associated with contractor non-performance are high and would have a significant financial impact on the state, if the state had to step in and complete performance or hire another contractor to come in and complete performance. Ultimately, the determination of whether or not to require a bond is a business decision for the agency to make, based on input from DOP, in concert with legal counsel and risk management, as appropriate.

Bonds may also be utilized in select commodity purchases, e.g. the contractor is building a costly, unique and complicated piece of equipment; or in a "buy-back" situation, in which the contractor agrees to "buy back" the equipment sold to the state at a defined time in the future (the "buy back" is factored into the contractor's initial pricing to the state, the state is counting on contractor's performance to purchase the equipment at a defined point in time, and therefore the state utilizes a bond to ensure that the contractor performs).

<u>For Buy-Back Contracts</u> (used primarily by ITD for some large equipment procurements):

1. A Letter is sent to the Contractor with a copy of the Purchase Order, Buy-Back Contract and sample Surety Bond, instructing the contractor to fill in the VIN Numbers on the Buy-Back Contract and return a signed copy of the Buy-Back Contract along with a Surety Bond to the Division of Purchasing PRIOR TO delivery of the equipment under the Purchase Order.
2. Upon receipt from the contractor, DOP transmits the contractor-signed Buy-Back contract to the agency for signature.
3. The agency signs and returns to DOP and DOP distributes fully executed copies to the agency and the contractor.
4. DOP retains the original buy-back contract and the bond.
5. Once the buy-back is complete (equipment picked up by contractor and agency paid in full), the agency submits a Performance Completion form to DOP.
6. Upon receipt of the Performance Completion form, DOP issues a Bond Release to the contractor and closes out the Purchase Order file at DOP.

<u>For Bonds in general</u>:

1. DOP retains original bonds for all DOP-issued contracts.
2. The agency managing the contract is responsible for notifying DOP of any events which may trigger utilization of the bond.
3. DOP releases the bond once performance is complete and verified, via a Bond Release document issued to the contractor.

Sample bond language:

Performance and Payment Bonds:
Prior to performing any work related to the contract, the Contractor shall provide a performance bond and a payment bond in a form acceptable to the [agency name], both in amounts not less than # million dollars ($#,000,000.00) covering its obligations under the Contract. The performance and payment bonds may be issued/maintained on an annual basis.

CHAPTER 6
INSURANCE

DOP will work with the agency to determine who will be responsible for ensuring that current Certificates of Insurance (COI) are on file during the life of the contract

Some general considerations from DOA Risk Management:

- When considering limits think about the exposure to loss that you could experience, not the dollar value of the contract (e.g. is the contractor operating heavy equipment? Manipulating personally identifiable information? Does the contractor have access to other sensitive data/state systems?).
- You want to have financially stable insurance carriers providing the coverage to satisfy the insurance requirements of the contract. We recommend carriers have Best's Ratings of at least A- with a VII financial size; and are authorized insurers in Idaho (they don't have to be admitted, but they must be authorized. If you have any doubts, the Department of Insurance has lists on its website).
- Accord Certificate of Insurance forms no longer show notice of cancellation/nonrenewal/material change language. If you want notice of any of these, and it is a good idea for cancellation at the least, such requirements should be written into the contract as obligations of the other party to perform.
- A Certificate of Insurance (COI) alone is not sufficient evidence of insurance in most cases. A COI is a snapshot of the policies someone has at a specific date, but nothing more. It cannot add or amend coverage; only a policy or endorsement to the policy can do so.
- The most common one is the requirement for the state/agency to be an additional insured (AI) on the Commercial General Liability (CGL) policy. AI may be requested on Commercial Auto as well, but it is most necessary on the CGL.
- You have a few choices as to what documentation you request to show an endorsement has been added as required by your contract. These are listed from the least documentation to the most:

  If the endorsement copy provided shows the state/agency as an additional insured and references the policy number and effective dates, it should be reasonable as evidence of AI coverage. The same would apply for any other required coverage change endorsed.

  You could ask for a copy of the declarations page, the policy index of forms and endorsements, and the copy of the endorsement showing the state/agency as an additional insured and referencing the policy number and effective dates. The same would apply for any other required coverage change endorsed.

  Or you could ask for a copy of the complete policy with all forms, endorsements, etc. If you have specific concerns regarding exclusions, you should ask for the complete policy.
- For some larger and/or higher risk contracts, higher limits should be considered (e.g. airplanes, software which involves personally identifiable information, offender healthcare, etc.)
- Consult with your legal counsel and risk management to determine what types of insurance are advisable/should be included – and at what limits:

  Commercial Automobile
  Professional Liability Insurance (Error and Omission E/O)
  Technology E/O
  Cybercrimes
  Sexual Molestation (e.g. IDJC/IDHW/IDVR/Universities/Colleges)
  Pollution Liability (e.g. fuel delivery, Hazmat transportation)

CHAPTER 7
POSTING TO IPRO

- IPRO is the state's eProcurement System and must generally be utilized for all solicitations with a value of $10,000 or more (for the anticipated life of the contract).
- There are thousands of vendors registered in the system.
- Registration is free. Vendors set up a profile in the system, identifying commodities and services which they are interested in. The system is designed to send an automatic e-mail notification to the vendor, when an opportunity is posted in that vendor's selected commodit(ies) (which is why it is important that purchasing personnel select the proper commodity code when creating a solicitation).
- Utilizing IPRO ensures that Idaho agencies meet the statutory requirement to solicit bids from at least three vendors with a "significant Idaho economic presence" (I.C. 67-9209).
- Name and describe your documents so that interested vendors can tell what goods or services you are looking to procure – identify documents by the bid #, as an attachment, etc. and upload to IPRO.
- Put a date on the end of your document name so that you can easily distinguish between versions.
- Create a custom description for your IPRO posting. The automatic e-mail notice that is sent to registered vendors only displays the first several characters of the description, so we want to accurately capture the main purpose of the solicitation in the first few words (e.g. rather than "Miscellaneous Consulting Services," change the description to "Transportation Planning Services for ITD as provided in the attached solicitation documents."
- Double check the commodity code AND the Units of Measure (UOM). Years? Each? Tons?
- If asking for line item pricing, create a separate line item for each one in IPRO, so that vendors can enter pricing by line item electronically (however, if there are a number of line items, it may be administratively simpler to have one line item in IPRO and obtain individual line item pricing on a required attachment, i.e. Bid Schedule or Pricing Sheet).

CHAPTER 8
PRE-BID or PRE-PROPOSAL CONFERENCE

- The Pre-Bid or Pre-Proposal conference is conducted/led by DOP (DOP will introduce the procurement, have attendees introduce themselves, provide an overview of the solicitation process and highlight the mandatory (M) requirements of the solicitation).
- Pre-Proposal conferences (for RFPs) are held for ALL Requests for Proposals, as provided in IDAPA 38.05.01.070.
- Pre-Bid conferences (for ITBs) are optional, and may be held when a site visit is deemed useful (e.g. janitorial or landscape maintenance) or for commodity purchases which may benefit from an additional opportunity for vendors to ask questions in person. DOP and the agency will make a joint determination as to whether to conduct a pre-bid conference for an ITB.
- The agency is responsible for arranging for the date, time and conference room as well as the conference call-in number, and any AV requirements.
- DOP will provide the agency with the DOP template power point for the Pre-Proposal conference, so that the agency can complete the sections related to the scope of work (which the agency will present at the conference) (*See* Templates and Forms).
- The agency will also supply a sign-in sheet for conference attendees.
- Agency personnel need to be advised that any discussion during the pre-bid conference and/or site visit or walkthrough must focus on the scope of the solicitation; and all attendees must be provided with the same information.

BIDDER/PROPOSER QUESTIONS

- DOP has a standard template for vendor questions which is included in all ITBs and RFPs.
- Questions should be submitted via e-mail (or as otherwise allowed in the solicitation document) in Word format.
- For informal RFQs, questions may be submitted, and will be answered at the discretion of the Buyer.
- For ITBs and RFPs, the question deadline is provided in the solicitation document. Only questions received prior to this deadline will be answered. It is DOP's discretion whether to answer questions received after the deadline (in general, DOP will consider the substantive impact of the response to the question as well as the timing, in relation to the closing date, when determining whether to respond to late questions).
- Answers to all timely received vendor questions will be posted to IPRO as an amendment to the solicitation, with all identifying vendor information removed (to the extent practical and as otherwise determined by the solicitation lead).
- It is important to emphasize with the vendors the importance of addressing any questions related to the terms and conditions, especially, during the Q and A, as proposed modifications will not be considered after the Q and A.

CHAPTER 9
BID CLOSING

- Solicitations must provide the closing date and time as well as the place and method for receipt (physical address, e-mail, IPRO, etc.).
- Make sure that your solicitation closes on a business day.
- The standard closing time for DOP is 5:00 p.m. MT.
- Manual Bids/Proposals must be date-stamped and logged in on the date/at the time received (if submitted via IPRO, IPRO only allows submittal prior to closing, and records the date/time of the submittal).
- If received informally via fax or e-mail, print the fax and be certain the date stamp supplied by the fax machine is correct; if received via e-mail, print the e-mail message which contains the date and time.
- Responses received after the closing date and time (even one second after) are late.
- Late bids/quotes/proposals are not accepted. If hand-delivered, DOP will refuse to accept. If the response arrives via the mail or the state otherwise has custody of a late response, and it is confirmed late, DOP will return the response to the sender, unopened.
- Keep bids/proposals in a secure place from the time received until they are opened.

CHAPTER 10
BID OPENING

- Formal ITBs and RFPs are opened publicly at the time, date and place specified in the solicitation.
- There is no "bid opening" for informal RFQs. RFQ responses are not sealed (they are typically submitted via fax, e-mail or via IPRO).
- The public is welcome to attend the formal bid opening for ITBs and RFPs. DOP will record the names of the attendees and give a standard speech similar to the following:

  "Now is the time designated for opening RFP/ITB Number ###. # responses were timely received. If an RFP, only the names of the proposers will be released. Please note that the state has not reviewed any of the responses to determine whether or not they are responsive to the requirements of the solicitation. If an RFP, DOP will first review to determine whether the proposal is responsive and to confirm that the proposer has not conditioned its proposal, after which the technical portion of the proposals will be provided to the evaluation committee to be scored. Cost proposals will remain sealed until the technical portion of the evaluation is complete."

  "If an ITB, DOP and the agency will review to determine responsiveness, after which the agency will provide an award recommendation to DOP."

  Once all bids or proposals have been opened, DOP thanks the attendees for their attendance and declares the opening complete, reminding attendees that DOP is the only contact for interested parties during the evaluation process.

- When manual proposals are received, they must be entered into IPRO before closing the solicitation in IPRO:

  Confirm the company by its FEIN (on the Signature Page). If you cannot find the company in IPRO, contact the company and have the company complete the registration process with IPRO ASAP.

  For RFP's, enter pricing as "$0" (cost is not opened until after the technical evaluation is complete) and put language in the comment section as follows:

  "Proposal submitted manually by (name of person who signed Signature Page) in a timely manner. Cost proposal separately sealed."

  Upload each manual proposal to IPRO (manual proposals should be accompanied by electronic copies on CD or USB – if the e-copy is missing, request it from the proposer; if the proposal contains trade secret, be certain that the proposer has submitted an electronic copy of the redacted version as well).

- Once all manual proposals are loaded, print off a summary sheet from IPRO and confirm that all proposals have been entered in IPRO.
- Once you have confirmed that all proposals have been entered in IPRO, you can close the solicitation in IPRO and then you will be able to view the other proposals submitted in IPRO.

- Once the opening is complete, and all manual bids have been entered into IPRO, DOP begins to review each response for compliance with mandatory requirements as well as to confirm that the bid/proposal is not conditioned on the state's acceptance of the vendor's terms and conditions or any vendor-proposed negotiations. The offer must be firm and in compliance with all mandatory requirements as well as all of the State's Standard Terms and Conditions and Solicitation Instructions to Vendors.
- DOP also checks the Federal "System for Award Management" SAMS, to be certain that the vendor is not debarred. A copy of the SAMS check is included in the solicitation file. If the vendor is debarred, contact DOP, as the vendor will be disqualified from further consideration.
- DOP issues non-responsive letters, for those submittals in response to ITBs and RFPs which do not meet the mandatory requirements or which condition the bid or proposal response. There is a five business day appeal period for a proposer/bidder to appeal a determination of non-responsiveness.
- Non-responsive bids/proposals are not provided to the evaluation committee.
- Non-responsive bidders/proposers do not receive a copy of the letter of intent.
- Non-responsive letters are issued via fax, with a hard copy to follow. A copy may also be e-mailed (if delivery can be confirmed). A copy of the non-responsive letter and fax/e-mail confirmation must be included in the solicitation file.

FAQs for Bid Closing/Opening:

What if the bid is submitted to the wrong location?

The State's Standard Terms and Conditions provide that solicitation responses (bids, proposals, quotes) must be received at the location designated in the solicitation documents, otherwise they will not be accepted. Submittals which are not accepted are returned to the vendor, unopened. They are not "non-responsive," they are simply not accepted.

What do I do with a late bid?

Late bids are either refused or returned to the bidder, unopened. Late bids are not "non-responsive," they are simply not accepted.

What if I receive an electronic bid and a manual bid from the same vendor, which one is "the bid?"

If more than one bid is received from the same vendor (and alternate bids were not allowed), the state will evaluate the latest in time, and disregard any early submissions (both electronic and manual bids are time-stamped).

What if a bidder submits alternate bids?

If the solicitation allowed for alternate bids, the state may consider/evaluate each one as a standalone bid. If the solicitation did not allow for alternate bids, the state will take the latest in time and the earlier bid will not be considered (it was replaced by the one later in time).

What if I discover that information is missing?

This is dependent on the circumstances. Is a page missing? Is a response to a section missing? The key is that a bidder/proposer may NOT supplement its bid. There is no "second bite at the apple," that wouldn't be fair to other vendors. The cost may be clarified, but not altered. Answers to evaluated sections may not be modified/supplemented; however, if the missing information is of a character that it cannot be modified, e.g. financials, certificates, licenses, a signed amendment, etc. then it may be possible to allow the bidder/proposer an opportunity to provide the required documents after opening. The analysis for DOP centers on whether or not this opportunity would allow the bidder/proposer to modify its submission to its advantage and/or whether it would have a substantive impact on the other bidders/proposers. Is it simply a pass/fail item that the bidder had in place at the time of submission, such as past financial information, a manufacturer's certificate, etc., which it could not have modified from the time of closing, but simply failed to include in the package?

Consult with DOP in order to ensure a consistent and proper process.

What if the bidder/proposer has made a mistake?

IDAPA addresses this in detail: IDAPA 38.05.01.074. In general, if the mistake (and the correct information) is evident on the face of the bid (e.g. the bidder has the correct unit price but has miscalculated the extended price through an arithmetic error), the solicitation lead may make the correction. If it is not clear what the bidder/proposer intended, then the bid/proposal is either non-responsive or will receive no points for that section. In some cases, the bidder/proposer may be allowed to withdraw its bid. Administrator approval may be required, when addressing mistakes, depending on the circumstances (*See* IDAPA referenced above).

What if I need to cancel a solicitation?

There are a variety of reasons why the state may need to cancel a solicitation. This may happen if the state determines that the specifications are inadequate or ambiguous (as one example); or the state may not receive any bids/proposals; or all submittals may be over-budget. In some cases, for bids which come in over-budget, DOP may determine that a "Best and Final Offer (BAFO)" process is appropriate, in order to reduce the scope and solicit revised pricing from submitting vendors. If the issue is lack of competition, an analysis will be made to determine whether it is likely that any vendors will respond if it is re-solicited; or if it is in the best interest of the state to negotiate directly, in which case the agency must provide a written justification and obtain the approval of the Administrator (Templates and Forms).

Upon cancellation, the state will notify any submitting vendors that the solicitation has been cancelled, and will return bids/proposals to the submitting vendors as provided in I.C. 67-9213. For purchasing: the solicitation must still be closed out in IPRO.

CHAPTER 11
EVALUATION

For all competitive solicitations, vendors must be "responsive" and "responsible" in order to continue in the evaluation process and be considered for award.

Responsive: In order to be responsive, the quote, bid or proposal must:

- Comply with all mandatory requirements of the solicitation (all requirements designated with an "M" or "ME" or through use of terms such as "must" or "shall," or as otherwise designated mandatory by the terms of the particular solicitation).
- The Bid or Proposal must be submitted with a State of Idaho Signature Page, with an original handwritten or electronic signature. Responses to informal RFQs ("quotes"), which may be submitted via fax, e-mail, etc., do not require an original signature; unless specified otherwise in the solicitation documents.
- NOT condition its bid on any additional terms or conditions.

Responsible: The Buyer or Purchasing Officer must determine that the submitting vendor is "responsible."

- The vendor must have available the appropriate financial, material, equipment, facility and personnel resources and expertise, or the ability to obtain them, necessary to indicate the capability to meet all contractual requirements.
- The vendor must have a satisfactory record of integrity.
- The vendor must be legally qualified to contract with the state; and qualified to do business in the state of Idaho.
- The solicitation may specify any other particular/specific requirements for a responsibility determination.

For all solicitations, check Reciprocal Preference prior to award (Reciprocity by State) as well as the Federal "System for Award Management" SAMS.

RFQ: Cost is the predominant factor. Evaluation and award is based on the requirements contained in the solicitation document. For informal Requests for Quotes (RFQs), quotes are typically evaluated to determine compliance with technical specifications and response requirements, and award is made to the "lowest responsive responsible quoting vendor." Vendors which do not meet the specifications or which condition their quote will not be considered (non-responsive letters are NOT issued on informal RFQs, and there is NO administrative appeal provision for informal RFQs).

Occasionally, the state may issue a "weighted" RFQ, where cost is still the predominant factor, but the agency may also want to weigh references, experience or the vendor's approach to a project (as examples). Language for a sample weighted RFQ is available by contacting DOP.

ITB: Cost is the predominant factor. Evaluation and award are based on the language of the solicitation document. For formal Invitations to Bid (ITB), bids are typically evaluated to determine compliance with technical specifications and response requirements, and award is made to the "lowest responsive responsible bidder." Bidders who DOP determines do not meet mandatory requirements or who condition their bid on the state's acceptance of additional terms will be found non-responsive. DOP will make this determination and issue non-responsive letters. Agencies will not receive copies of bids which are determined to be non-responsive (however, DOP may seek the technical expertise of an agency SME to assist in making a non-responsive determination, when needed).

Occasionally, the state may issue a "weighted" ITB, where cost is still the predominant factor, but the agency may also want to weigh references, experience, customer service or the bidder's approach to a project (for example). Weighted bids are not used often.

RFP: Cost is NOT the predominant factor. Offerors responding to a Request for Proposals (RFP) must provide detailed responses to evaluated criteria, identified in the RFP document (e.g. resumes, description of similar projects, plan approach, references, etc.). Evaluations are conducted in accordance with the RFP documents and the evaluation plan; and based solely on the materials submitted by an offeror in response to the RFP.

In general, the RFP evaluation process is conducted as follows:

1	The agency and DOP work to complete the evaluation plan (based on the RFP document), prior to finalizing and posting the RFP.
2	The agency selects an evaluation committee (typically 3 or 5 individuals). DOP's best practice is to encourage a multidisciplinary team of evaluators. The evaluators will be required to acknowledge an understanding of their roles and responsibilities and sign a statement confirming that they have no conflict of interest.
3	Prior to bid closing/opening, the agency (typically the purchasing personnel at the agency) will work with DOP to schedule the first meeting of evaluators. This meeting is typically held within a week of bid closing/opening; however, scheduling may depend on evaluator and DOP schedules as well as whether any submittals have outstanding issues which need to be addressed prior to transmittal of the proposals to the agency (e.g. clarification, mistakes, conditional language, issues of responsiveness, etc.).
4	Once DOP has determined which proposals are responsive to the RFP (which meet the mandatory requirements and have not conditioned the proposal), DOP transmits copies of these responsive proposals to the agency.
5	If proposals were received by DOP electronically (via IPRO), electronic copies are provided to the agency. If proposals were received manually, the manual copies are provided to the agency. It is the agency's responsibility to make hard copies for evaluators, if desired.
6	DOP and the agency determine who will put the evaluation packet together (agency purchasing personnel or DOP).
7	The evaluation packet generally consists of: a copy of the RFP, a copy of each technical proposal, roles/responsibility and conflict of interest forms, and an evaluation form to be used for each responsive proposal.
8	DOP conducts the first meeting of evaluators, explaining the evaluation process, scoring, security of proposals, and confidentiality of the process.

The following are general evaluator instructions for the first meeting of evaluators:

DOP reviews the Roles and Responsibilities and Conflict of Interest forms with each evaluator, and makes sure that signatures are obtained prior to the evaluation.
DOP explains that evaluators will only be reviewing the technical portion of each proposal, and may also be evaluating interviews or demonstrations (if included in the RFP), and that DOP will open and evaluate cost AFTER the technical evaluation (including any interview/demonstrations) is complete.
All proposals need to be kept secure and confidential, and must be returned to DOP following the completion of the evaluation process.
Evaluators may not discuss the proposals with anyone outside of the evaluation committee (and the designated purchasing personnel).
The only information that is "public," prior to completion of the evaluation process and issuance of the letters of intent, are the names of the proposers.
Cost information will remain sealed until the technical evaluation is complete (until after the evaluators' follow up meeting, as well as the completion of interviews or demonstrations (if held) when all technical scoring is finalized).
If an evaluator is contacted by a proposer or other interested party, the evaluator may not discuss anything related to the RFP, the process, or the proposal(s), and must direct the individual to DOP.
Evaluators are encouraged to at least briefly review all proposals prior to beginning the evaluation process.
Evaluators are instructed not to write in the proposal documents. These will be returned to DOP and are public record.
Evaluators will be evaluating each section marked with an "E" or "ME" – indicating "Evaluated" or "Mandatory Evaluated."
Scoring is based on the scale and scoring rubric included in the evaluation plan, typically either 0-10 (whole numbers only) or 0, 1, 5, 10 (only).
Evaluators must follow the scoring rubric, based on the parameters provided in the evaluation plan. Evaluators are also instructed to be consistent in scoring.
When scoring the proposal, evaluators must read the RFP requirement, consider the proposer's response, and score it appropriately, according to the parameters provided in the table for each numerical score. Evaluators may ONLY consider information contained in the four corners of the proposal. No other information outside of the materials submitted in response to the RFP may be considered when evaluating and scoring the response.
Evaluators must provide written comments for any "0" or "10" scores.

9	At, or prior to the initial meeting, the agency and DOP coordinate with the evaluation committee to schedule the second meeting of evaluators (however, some evaluations may be completed in one day; and some may take more than two meetings, depending on the complexity of the RFP). The agency arranges for the meeting room and any AV needs.
10	At the second meeting, evaluators bring all of their scoring sheets as well as the copies of the proposals (which will be turned in to DOP at the conclusion of the meeting). At this final meeting, DOP will go through each proposal one at a time, going around the table to collect scores for each evaluated section. DOP or the agency purchasing personnel will record evaluator scores as we work through each proposal.

	Any large variances – or any items that any evaluator desires to bring up for discussion will be discussed. The goal of this meeting is to be certain that all evaluators were scoring based on the same information (e.g. to make sure someone didn't inadvertently miss information when evaluating).
11	At the conclusion of the final meeting, evaluators turn in all of their materials to DOP; scores are finalized in ink (or in electronic format); DOP double-checks the scoring sheets against the summary bid tabulation prepared at the second meeting; and once this technical evaluation is complete, DOP will open up the cost proposal and score it (cost is typically scored based on a mathematical formula – with the lowest cost receiving all available cost points, and other proposals receiving a portion of the maximum points, based on the following: lowest cost/other proposal cost x maximum available points).
12	There may be a day or more between finalizing the technical evaluation and finalizing the score for the cost, as it may take DOP a day or more to confirm that evaluation documents have been completed properly, scoring recorded properly, and weights applied in accordance with the RFP; after which DOP will open the cost, determine whether it is responsive/there are any issues with how it is presented, and then score the cost.
13	DOP then combines the technical score with the cost score for each proposal, and sends this information to the agency, with the award recommendation form.

CHAPTER 12
AWARD

Note: A "Post Award Checklist" is contained in the Templates and Forms.

In general, five types of awards are issued in IPRO:

PO	Purchase Order	Generally one-time purchases with a definite delivery date
CPO	Contract Purchase Order	On-going service agreements or commodity purchases with multiple delivery dates
BPO	Blanket Purchase Order	Indefinite Delivery Indefinite Quantity (Agency Specific) - no guarantee of if or when orders will be made, but the agency will do its best to estimate; the agency will place orders against the BPO (and the Contractor will report usage to DOP on a quarterly basis)
SBPO	Statewide Blanket Purchase Order	Indefinite Delivery Indefinite Quantity (IDIQ) (Statewide – available to all public agencies) – no guarantee of if or when orders will be made, but the agency will do its best to estimate; public agencies will place orders against the SBPO (and the Contractor will report usage to DOP on a quarterly basis).
PADD	Participating Addendum	Similar to SBPOs (statewide IDIQ); however PADDs are executed with NASPO ValuePoint (National Association of State Procurement Officials) Contractors after a cooperative contract is issued by the lead state.

- Award must be made in accordance with the solicitation document (high point, low cost, line item, multiple award, award by region, etc.).
- In order to preserve the integrity of the process, and a fair and level playing field, no contact may occur between the requesting agency and any vendor participating in a solicitation until an award has been issued by DOP (unless authorized as part of a pre-bid meeting, to inspect trade-in property, or as otherwise authorized by the procurement lead).
- Letters of intent are only issued after DOP has thoroughly reviewed the process followed by the evaluation committee and receipt of a written award recommendation from the agency.
- Letters of intent are issued to all *responsive* bidders or proposers on a formal Invitation to Bid or Request for Proposals.
- There is a five business day appeal period observed between issuance of the letter of intent and award.
- Letters of intent are NOT issued for informal requests for quotes (RFQ).
- Award can be made on an RFQ immediately after closing, based on agency and DOP review to determine whether vendors meet the specifications, and a determination of the low cost responsive responsible vendor.
- For high risk, high value contracts DOP may exercise a clarification period with the apparent successful vendor, prior to award. This is not an opportunity for negotiation; but rather an opportunity to clarify the time line, scope of work, or other substantive contract provisions prior to award.
- DOP will obtain updated contact information for the contractor prior to award, if needed.
- The initial term and optional renewals must match what was included in the solicitation document, and be clear on the face of the award.

- The winning bid or proposal, cost schedule, and all other pertinent documentation is included in the official contract file (held by DOP) AND uploaded to the IPRO award (providing an electronic copy of the contract documents).
- Once the award is issued in IPRO, DOP issues a letter to the new contractor with a copy of the IPRO purchase order, alerting the contractor to important dates, any administrative fee which may apply, contact information for the agency, as well as any reporting requirements related to usage and/or the administrative fee.
- Once the contract is awarded and these steps are complete, the agency may contact the contractor directly to coordinate performance.

FAQs for Awards:

Question: What if I've issued a Letter of Intent and discover a mistake in the evaluation that would change the outcome?

In consultation with the State Purchasing Manager (and legal counsel, as appropriate), in most instances you will withdraw or rescind the letter of intent (via new correspondence) and issue a new letter of intent to all responsive vendors. The procurement file must be documented as well.

MULTIPLE AWARD

Idaho state statute (I.C. 67-9211) governs the issuance of multiple awards, as well the use of contracts with multiple contractors. By statute, agencies may not purchase from a contractor, on a multiple-award contract, without first determining which contractor has the most advantageous terms and conditions for the agency, with regard to price, availability, support services and delivery.

How does the Division of Purchasing determine whether to make a multiple award?

The decision is governed by state statute, I.C. 67-5718A:

1 The determination is made by the Administrator of the Division of Purchasing.
2 A written determination of necessity is required.
3 Necessity must be based on at least one of the following:

3.1 Type or quantity requirement;
3.2 Expeditious and cost-efficient acquisition; or
3.3 Compatibility with existing property

4 Award is made only to the number of bidders necessary to serve the needs of the state agencies.
5 Multiple awards are not to be made when a single bidder can reasonably serve the acquisition needs of state agencies.

If multiple award is contemplated, you must communicate this possibility to vendors in the solicitation document.

When making a purchase from a contract with multiple contractors, can an agency simply order from any of the contractors issued an award?

No. Once a multiple award is made, state agencies are required, by I.C. 67-5718A, to purchase from the contractor whose terms and conditions regarding: **PRICE, AVAILABILITY, SUPPORT SERVICES AND DELIVERY** are most advantageous to the Agency. Agencies must weigh all four factors in order to determine which Contractor to purchase from.

How does an agency determine which contractor has the most advantageous terms and conditions for that particular agency?

Start with the lowest price contractor. Does the lowest price contractor have the commodity or service that you need? Does that contractor have the product or service available to meet your time line/can it be delivered in time? If support services are involved, can the lowest price contractor meet your service/support needs? If you answered yes to all of these questions, then you must purchase from the lowest price contractor.

If the lowest price contractor cannot meet your delivery time line; or does not currently have the product/service available to meet your needs; or does not offer support services that you need, then you move to the next lowest price contractor and determine if the next lowest price contractor can meet your needs in terms of availability, delivery and support services.

Note: If you determine to purchase from other than the lowest cost contractor on a multiple award contract, document your justification for why the lowest cost contractor could not meet your needs; why the lowest cost contractor did not have the "most advantageous terms and conditions" for your agency, and include this justification in your procurement file.

CHAPTER 13
CONTRACT MANAGEMENT

See DOP Contract Administration and Management Guide

Note: High Dollar/High Risk contracts (as determined by the Administrator and the Agency designee) may require a Memorandum of Understanding (MOU) between DOP and the agency to more specifically define roles and responsibilities through the life of the contract.

CHAPTER 14
APPEALS
Reference Idaho Code 67-9232

NOTE: Appeal provisions in Idaho Code only apply to formal sealed bids/proposals (ITB and RFP). There is no administrative appeal provision for informal requests for quotes (RFQ).

Specification Appeal	There is a 10 business day specification appeal period which applies to ITBs and RFPs. It is important therefore to be certain your solicitation closes at least 11 business days after the last amendment (it would be difficult to address a specification appeal after closing; there would be no time to modify specifications). Specification Appeals are directed to the Administrator.
Non-responsive Appeal	There is a 5 business day appeal period following notification that the vendor is non-responsive. The five business days begins on the day following issuance of the non-responsive letter. No award should be made until this 5 business day appeal period has passed. These letters are faxed and mailed. A copy of the faxed letter and fax confirmation goes in the contract file. The lead should contact the vendor via phone to let them know that the letter is being issued. Discussion focuses on the requirement which was not met by the vendor. Non-responsive appeals are received by the Director.
Not Low responsible Bidder Appeal	There is a 5 business day appeal period following notification that the vendor is not the low responsible bidder. The five business days begins on the day following issuance of the Letter of Intent. No award should be made until this 5 business day appeal period has passed. These appeals are received by the Director.
Sole Source Appeal	Sole source determinations are posted to DOP's webpage for 3 business days. There is a 5 business day appeal period which starts the day after the last day of posting, which is observed prior to issuance of the sole source authorization. Sole source appeals are received by the Administrator.

Best Practices to help avoid the possibility of an appeal:

- Write good generic specifications (not proprietary) to keep the competition open
- Focus on performance-based specifications (functionality) rather than design specifications
- Develop good evaluation criteria prior to finalizing and posting the solicitation
- Follow your evaluation plan and conduct fair evaluations based on the bids/proposals received
- Conduct thorough research prior to submitting a request for sole source or other exemption from competition.

If you receive correspondence that looks like an appeal, contact DOP. When an appeal is received by the Administrator or Director, DOP coordinates with the Director's Office and the Office of the Attorney General to evaluate the appeal and prepare a response. DOP will advise the affected agency when an appeal is received and will request that the agency assist in gathering information and analyzing the merits of the appeal. Since most appeals must be addressed within a three business day period, time is of the essence to evaluate and respond.

CHAPTER 15
AMENDMENTS

If you are contemplating an amendment, get DOP involved early. For contracts issued by DOP, DOP is the signatory and only DOP has the authority to amend the contract.

Amendments are memorialized on DOP's standard Amendment template (*See* Templates and Forms), providing a brief historical background in the recitals, and documenting the changes. DOP will prepare the amendment document in consultation with the agency and the contractor. Once finalized, the document will be sent to the contractor for signature. DOP signs the document last and then issues the amendment in IPRO, uploading the signed amendment document.

Contracts may only be amended if the changes are within the original scope of the contract and any proposed increase in dollar amount is within allowable thresholds (e.g. a contract with an original value of $200,000 for a two year term may not be amended during that initial two year term to add services not contemplated in the original solicitation which increase the dollar amount by $100,000).

In addition, a contract may not be amended so that the total value of the contract exceeds the dollar threshold of the original procurement method (e.g. a $95,000 contract quoted informally may not be amended to increase the value of the contract above $100,000, the formal threshold).

CHAPTER 16
RENEWALS

- DOP tracks renewals for all DOP-issued contracts and will send out notifications to the agency contact identified in the contract based on the renewal time line, below.
- HOWEVER, as part of their day-to-day contract management responsibilities, agencies must monitor contract end dates, the number of additional renewals available, and determine, well in advance of the expiration date, whether it desires to renew or re-solicit.
- Once the renewal determination is made by the agency, DOP issues a letter to the contractor, requesting the contractor's signature agreeing to renew, under the same terms and conditions.
- If the contractor requests modifications to the contract in the renewal (e.g. price increase), DOP analyzes whether the request is allowable under the contract, may request additional justification from the contractor (e.g. documentation of an increase in raw material or transportation costs), and provides the contractor's request and written justification to the agency for its review.
- The agency reviews contractor's request and notifies DOP whether it approves of the modification or whether the requested modification needs to be further negotiated with DOP, the contractor and the agency all involved.
- Once the modification, if any, is agreed upon, and the contractor's signature obtained, agreeing to the terms of the renewal, the agency submits a requisition (via IPRO or a paper DA-1) to DOP to issue the renewal.
- DOP then issues the renewal in IPRO, attaching the contractor's signature on the renewal letter as well as an Amendment document, if modifications were made to the contract in the renewal process.
- The renewal will be issued in IPRO as a new line item, identifying the dollar value of the renewal term.

A general renewal time line follows

RENEWAL TIME LINE

120 Days Prior to Contract Expiration:	**DOP Sends Notice to Agency** alerting agency to expiration; identifying any remaining renewal options (or that the contract is not renewable); and requesting that Agency respond to DOP (on DOP's form) with a request to renew or an indication that the Agency does not desire to renew.
90-120 Days Prior to Contract Expiration:	**Agency returns the form to DOP** If renewing: DOP issues a renewal request to the contractor, noting any modifications/additional terms and conditions for contractor's consideration. If not renewing (*and service or commodity still needed*): Agency submits requisition and specifications to DOP for a new solicitation (for complex projects this should happen at least 6 months prior to the end of a current contract). If not renewing (*and service or commodity NOT needed*): Agency performs contract close-out, with DOP's assistance, as-needed.
30-120 Days Prior to Contract Expiration:	DOP receives contractor's signed renewal and forwards to agency; agency submits a requisition in IPRO for the renewal. DOP processes the renewal in IPRO.
30 Days Prior to Contract Expiration:	DOP Support Staff alerts Purchasing Officer via e-mail if no response has been received from contractor or agency.

CHAPTER 17
ASSIGNMENT

The State's Standard Terms and Conditions provide that a Contractor may not assign its contract without the written permission of the state. In addition to the approval of the Administrator of the Division of Purchasing, the Contractor must also obtain the approval of the Board of Examiners, before an assignment can be finalized. Without BOE approval, the state cannot (by law) pay the proposed assignee.

The first question is whether the Contractor is proposing a true assignment or whether it is simply a change in name. For name changes, without a change to Contractor's FEIN, a simple amendment can be issued to recognize the change in name (there is no assignment).

If an assignment is necessary and has been requested by the Contractor:

- DOP makes an initial review of the merits of the assignment. DOP must determine whether the proposed assignee is "as good as or better than" the Contractor (the Contractor was selected through a competitive procurement process and therefore any replacement entity must be equivalent to or superior to the Contractor, in order to stay true to the competitive process).
- If an initial analysis demonstrates that the proposed assignee may be a viable replacement for the Contractor, DOP completes and issues an assignment cover letter to the vendor making the request for additional information.
- The assignee must provide information regarding its qualifications and experience (as required by the original RFP), along with insurance certificates and any other required documentation.
- Once all of the information required in the assignment cover letter has been received, the Acceptance of Assignment document is provided to the Administrator of DOP for signature.
- After the Administrator has signed the Acceptance of Assignment document, DOP will prepare a cover letter to the Board of Examiners.
- The Board of Examiners subcommittee meets the second Tuesday of each month, and agenda items are due the previous Thursday. The Purchasing Officer must attend this meeting to answer any questions that the subcommittee has. If the subcommittee votes to place the assignment on the Board's consent agenda; that means it's placed together with other items, and the Board will simply vote either to approve or disapprove all items on the consent agenda in a single vote. If the subcommittee votes to place the assignment on the Board's regular agenda; that means that the Board will consider the assignment separately, and may have questions.
- In either case, DOP will attend the Board of Examiners meeting, which occurs on the third Tuesday of each month. If the assignment is placed on the regular agenda, the Purchasing Officer must be prepared to answer questions.
- If the Board approves the assignment, the assignment will go into effect seven days later. A copy of the approved Request for Recognition of Assignment document must be obtained for the contract file. This can be obtained by SCO administrative staff.
- The Contract will also need to be amended to reflect the assignee as the new Contractor.

CHAPTER 18
EXEMPTIONS

There are a number of exemptions provided in Idaho Code and IDAPA. The application of each one will depend on the particular circumstances of the procurement. Some exemptions may be exercised without additional approval from DOP; while others require the express written approval of the Administrator of DOP.

Professional Services Agreements	Agencies may enter into PSAs without further approval from DOP so long as the agreement is for a "professional" service, and specifically limited to one year and $100,000. PSAs are NOT renewable and may not exceed $100,000. These are typically utilized for one-time projects. DOP has a standard PSA template for agencies to use. Agencies are encouraged to work with agency legal counsel to finalize these agreements. (*See* Templates and Forms).
Concession Contracts	Generally speaking, these are contracts for which no state funds are expended; e.g. a merchant service provider which collects its "fee" from the public when credit card payments are processed.
Policy Directives	The Administrator has issued a number of Policy Directives, specifically exempting certain types of procurements. These are located at: Policy Directives. A few policy directives require additional approval from the Administrator. If this is required, you must complete the exemption form (*See* Templates and Forms

Requests for exemptions are reviewed and approved by the Administrator. DOP has created several request forms. Most are one page in length and require a written justification from the agency, along with a signature, and are located in the Table of Templates and Forms:

Request to solicit for Brand Name Only (no equivalents)	It is permissible to specify "brand name or equal" without Administrator approval. If the agency needs a specific brand and can justify that need, the Administrator may allow the agency to be more restrictive by specifying "brand name only."	Competitive rules still apply

Request for exemption from utilizing an open (statewide) contract	Agencies are required to utilize "open" contracts (SBPOs/PADDs). If the agency's need cannot be met by an open contract (based on "capability" of available goods/services), the agency may request an exemption from the Administrator. This is not an exemption from the competitive procurement rules, simply an exemption from utilizing the open contract (the agency must still follow the applicable competitive procurement rules).	Competitive rules still apply
Request to utilize a Policy Directive	Additional approval requirements only apply to a few Policy Directives	Exempt from competition
Request for one-time Delegated Purchase Authorization	To allow the agency to purchase above its authority level for a one-time purchase.	Competition generally required
Request for Emergency Purchase Authorization	Must be a true emergency (health, safety, welfare), with no time to obtain even quick quotes via phone.	Exempt from competition
Request for Multiple Awards	Agency must justify the need for multiple award, based on Idaho Code requirements (*See* **Chapter 12**)	NA (include possibility of multiple award in solicitation document)
Request to Cancel a solicitation	DOP prefers not to cancel a solicitation, if at all possible. Agency must document why it is in the state's best interest to do so.	NA (issue cancellation and return bids/proposals)
Request to Negotiate	IDAPA allows for limited circumstances when negotiation may be authorized by the Administrator (e.g. failed bid)	Exempt from additional competition

Process:

- Agencies complete the request form, sign, scan and e-mail to purchasing@adm.idaho.gov.
- DOP reviews for compliance with Idaho Code and IDAPA and may ask for supporting documentation (e.g. a manufacturer's letter confirming a vendor as a sole distributor).
- If approved, the Administrator signs and DOP staff returns the signed approval via e-mail and then files a copy in DOP's agency file.
- For the agency: keep the approval in your contract file for the purchase, documenting that you obtained an exemption and are in compliance with Idaho Code and IDAPA. If competition is still required, you must complete the applicable competitive procurement process.

SOLE SOURCE AUTHORIZATION (SSA)

IDAPA 38.05.01.045.01 Only a Single Supplier. Sole source purchase shall be used only if a requirement is reasonably available from a single supplier. A requirement for a particular proprietary property item does not justify a sole source purchase if there is more than one (1) potential bidder or offeror for that property item.

- Agencies must research suppliers and justify the need for the item or service.
- A request to purchase from a single supplier (Sole Source Authorization) must be made via DOP's current SSA Form (*See* Templates and Forms).
- Support Staff at DOP will conduct an initial review to be certain that:
  - the SSA is signed
  - a dollar amount and copy of the vendor's quote are provided
  - the agency has completed the applicable boxes on the SSA request form
- If information is missing, support staff will contact the agency for the missing information.
- Once a complete package is received, support staff provides the documents to the designated Buyers/Purchasing Officers for an initial review.
- If the request is IT related, the IT Purchasing Officer will also conduct an initial review.
- DOP may request additional information from the agency.
- The reviewing Buyers/Purchasing Officers will provide a recommendation to the Administrator, to either approve or deny the sole source request.
- The Administrator reviews. If denied, the agency is notified of the action, with a copy of the SSA form placed in the agency folder at DOP.
- If approved by the Administrator, the Administrator signs the SSA form and provides it to support staff.
- Support staff prepares a legal notice for the Administrator's approval.
- Once the notice is approved, support staff publishes the notice on DOP's webpage for a minimum of three business days, and alerts the agency via e-mail.
- Support staff places a copy of the legal notice in the SSA file created for the request (along with the approved SSA form, the requisition, and any other supporting documentation).
- After three business days (or such longer time as designated by the Administrator), the notice is taken off of the webpage.
- A five business day appeal period follows the last day of posting.
- If no appeals are received in this five day period, the SSA becomes effective, and a copy is provided to the agency and placed in the file at DOP.
- The Agency then may pursue its own contract, with the sole source provider, pursuant to the terms of the Sole Source Authorization (including any conditions or other requirements established by the Administrator).

For Agencies:

When completing the sole source request form, indicate if it is a new request, a request to amend a current SSA or a request to renew an SSA. Provide the dollar amount for the requested term and indicate the current SSA# if there is one. Be certain to provide a detailed justification and SIGN the form.

CHAPTER 19
RECORD-KEEPING

For agencies conducting their own procurements under delegated authority, a file must be created at the agency for any procurement of $10,000 or above which includes, at a minimum, the following:

	Requisition/Budget Authority
	Copy of the RFQ, ITB or RFP (as well as all amendments).
	Documentation of advertisement/attempts to obtain quotes/bids/proposals; and copies of vendor Bids/Proposals.
	Documentation of attempt to obtain responses from at least 3 Idaho vendors (with a significant Idaho economic presence).
	All vendor correspondence related to the procurement.
	Documentation of how the successful vendor was selected, including all scoring sheets, evaluator rights/responsibilities and privacy/conflict of interest forms; and any other notes or forms used by anyone involved in scoring or ranking the responses or in determining the successful vendor.
	Copies of letters of intent with fax confirmation (for formal procurements).
	Copy of the resulting Contract/Purchase Order.
	Documentation of all required approvals.
	Documentation of payments and deliverables (including final payment/acceptance).
	Documentation of contractor performance/satisfaction.
	Bond Release form (if necessary)
	Completed contract closeout checklist

CHAPTER 20
PUBLIC RECORDS REQUESTS

DOP receives public records requests on a regular basis. If your agency receives a request for a record held by DOP (as the official contract holder, for procurements issued by DOP), please advise the requestor to contact DOP directly (if DOP receives a similar request, for an agency-held document, DOP will advise the requestor that it does not hold the record, and to contact the agency).

For solicitation purposes, it is important to remember that all documents related to the solicitation are public record, unless specifically exempted by Idaho Code. This includes e-mail correspondence and notes on evaluator score sheets, etc.

CHAPTER 21
CONTRACT CLOSEOUT

See General Checklist in Contract Administration and Management Guide