

# SOURCINGColorado



## ***2013 Procurement Advisory Council Spring Summit Breakout Sessions Results***



- ✓ ***Procurement Reform***
- ✓ ***Best Practice Solicitations***
- ✓ ***Disability Set-Aside Suppliers***
- ✓ ***Discretionary Spending***
- ✓ ***Protest Avoidance Strategies***
- ✓ ***Reciprocity & Instate Preferences***
- ✓ ***RFP Best Practices***



**Colorado**

Department of Personnel  
& Administration

Division of Finance and Procurement

**PROCUREMENT**Colorado

*The Programs of the State Purchasing Office*

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## PROCUREMENT REFORM

1. The threshold for discretionary spending for goods is \$10,000 and for services is \$25,000.

**What is the benefit of leaving them at their current levels or changing legislation to change these levels (higher or lower amount?).**

- **Team McGovern** (Group 1)
  - Tax Relief Extension Act (TREA) study showed our dollar thresholds were high
  - Take inflation into account in raising amounts
  - Address mitigating risks, suggest process to regulate selection
  - Show reasonable effort that fair and reasonable pricing was obtained
  - Need data to show spend
  - Increase documented quote (DQ) threshold
  - Is there a good method to cost out projects to determine what project will cost? (Not just keeping at or below \$150,000). Suggest an informal quote to get an idea of the cost to determine selection method
- **Team Archuleta** (Group 2)
  - Leaving: N/A
  - Changing:
    - Currently lower return on investment (ROI) for amount of work
    - Suggest increasing goods to \$25,000 and services to \$50,000
- **Team Schouweiler** (Group 3)
  - Review amounts periodically and/or annually
  - Process in statute
  - Increase threshold for purchase orders (PO's)
  - Why issue PO's and contracts? Benefits vendor and end user relations
- **Team Corman** (Group 4)
  - By maintaining current levels, it will help to prevent political award pressure
  - Increasing levels would help support awards to more diverse suppliers
  - Increasing limits would help to reduce the workload for documented quotes (DQ's)
  - Way more data
  - Why do goods and services differ?
- **Team Steelman** (Group 5)
  - Benefits of leaving as is would be more competition and better pricing
  - Benefits of changing to a higher amount would be to reduce administrative costs and create faster acquisition. Suggest goods levels to be \$15,000, services to be \$35,000 (non-construction) and \$50,000 (construction)

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- **Team Ward** (Group 6)
  - The threshold levels are too low, suggest \$25,000 for goods and \$50,000 for services
  - Would like to see some continuity with contract levels to \$100,000
  - Consider raising purchase order (PO) levels as well
- **Team Kennedy** (Group 7)
  - Increase discretionary spending \$25,000 to \$50,000
  - Increase for more localized purchases
  - The cost of goods (COG) has increased
  - Why different dollar amounts between goods and services?
  - Risk based versus type of service
  - Resources required
  - Will still be able to determine fair and reasonable pricing
- **Team Archer** (Group 8)
  - N/A

2. Currently the Procurement Code requires non-resident bids to be weighted with the same preference their state gives to resident bidders. **What is your current business processes to support reciprocity and how can the State Purchasing Office be more supportive of your purchasing unit?**

- **Team McGovern** (Group 1)
  - Where is the state of Oregon's list?
  - Provide training and guidance
  - Change the evaluation criteria to develop a standard
  - Look at Geographic's (i.e. border states)
- **Team Archuleta** (Group 2)
  - Need more education and guidance regarding reciprocity. We currently do not check or only check in instances of a tie, also looking for uniformity in best practices
- **Team Schouweiler** (Group 3)
  - Identifying in the system between states
  - Change the definition of a Colorado business (i.e. Xerox)
- **Team Corman** (Group 4)
  - Suggest better communication of standards for other states
- **Team Steelman** (Group 5)
  - Suggest State Purchasing have reciprocal information on the website
  - Provide training
  - Suggest checking Oregon's website for business processes

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- **Team Ward** (Group 6)
  - There is a need for standardized processes
  - Establish business processes
  - Have a better understanding of State buildings role
- **Team Kennedy** (Group 7)
  - The lack of local resources may be a factor
  - Pricing
- **Team Archer** (Group 8)
  - N/A

### 3. How can we be more “business friendly and inclusive” with Colorado companies?

- **Team McGovern** (Group 1)
  - Networking between prime and subs
  - Through the Vendor Self Service (VSS) bulletin board
  - Need to leverage data that will be available with new COFRS
  - More permissive price agreements with local and small vendors
  - Look at vendor self reporting
- **Team Archuleta** (Group 2)
  - Provide resources for vendors explaining the process (i.e. brochure)
  - A uniform definition of a “Colorado” company
  - Conduct reverse vendor trade shows
- **Team Schouweiler** (Group 3)
  - The list of vendors in BIDS is too narrow
  - More vendor events
  - More standardization and format in solicitations for proposals, so proposals are easier to prepare and submit
  - Have cooperative purchasing between Departments
  - No BIDS fee for Colorado businesses
- **Team Corman** (Group 4)
  - Department of Corrections model grooms local vendors
  - Increase number of permissive agreements
  - Allow agencies to source locally
  - Support vendor fairs around the state
- **Team Steelman** (Group 5)
  - Through outreach
  - Reduce or eliminate the fee for BIDS registration
  - Reduce or eliminate required paperwork
  - Conduct statewide training for vendors

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- **Team Ward** (Group 6)
  - Making processes more clear because vendors are confused over processes from agency to agency
  - Make commodity codes mandatory for vendor registration and payments, this will help with vendor management
  - Look into mirroring some functionality of sites such as BidNet
- **Team Kennedy** (Group 7)
  - Reciprocity is an issue
  - By providing more information to vendors so they can understand the process
- **Team Archer** (Group 8)
  - A catalogue with index of minority vendors with notification of solicitation opportunities
  - A vendor registration to identify their minority status (i.e. database). The Secretary of State has vendors register annually to conduct business with the state as a new business and/or renewing business
  - Connect discretionary spending with small businesses and minority businesses
  - Educate purchase card users
  - Look at discretionary spending and identify percent going to minorities
  - Conduct fairs for vendors with reverse roles where state employees present the need to vendors instead of listening to vendor pitches
  - Conduct fairs on the unit level

4. The idea behind utilizing cooperative purchasing agreements is that you receive a better value for the goods and services you are procuring based on more units buying the same products or services. Also there is no need to complete a formal solicitation. There is a concern that local businesses will not be able to compete in the local market. **What are ways that we can embrace cooperative purchasing without excluding local businesses?**

- **Team McGovern** (Group 1)
  - Referring to other agencies solicitations
  - Have standard cooperative language to include in the original solicitations
  - More encouragement to utilize the state networking bulletin board and/or blog
- **Team Archuleta** (Group 2)
  - Increase discretionary spending limit
  - Educate end users about benefits of using small businesses
  - More flexibility regarding vendors on price agreement list
  - Make smaller and/or rural companies aware of upcoming opportunities

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- **Team Schouweiler** (Group 3)
  - Do away with mandatory agreements so they can select smaller and/or other companies
  - Develop ways to use other agencies solicitations and awards so it doesn't start from scratch
- **Team Corman** (Group 4)
  - Update procurement rules to allow agency to agency cooperatives (CO-OPS).
  - Better communication with political subdivisions (poli-subs) on opportunities by using the State Purchasing Office website list serve and utilizing the Procurement Advisory Council (PAC)
- **Team Steelman** (Group 5)
  - N/A
- **Team Ward** (Group 6)
  - Need to change the rules to allow for use of agreements across agencies
- **Team Kennedy** (Group 7)
  - N/A
- **Team Archer** (Group 8)
  - N/A

## 5. What would you change in Procurement Code or Rules to create better efficiencies in the procurement process?

- **Team McGovern** (Group 1)
  - Re-evaluate time frames and thresholds
  - Better define protest or aggrieved
  - Code is up for interpretation
  - Formal bid opening is counterproductive to going electronic
  - Looking at waivers
  - Group to lead COFRS II to match code
- **Team Archuleta** (Group 2)
  - Increase discretionary spending limits
  - Posting timeframe standardization
  - Close the gap between discretionary spending and purchase order limits
- **Team Schouweiler** (Group 3)
  - N/A

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- **Team Corman** (Group 4)
  - Must be next award potential for protest rights
  - The list of exemptions needs to be updated (i.e. program specific)
  - Simplify the types of construction solicitations as well as other solicitations
  - Expand the use of negotiations
- **Team Steelman** (Group 5)
  - More autonomy within the agency especially in regards to waivers
  - Increase the limit for documented quotes
  - Electronic submittal for all solicitation types
- **Team Ward** (Group 6)
  - Discontinue public bid openings
  - Need to have more clarity and/or explanation around debarred or excluded vendor list
- **Team Kennedy** (Group 7)
  - The internal processes are cumbersome
- **Team Archer** (Group 8)
  - N/A

## 6. Should all Price Agreements be permissive?

- **Team McGovern** (Group 1)
  - Should be permissive
  - Geographically, mandatory is a challenge
  - Agency Purchasing Directors at delegated agencies can do waivers for 20% volume in order to still get volume. Anything higher would go to state purchasing for approval
- **Team Archuleta** (Group 2)
  - They should be decided according to a case by case basis
- **Team Schouweiler** (Group 3)
  - N/A
- **Team Corman** (Group 4)
  - Yes (i.e. MRO Industrial)
- **Team Steelman** (Group 5)
  - Most should be permissive but several in each category create competition
- **Team Ward** (Group 6)
  - N/A
- **Team Kennedy** (Group 7)
  - Yes

- **Team Archer** (Group 8)
  - N/A

## 7. What are the implications if all Price Agreements were permissive? (Perhaps no rebate if an outside supplier is chosen, etc.)

- **Team McGovern** (Group 1)
  - N/A
- **Team Archuleta** (Group 2)
  - More difficulty setting standards
  - Potential for lower pricing
  - More overlap
- **Team Schouweiler** (Group 3)
  - N/A
- **Team Corman** (Group 4)
  - Include vendors in waiver process
  - Offer tiered pricing, computer discount
  - Volume based on agency spend and not statewide volume
- **Team Steelman** (Group 5)
  - End user would realize better customer service
  - Better pricing
  - Liability risk to the purchasing person
  - Would not be able to track purchases
  - Satellite offices would benefit from being able to purchase in their own community
- **Team Ward** (Group 6)
  - N/A
- **Team Kennedy** (Group 7)
  - It will allow abuse
- **Team Archer** (Group 8)
  - N/A

## 8. What are ways we can use technology to find Historically Underutilized Businesses (HUBs – Minority, Woman, Small Businesses, etc.)?

- **Team McGovern** (Group 1)
  - Utilize COFRS II and the Vendor Self Serve (VSS).
  - Look at a way to validate small, minority and women's (SMW) companies, not just rely on self reporting

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- **Team Archuleta** (Group 2)
  - Standard form requesting information from vendors
  - Entering data into COFRS so it can be viewed and/or analyzed
  - Tap into other databases of organizations that track this information (i.e. Chamber of Commerce)
  - Work with the Secretary of State to enhance data analysis
- **Team Schouweiler** (Group 3)
  - N/A
- **Team Corman** (Group 4)
  - By social networking
  - By utilizing the Office of Economic Development and International Trade
- **Team Steelman** (Group 5)
  - N/A
- **Team Ward** (Group 6)
  - N/A
- **Team Kennedy** (Group 7)
  - Establish a database
- **Team Archer** (Group 8)
  - N/A





## BEST PRACTICE SOLICITATIONS

**This interactive session focused on best practices when soliciting DQ, IFB, RFQ's, AFB's with a pre-qualification requirement.**

### **1. What are some examples that your agency has experienced on do's and don'ts?**

- **Do's:**
  - Visit bid site
  - Look at other state's websites
  - Visit the National Institute of Government Professionals (NIGP) and the Rocky Mountain Governmental Purchasing Association (RMGPA) website
  - Use colleagues
  - Be consistent when dealing with vendors
  - Give clear direction
  - Meet with Project Manager
  - Use Subject Matter Expert (SME) form for evaluators
  - Use odd numbers for number of evaluators
  - Use non-disclosure agreement with evaluators
  - Use evaluator numbers
  - Remind evaluators that forms become public records
  - Have evaluators be as specific as possible
  - Have evaluators look at submissions in different orders so the same company is not always evaluated first
- **Don'ts:**
  - Be too flexible
  - Overload evaluation team
  - Use supervisor or subordinate from same department
  - Make the evaluators identifiable
  - Provide technical and price information to evaluators at the same time
  - Release tabulation sheets before final award

### **2. If I only knew, I would have done this differently? N/A**

### **3. Can a vendor protest a documented quote?**

- Option 1: Add language that there are no protests, but clarification after the fact may be available

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## **4. Do you use checklists, evaluation sheets?**

- Checklists:
  - Secretary of State (SOS),
  - System Award Management (SAM),
  - For construction K's: use state building templates

## **5. Do you post tabulation sheets on BIDS or do you require a CORA request?**

- Allow vendor to review sheets
- Post tabulation sheets to website (not recommended, but an available option)

## **6. What documentation should you have in your file? N/A**

## **7. What do you do in a situation when the vendor has a change in personnel (i.e. new project manager/superintendent, lead architect/engineer, etc) in a pre-qualification process. Do you disqualify or have your selection team re-evaluate? N/A**



## DISABILITY SET-ASIDE SUPPLIERS

[C.R.S. 24-103-805 "Contract set asides"]

- Per Colorado Revised Statute 24-103-802(7), State Agencies are defined to include any state office, department, commission, institution, bureau, or any agency, division, or unit within a department or office. It shall include each Institution of Higher Education and the Colorado Commission on Higher Education. Applies to “opted-out” Higher Ed.
- Categories (**NOTE:** not all categories have vendors to provide):

Advertising/Marketing/Public Relations  
Building Maintenance Services  
Environmental Services  
Grounds Maintenance & Landscaping Services  
Janitorial Services  
Library Services  
Printing/Bindery Services  
Security Services  
Temporary Personnel Services  
Translation Services

Audio-Visual Services  
Document Destruction  
Food Services  
Human Services/Social Services  
Laundry Supplies & Equipment  
Mailing/Courier/Shipping Services  
Records Management/Document Scanning/Data Entry  
Telecommunication Services  
Transcription Services  
Vending/Dispensing Services

- There are eight (8) regions (county groupings); vendors service by region, and some vendors do all regions (as identified in the price agreement):
  - Central
  - North Central
  - North Eastern
  - Northern Mountain
  - Northwestern
  - Southwestern
  - South Central
  - South Eastern
- Application/recertification of these vendors is done yearly (calendar year) by the Department of Human Services (Steve Rosenthal); vendors have to apply/be recertified each year
- Does NOT apply to purchases within discretionary thresholds (under \$10K goods/\$25K services)
- Does NOT apply to current and/or future State Awarded Price Agreements
- Does NOT apply to agency contracts that have not expired or been terminated
- Only applies when doing **new** solicitations
- Solicitations to these specific vendors are posted using BIDS
- If none of the vendors responds to the Disability Set-Aside solicitation, agency is free to go to open solicitation



## **DISCRETIONARY SPENDING & UTILIZATION OF SMALL/MINORITY OWNED BUSINESS'**

### **Discretionary Spending:**

#### **1. How do you currently find suppliers for discretionary purchases?**

- Google search
- Program people's recommendations
- Networking

#### **2. What considerations do you give for Historically Underutilized Businesses (HUBs) / Minority and Women Owned Business Enterprises (MWBES) in your discretionary spending?**

- Yes we consider, but have trouble identifying

### **HUB Utilization:**

#### **3. What are some ways we can create solicitations to be more inclusive of HUBs?**

- Be careful not to narrow the scope of work that eliminates Historically Underutilized Businesses (HUBs)
- Be careful not to make processes cumbersome or expensive for HUBs
- Make it Easier for small businesses to respond to solicitations
- Accept bids electronically whenever possible
- Centralize state procurement

#### **4. Understanding the importance that HUBs give to the Colorado Economy what are other ways that we can engage more HUBs in the procurement process and make it easier for them to get awarded solicitations?**

- Outreach and educate HUBs on how to conduct business with the State.
- Conduct reverse vendor fairs

#### **5. What type of technology (if any) could be used to find HUBs?**

- The Secretary of State database
- Partner with higher education regarding the Geographic Information System (GIS) a system used to find location of businesses in Colorado based on industry code
- Make Push notices mobile
- Educate purchasing card approving officials of the importance of using HUBs
- Have the Division Director stress the priority

#### **6. Why is it important (or not) to track HUB utilization in your procurement department?**

- Tracking volume
- It is the only way to conduct business

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## Background Information:

The Procurement Code of Ethics States - # 9. **Provide an environment where all business concerns, large or small, majority or minority owned, are afforded an equal opportunity to compete for State of Colorado business.** It is generally recognized that all business concerns, large or small, majority- or minority-owned, should be afforded an equal opportunity to compete. However, most government entities and many corporations have developed specific guidelines and procedures to enforce policies designed to support and stimulate the growth of small business and those owned by minorities or other disadvantaged groups. Such businesses are dependent for their survival and expansion upon being given the opportunity to compete in the marketplace with their larger competitors. Thus, it is incumbent upon the purchasing professional to give them consideration in buying decisions by providing the opportunity to present products and services, and through opportunities to bid.

Currently the State of Colorado does not have any specific goals or percentages for utilization of HUBs. Federal law requires race based programs be "narrowly tailored" in order to have these types of goals. The Colorado Legislature decided not to do a disparity study so how does the Colorado Procurement Community work to afford HUBs business with the State of Colorado? We are going to go through a series of questions to best understand how we can give better consideration for the HUB community.



## PROTEST AVOIDANCE STRATEGIES

### 1. What is a protest? (Procurement Code Reference)

- Using the word “protest” is to complain and/or challenge processes.
- Terminology clarifications
- Vendors saying we are “mislead” by other Offeror’s
- Reasons for protests:
  - We scored wrong
  - Pick apart evaluation committee
  - Disconnect between comments verses scores
  - High dollar and/or high profile solicitation
  - To cover their errors
  - Economy
  - Vendors don’t understand the process
  - Incumbent
  - They are convinced they can overturn award
- Certain products are more prone to protest:
  - Information Technology (I.T.)
  - High dollar
  - High profile
  - Construction

### 2. Best practices, tools, guidance to minimize/avoid protests

- Database to track valid protests
- Minimize disparities between scoring and comments of evaluation committee
- Scoring criteria, guidelines, and definitions
- Remind committee that we have to defend the process
- Take the time to educate the evaluation committee
- Debriefing after award (not just looking at score sheets)
- Don’t hide behind protest period
- Focus on strengths and explain what can be done next time, and empathize
- Use *Michael Asner* resources (RFP expert & mentor)
- Clear, reasonable and defensible comments
- Explain to committee what is being asked for in the RFP and what the criterion is
- After award, reach out to unsuccessful Offeror’s and give them the opportunity for a debrief. It lessens the chance for a protest (proactive)
- Gives office or department the reputation of being open and fair
- Debriefing:
  - Brief agents on what to do and say:
    - Example: “This is where the winning proposal “stood out”
  - Brief agents on what not to say

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- Have scribe for evaluation discussion
- Recommendation to award and/or decision memo:
  - Summarize the strengths of all proposals, but structure to the features of the winning vendor
    - Always loop in the price
    - Material aspects of where decision turned
- File documentation:
  - Bid folder checklist;
    - Files for all different correspondence;
      - ◆ Award
      - ◆ Evaluations
      - ◆ Questions, miscellaneous
      - ◆ Confidentiality etc.
- Know committee members from the beginning of process and have members from “outside” project

### 3. How to handle protests

- Can still work on contract during protest, just can’t execute contract on RFP
- DQ Protests - No formal process and/or guidance [Judson]

### 4. Who needs to be involved?

- Purchasing agent writes 1<sup>st</sup> draft (w/Project Lead)
- Response to vendor from Purchasing Director:
  - cc: Judson on correspondence to vendor
  - No “side conversations” giving the perception of influencing

### 5. Lessons learned

- Be careful with minor informalities;
  - Can contact vendor for some of these:
    - Forgot to sign signature page
    - Didn’t return disk etc
- Bid Delivery:
  - If it is outside of the vendors control and is received late, can accept

### 6. Importance of documentation N/A

### 7. Appeals N/A



## RECIPROCITY & INSTATE PREFERENCE

### Statutory Structure:

Reciprocity is a form of in-state preference, governed by §8-18-101 CRS. The statute provides that: “When a contract for commodities or services is to be awarded to a bidder, a resident bidder... shall be allowed a preference against a nonresident bidder equal to the preference given or required by the state in which the nonresident bidder is a resident.” A resident bidder is defined in §8-19-102(2) as either:

1. A person, partnership, corporation, or joint venture that is authorized to transact business in Colorado and that maintains its principal place of business in Colorado; or
2. A person, partnership, corporation, or joint venture that: is authorized to transact business in Colorado; and maintains a place of business in Colorado; and has paid Colorado unemployment compensation taxes in at least 75% of the eight quarters immediately prior to bidding on a contract.

With the exception of the reciprocity provisions, the tie-bid statute is the only in-state preference required or allowed. Section 8-18-101(b) CRS provides that: “When an invitation for bids for a contract for the purchase of commodities results in a low tie bid, ... the provisions of §24-103-202.5 must be followed.” (Note that **reciprocity** applies to both goods and services and is not restricted to IFB’s, while the **tie bid** statute applies only to commodities purchased through an IFB process.)

### Procedures for applying reciprocal preferences

In practical terms, the reciprocity statute requires that for each competitive solicitation process, you must:

1. Determine whether or not the apparent winning vendor is a “resident bidder” using the above definition. If the vendor is not a resident, you must then
  2. Determine whether the state in which the vendor is a resident has an “in-state preference.” If that states does provide or require an in-state preference, you must
  3. Apply that same preference in favor of the next lowest (or next highest scoring) resident bidder. After applying the preference, you would then award to the lowest (or highest scoring) bidder.

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## Example 1: You issue an IFB for tires and receive the following bids:

Vendor A (from West Dakota)	\$46,400
Vendor B (from Colorado)	\$48,900
Vendor C (state unknown)	\$50,100

You must now:

1. Determine whether the state of West Dakota has an in-state preference. You find that it has a 10% in state preference.
2. Determine whether Vendor B is a Colorado resident bidder under the statute. You determine that it is a resident bidder.
3. Subtract 10% from B's bid amount. This is  $\$48,900 - \$4,890 = \$44,010$ .
4. The Colorado vendor, when given the preference against vendor A, is now low; therefore, you must award to the Colorado vendor **in the amount of his bid, \$48,900.**

- Verify the State of the vendor by utilizing The Secretary of State, and if it is different than Colorado it is considered "foreign" and will list the State of the vendor (most will say Delaware)
- Federal tax exemption in some instances
- Is low bid a Colorado company? If not, then need to go further
- With reciprocity the State may pay more money
- In regards to construction, if it is not 80% Colorado workers we don't have to do reciprocity because they are not qualified
- Add analysis to procurement file
- Have a list of preferences
- Compost. team Archer? Where are standards? *(note: not able to identify what is meant by "Compost." after exhausting all resources to interpret (i.e. emailed author, Google)*

## Example 2: You issue an IFB for tires and receive the following bids: N/A

Vendor A (from West Dakota)	\$46,400
Vendor B (from East Dakota)	\$46,900
Vendor C (from Colorado)	\$49,100

You must now:

Determine whether the state of West Dakota has an in-state preference. You find that it has a 10% in state preference.

1. Determine whether Vendor C is a Colorado resident bidder under the statute. You determine that it is a resident bidder.
2. Subtract 10% from C's bid amount. This is  $\$49,100 - 4,910 = \$44,190$ .
3. Since this is lower than A's bid, A is eliminated.

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4. Determine whether the state of East Dakota has an in-state preference. You find that it has a 2% preference.
5. Subtract 2% from C's bid amount. This is  $\$49,100 - \$982 = \$48,118$ .
6. Since this amount is still higher than B's bid, **award to vendor B for \$46,900**

## Finding Other States' Preference Laws

The State of Oregon collects reciprocity information from each state annually, summarizes it, and posts it on their web site. You can access the site at:

[http://www.oregon.gov/DAS/EGS/ps/Pages/RecipPref/detail\\_a\\_main\\_page.aspx](http://www.oregon.gov/DAS/EGS/ps/Pages/RecipPref/detail_a_main_page.aspx)



## RFP BEST PRACTICES

1. **Does your organization use RFP's?** N/A  
(# per organization)
2. **What are RFP's?**
  - Decision criteria that produces a desired outcome a shared risk and Subject Matter Expert (SME) identification
3. **RFP Examples?**
  - Information Technology (IT)
  - Responsible Acceleration of Maintenance and Partnerships (RAMP)
  - Airport system
  - Medicaid management
4. **RFP Resources?**
  - Request for Proposal (RFP) library
  - Evaluation criteria template
  - Monthly meetings
  - Use other state examples
  - National Association of State Procurement Officials (NASPO), National Institute of Governmental Purchasing (NIGP) and the Rocky Mountain Governmental Purchasing Association (RMGPA)
  - State Purchasing Office list serve and other states list serve
5. **What are the types of RFP's?** (List RFP types and best practices for each)
  - Posting duration. Doesn't have to be 30 day and/or driven off complexity
  - Evaluation committee use odd numbers 3-5 (compile outside party)
  - Pre-qualify committee
  - RFP creation, contracts, program
6. **What are the benefits to RFP's?**
  - Evaluates more than the price
  - There is more transparency
  - More interaction with the vendor
  - More leverage to negotiate
7. **What are the drawbacks to RFP's?**
  - Time
  - Relationship with programs
  - Complex perception
  - Protests



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