



Basecamp

2018 Program Update



2/20/2018

BASECAMP'S PROGRAM STRUCTURE

The Basecamp Program was developed in partnership by the Office of the State Chief Information Officer (OSCIO) and Procurement Services (DAS-PS) within Oregon's Department of Administrative Services (DAS) to provide greater access and improve the quality and delivery of information technology (IT) solutions across the state.

The Basecamp Program includes seven full-time Limited Duration staff, three Strategic Sourcing Specialists within the State Chief Information Office's Vendor Management Program as well as three IT Procurement Strategists and one Procurement and Contract Specialist 3 with the Procurement Services Information Technology Business Center. Both the Strategic Sourcing Specialists and the IT Procurement Strategists are classified Operations and Policy Analyst 4. Below is a summary of Basecamp's funding structure:

| Program | Funding Source | Classification | | Cost |
|---|--|-----------------------------------|--------------------------------------|------------------------|
| | | LD Operation and Policy Analyst 4 | LD Procurement Contract Specialist 3 | |
| OSCIO Vendor Management | Agency Assessment | 3 | 0 | \$703,239 |
| Procurement Services IT Business Center | Vendor Collected Administrative Fee (VCAF) | 3 | 1 | \$896,015 |
| Total Cost | | | | \$ 1,599,254.00 |

Figure 1: Basecamp Funding Structure

The Strategic Sourcing Specialists are engaged primarily in conducting market research, supporting stakeholder engagement, and providing vendor management services. Basecamp's IT Procurement Strategists at Procurement Services provide public procurement expertise to support IT initiatives through leadership, procurement, and contract administration. Below is a diagram that identifies core process groups these positions engage in during the strategic sourcing process.

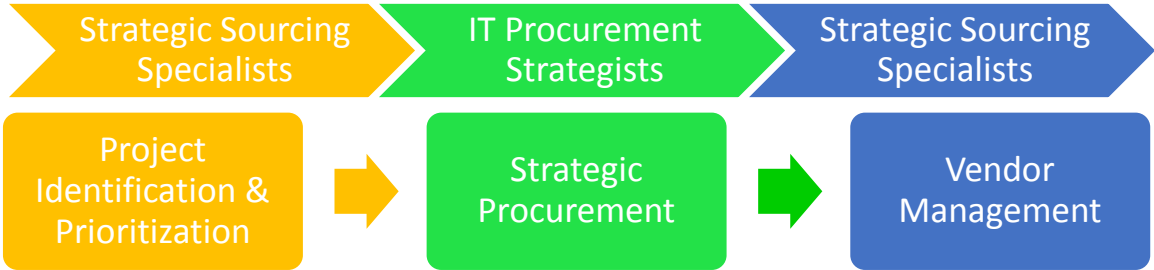


Figure 2: Basecamp Personnel Responsibility Areas

BASECAMP PROGRAM OVERVIEW

Basecamp was established with the understanding that the existing set of IT Price Agreements offered did not fully meet the needs of government and educators across the state. The lack of availability of price agreements resulted in missed opportunities to leverage statewide spend and led to unnecessary fragmentation and duplication of sourcing and IT efforts. Basecamp aims to solve these problems while providing vendor portfolio management and simplifying enterprise architecture and interoperability between organizations.

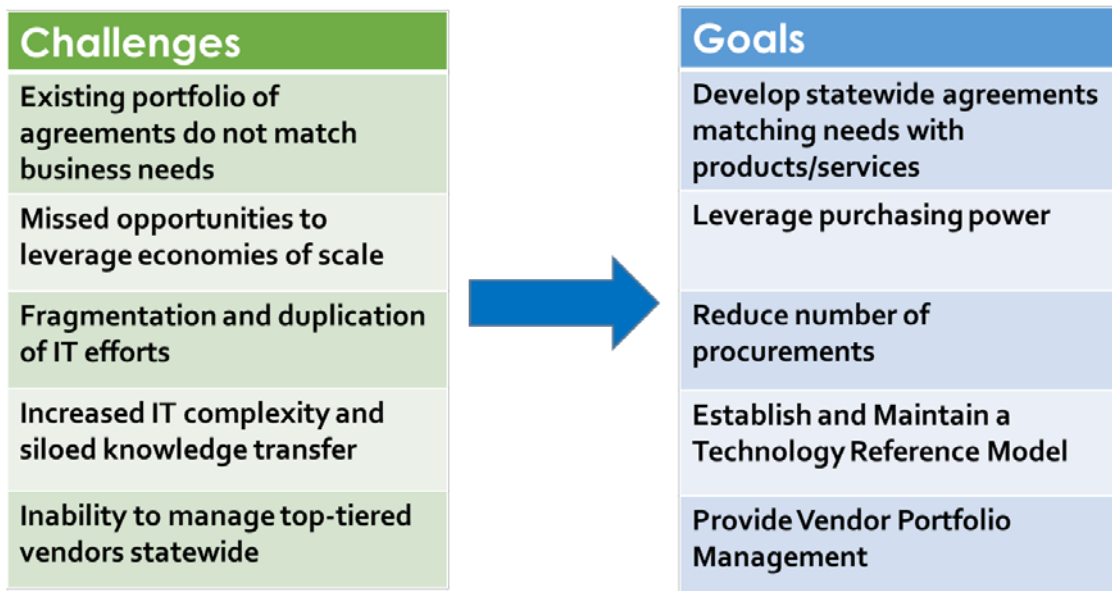


Figure 3: Original Challenges and Basecamp Goals

The Basecamp Program prides itself on working with organizations across our diverse state and local communities to build great procurements. Our engagement with schools, local government, and diverse state agencies drive what we do- from idea to solution delivery. In the past 6 months, Basecamp brought in more than 50 different stakeholders from 28 organizations to play a direct role in building our procurements. Those organizations that have played a critical role advancing Basecamp's procurements, more than 1/3rd of those came from local government and our educational organizations.

In addition to the diverse stakeholders we champion, Basecamp provides sourcing research, transparency tools and vendor management to meet demands for IT solutions. Rooted in enterprise architecture, all Basecamp projects leverage the State's Technology Reference Model (TRM) to prioritize projects and fill procurement gaps, and will make purchasing more convenient and structured for organizations across the state. In time, this approach will lessen the administrative burden of one-off procurements while providing greater opportunities for savings and collaboration for our stakeholders and private enterprise.

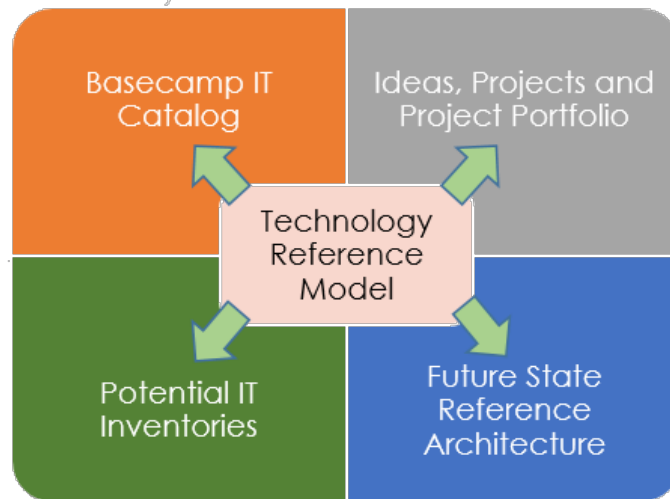


Figure 4: Technology Reference Model Integration

Lastly, vendor management tools and performance information will help users make informed decisions about what they buy, and who they buy it from- reducing risk and driving business to those firms under contract who are the best performing.

ENGAGING THE COMMUNITY OF GOVERNMENT & EDUCATORS

Since inception, outreach and communication have been central to Basecamp’s operations. Connecting with the more than 500 organizations serviced through IT price agreements requires multiple channels of communication. Basecamp has held two government partner outreach events informing nearly 100 staff from every level of government across the state about the benefits of the program. In addition, Basecamp has presented, held a booth, or spoke at multiple local and regional conferences reaching out to thousands of individuals at events including:

1. Association of Oregon Counties
2. League of Oregon Cities
3. Oregon Association of Government IT Managers
4. Intergovernmental Cooperative Purchasing Organization
5. Governor’s Marketplace
6. Digital Government
7. Oregon Reverse Vendor Tradeshow

The program maintains a list of more than 300 interested professionals from around the state that receive regular notifications and updates from Basecamp. These professionals are invited to take part in every Basecamp project- providing feedback and insights, indicating their organization’s interests, and volunteering to take a greater role in developing the procurement.

BUILDING STRATEGIC PARTNERSHIPS WITH OUR VENDORS

Basecamp takes an active role in managing vendor relationships and frequently meets with them aiding in the navigation of state procurement and working to engage agencies on existing state price agreements. To date, the program has registered 235 vendors who are receiving notifications about the Basecamp Program, additionally more than 150 vendors have provided detailed information about the solutions they provide to build our database of firms who are interested in participating with the program. Basecamp has also conducted direct outreach to more than 180 vendors in our community, to help them get more involved and to gain greater understanding of their products and services.

AVOIDING COSTS THROUGH STRATEGIC PROJECTS

The Basecamp program found early success through a pilot project that aimed at understanding how the state manages its IT Assets. In mid-2017, Basecamp contracted with a vendor to conduct an IT Asset Management Review and Maturity Assessment which established a baseline and identified opportunities to optimize licensing from four of our largest software providers (IBM, Microsoft, CA, and Hitachi Data Systems). Basecamp worked closely with the State Data Center, DAS IT and ODOT on this project. Through this endeavor, Basecamp's vendor was asked to identify areas of opportunity to achieve hard dollar savings and assess the maturity within each organization, conduct a gap analysis and identify compliance risks. The Basecamp Program through this project was able to identify approximately \$7.9 million dollars of risk and cost avoidance annually that we were able to correct through the installation and use of a free discovery tool that is required for discounted 'sub-capacity' licensing.

BASECAMP'S PROJECT PORTFOLIO

While building a new program that aims to improve statewide IT contracting and vendor management practices, Basecamp took the lead on key initiatives and pilot projects that reduced risks and realized cost savings. Basecamp has executed two non-statewide contracts aimed at improving Asset Management practices and meeting specific requirements of our Oracle Settlement that will help increase value by facilitating use and mitigating long-term risk.

The Basecamp program is actively working on multiple strategic IT procurements to build out our IT portfolio of managed contracts and align to the state's Technology Reference Model (TRM). These efforts will reduce costly agency specific procurements and provide guidance to stakeholders around the acquisition of information technology. Below is a list of projects that are being actively procured and are expected to be made available to our purchasing partners shortly:

Procurements in Award & Negotiation Phase:

1. IT Quality Management Services

2. IT Professional Services

Released Procurements:

1. IT Security Services
2. Broadband Services

Solicitations Being Developed:

1. Cloud Services
2. IT Service Management
3. IT Research and Advisory Services
4. Wireless Communications

MOVING FORWARD INTO THE FUTURE

Basecamp plans to continue building off its current progress to advance IT procurement into and through the 2019 legislative session. 2018 and 2019 are on target to be a great year for IT Procurement across the state of Oregon seeing an increase in the number of statewide agreements made available. Basecamp has set a target of beginning sourcing work on three new solicitations a quarter, resulting in dozens of price agreements and increased availability of statewide price agreements.

In addition to those we listed above being actively procured, there are 17 additional projects being analyzed and prioritized. Below are the five highest rated procurement ideas submitted by our stakeholders where sourcing strategies are being reviewed:

1. Business Intelligence
2. Application Integration
3. Digital Signatures
4. Enterprise Mobility Management
5. Customer Relationship Management

Basecamp plans to provide project work queues, which include planned projects where sourcing work has not yet begun, timelines, and research reports on its website in the 2018 calendar year. The website will also provide greater levels of transparency into the purchasing habits of our stakeholders, vendor performance, and customer insights. Longer-term goals include the filling of 50% of the Technology Reference Model with Basecamp agreements, facilitating collaboration with vendors through the creation of a new vendor portal, and being an agent of positive change for procurement leaders across the region.

IMPROVING PERFORMANCE AND PUBLIC CONTRACTING

Performance management is key to supporting our core outcomes and delivering the greatest value to Oregon. Basecamp’s performance measures are structured around better managing costs, technology, compliance and risk, relationships and building strategic partnerships, and are worked into every procurement.

For each outcome area, Basecamp agreements outline performance criteria that indicate success. These measurements are part of a multi-faceted and hierarchical measurement model, similar to the Objectives and Key Results framework popularized by John Doerr and championed by companies such as Google, LinkedIn, Twitter and Zynga. Creating a new standard for identifying proper measurements, Basecamp’s “SMART-ER” method focuses on continual improvement. This framework has been reviewed by research groups and touted for its world class approach to vendor performance management and Basecamp has agreed to be named a key contributor in derivative works.

A SMATER Way to Manage Performance



Figure 5: SMART-ER Basecamp Original Model

Lastly, Basecamp has developed a Balanced Scorecard approach to provide a 360 degree view of contractor performance, and to communicate vendor performance to our purchasers to assist them in making informed purchasing decisions. Balanced scorecards will be reviewed with vendors. In instances where unsatisfactory performance is found the Basecamp program will work alongside the vendor and the customer agency (as applicable) to develop a performance improvement plan that details how the vendor plans on meeting performance standards.

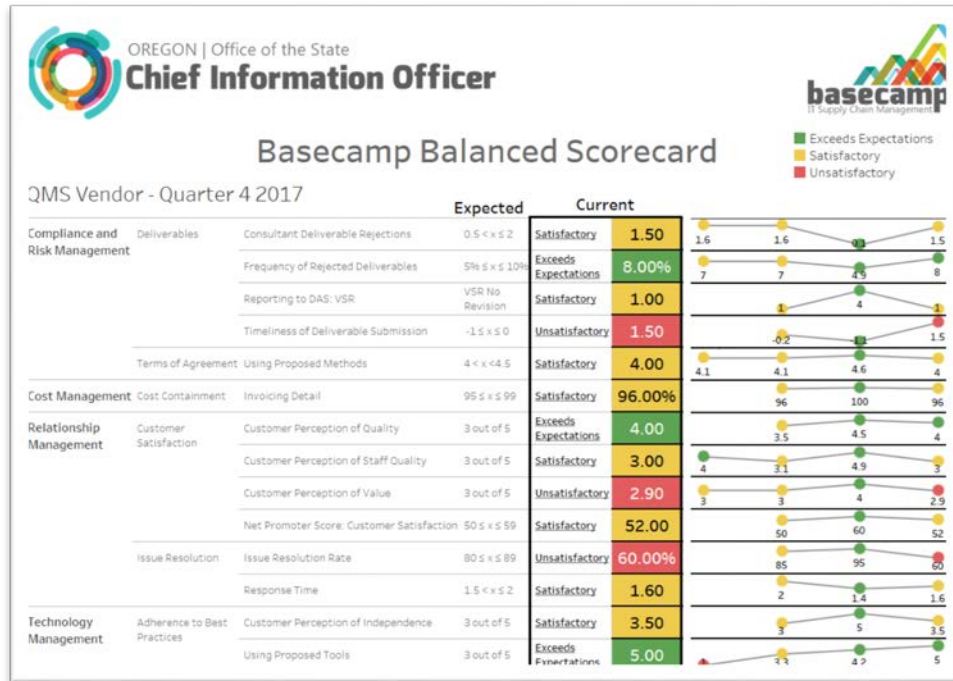
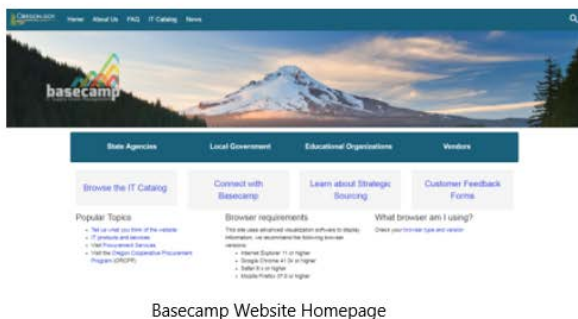


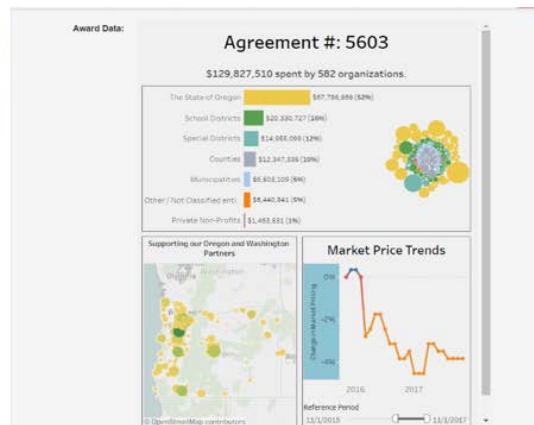
Figure 6: Basecamp Balanced Scorecard for Quality Management Services

Transparency:

Information including drill-downs regarding Basecamp agreements, such as pricing, past purchasing, market related information and contractor contacts will be made available on the Basecamp website (<http://oregon.gov/basecamp>) for Authorized Purchasers to reference. In addition to the tools and resources available, Basecamp plans to share its researching tools to benefit purchasers across the state, including its market analysis and pricing tools as well as its performance information.



Basecamp Website Homepage



Award data available through Basecamp IT Catalog