



citycounty insurance services
www.cisoregon.org

Request for Proposal (RFP)

Enterprise Risk Management Application

CIS (Citycounty Insurance Services)
1212 Court Street NE
Salem, OR 97301
(503) 763-3800

RFP Schedule	
Issuance of RFP:	September 10, 2018
Submission of Questions about the RFP:	September 26, 2018, 5:00 p.m. (PDT)
Proposal Due:	October 10, 2018, 5:00 p.m. (PDT)
Anticipated Contract Award:	November 1, 2018

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**REQUEST FOR PROPOSAL
FOR
Enterprise Risk Management Application**

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I. INTRODUCTION

A. PURPOSE

The purpose of this Request for Proposals (RFP) is to solicit offers from qualified vendors to develop an Enterprise Risk Management web application that will use 12 “wizards” to walk organizations through decision-making processes and enhance the processes through the use of enterprise risk management principles and risk-based analytics. The application will also document the decision-making processes for recurring use and future generations. The application will be tailored to the needs of public entities.

All work performed by the successful vendor will be the property of CIS and VMLIP.

B. BACKGROUND

CIS (Citycounty Insurance Services) is a public entity that provides insurance and risk management services to Oregon cities and counties and other public entities created by these cities and counties. Based in Salem, CIS was formed in 1981 by its parent organizations, the League of Oregon Cities and Association of Oregon Counties. The majority of cities and counties in Oregon participate in one or more CIS programs (property, liability, workers’ compensation, and health benefits). These participating entities are considered CIS members.

VML Insurance Programs (VMLIP) is the first and most financially sound self-insurance pool in the Commonwealth of Virginia. For more than 35 years, VMLIP has provided auto, property, liability, and workers’ compensation coverage to more than 480 local political subdivisions across Virginia. VMLIP’s programs are designed to meet the needs of all Virginia local governments – from the smallest to the largest. VMLIP provides comprehensive risk management program support, human resources, communications, and law enforcement expertise and consulting, and more.

CIS and VMLIP are partnering in the development of the ERM web application. They intend to offer it to their members free of charge, but there is potential opportunity to market the application to other public entity risk pools and the private entities that support them.

II. SCOPE OF WORK

The successful proposer will develop a standalone web-based application that can be accessed from municipal pool websites. Specific requirements are listed in Appendix B. General features and requirements will include, but not be limited to, the following:

1. Must use .NET MVC with C#, SQL Server, and appropriate client-side framework.

2. The application will be accessed via encrypted SSO from the individual pools' websites. The SSO process will allow the pools to pass a pool ID, the users' organization code and an ERM application role to manage users' access. The initial release will not include a non-SSO option.
3. The application should be brand-able. A central administrator user should be able to set a color scheme and logo at the pool level.
4. As much as possible, the wizards should be dynamic with admin pages for a central administrator to manage content across all accounts, such as text, links to document resources, and tool tips.
5. Wizards will need to integrate Vimeo videos by using Vimeo embed code. Videos would be managed by a central administrator and will not be member-specific.
6. With the exception of links to external content, resources uploaded to the ERM application should only be accessible within the secure ERM portal (login required).
7. The application should include basic, static reports/charts that display information appropriate to the logged in user's organization and role.
8. The application should provide the ability to view the progress of risks in process and update them as needed.
9. Member-level end users should have role-based permissions that control the records they can view/access:
 - a. "Basic" users should be able to view and update the progress of risks and decisions they have started/completed.
 - b. "Advanced" users should be able to view and update risks and decisions that have been started or completed by other users within their organization.
10. Administrators should have role-based permissions that control the settings and records they can view/access/edit:
 - a. "Central Administrators" should have access to view the risks and decisions that have been started or completed by any organizations within their assigned pool.
11. The application will always show the current list of risks and decisions (no change tracking)
12. Users should be able to delete risks in process (less than 12 wizards completed).
13. Users should be able to "skip" introductory videos in each Wizard section.

14. A “decision” is created when all 12 wizards have been completed on a risk/decision. Users should not be able to delete decisions but should be able to flag them as “removed”. A remove reason should be required and can be selected from a lookup list.
15. Users should be able to upload one or more attachments in each wizard section for a specific risk/decision.
16. Users will have the ability to print a current risk register to PDF. The Risk Register should include all active (not removed) risks and decisions to which they have access, along with a summary of the information and attachments (filenames) in each wizard section.
17. Individuals’ names and positions should be “remembered” as they are added in the wizards (ERM Team Members, Internal influencers, risk owners) so they may be selected in future fields. This is to reduce duplicate data entry.

III. SCHEDULE AND SUBMITTAL

A. RFP AND EVALUATION SCHEDULE

Issuance of RFP:	September 10, 2018
Deadline to Submit Written Questions about the RFP:	September 26, 2018, 5:00 p.m. (PDT)
Proposal Due Date:	October 10, 2018, 5:00 p.m. (PDT)
Evaluation of Proposals, Finalists Selected:	October 11-18, 2018
Finalist Interviews:	October 24-26, 2018
Anticipated Contract Award:	November 1, 2018
Commencement of Contract:	December 1, 2018

B. CIS CONTACT PERSON

Mark Snodgrass
 Chief Information Officer
 1212 Court St. NE
 Salem, OR 97301
 Email: msnodgrass@cisoregon.org
 Phone: 503-763-3893

C. WRITTEN QUESTIONS

If proposers have questions about the RFP, they are encouraged to submit them as soon as possible, but no later than the **5:00 p.m. (PDT) on September 26, 2018**. Questions must be in writing and may be e-mailed to the Contact Person above. CIS and VMLIP will not be obligated

to answer any questions received after the deadline, or any questions submitted in a manner other than as instructed above.

D. PROPOSAL SUBMITTAL

1. General

Proposals must be received by **5:00 p.m. (PDT) on October 10, 2018**. Any proposal received after this date and time will not be considered.

Delivery of proposals by the specified deadline is the sole responsibility of the Proposer. CIS and VMLIP will not be responsible for, nor accept as a valid excuse, any delay in the method of delivery used by the Proposer except where it can be established that CIS and VMLIP were the sole cause of the late receipt.

2. Method of Submittal

The proposal must be submitted in electronic form in an email to the Contact Person above.

3. Interviews

If interviews of finalists are needed, they will be via web meeting and will occur on or about **October 24-26, 2018**.

4. Evaluation Criteria

All proposals received in accordance with these RFP instructions will be evaluated to determine if they are complete and meet the requirements specified in this RFP. An award will be made to the Proposer whose offer is judged to be the most advantageous to CIS and VMLIP, though CIS and VMLIP expressly reserve the right to reject all proposals and make no award under this RFP.

The following criteria will be considered in evaluating the proposals:

- Quality of the proposal, including an expressed understanding of CIS' and VMLIP's requirements;
- Qualifications;
- Experience, particularly with similar projects;
- Interviews (if conducted);
- References;
- Staffing & Project Organization;
- Work Plan/Technical Approach;
- Cost Schedule;
- Miscellaneous, including exceptions/deviations

IV. GENERAL INSTRUCTIONS

A. ORAL COMMUNICATIONS

Any oral communication by the Contact Person or designee concerning this RFP is not binding and shall in no way modify the RFP or the obligations of CIS and VMLIP, a proposer or selected firm(s).

B. CHANGES TO RFP

If it is necessary to make material changes to the RFP, CIS and VMLIP will e-mail written RFP addenda to all recipients of record of the original RFP and post such addenda on CIS' website (www.cisoregon.org). Recipients of record are those parties to whom CIS and VMLIP directly sent a copy of the RFP. Responses to written questions received by the specified deadline will be incorporated in an RFP addendum.

It is the responsibility of the proposer to inquire of CIS and VMLIP as to any addenda issued. This may be done by checking the website prior to the proposal submittal deadline. All addenda issued shall become part of the RFP.

C. EXCEPTIONS / DEVIATIONS

Any exceptions to or deviations from the requirements set forth in this RFP, must be declared in the proposal submitted by the Proposer. Such exceptions or deviations must be segregated as a separate element of the proposal under the heading "Exceptions and Deviations."

D. AUTHORIZATION TO DO BUSINESS

The Proposer must be authorized to do business in the State of Oregon and in the local jurisdiction in which it is located or where the work will be performed.

E. PRE-CONTRACTUAL EXPENSES

CIS and VMLIP shall not be liable for pre-contractual expenses incurred by a proposer in the preparation of its proposal and proposers shall not include any such expenses in their offers. Pre-contractual expenses are defined as expenses incurred by the Proposer to: (1) prepare and submit its proposal to CIS and VMLIP; (2) negotiate with CIS and VMLIP on any matters related to this RFP; and (3) any other expenses incurred by the Proposer prior to the date of award, if any.

Issuance of this RFP and receipt of proposals does not commit CIS and VMLIP to award a contract. CIS and VMLIP reserve the right to postpone the award for their own convenience, to

accept or reject any or all proposals received in response to this RFP, to negotiate with more than one proposer simultaneously, or to cancel all or part of this RFP.

F. WITHDRAWAL; PROPOSAL IRREVOCABLE FOR 90 DAYS

A Proposer may withdraw its proposal at any time prior to the submittal deadline by sending CIS and VMLIP a request in writing from the same person who signed the submitted proposal. As of the deadline for submittal, any proposal received by CIS and VMLIP and not withdrawn becomes an irrevocable offer available for acceptance by CIS and VMLIP immediately and for ninety (90) days thereafter. The Proposer is responsible for the accuracy of the proposal submitted, and no allowance will be made for errors or price increases that the Proposer later alleges are retroactively applicable.

G. DISPOSITION OF PROPOSALS

All materials submitted in response to this RFP become the property of CIS and VMLIP, except for information identified by the Proposer as being proprietary. A blanket statement that all contents of the proposal are proprietary will not be honored by CIS and VMLIP. Please note that, as public entities, CIS and VMLIP are subject to Oregon and Virginia public records laws, respectively, which may require the disclosure of information regarding proposals or a subsequent contract.

H. IMMATERIAL DEFECTS IN PROPOSAL

CIS and VMLIP may waive any immaterial deviation or defect in a proposal. CIS' and VMLIP's waiver shall in no way modify the RFP documents or excuse the Proposer from full compliance with the RFP if awarded the contract.

I. WRITTEN AGREEMENT

The selected Proposer shall enter into a written agreement with CIS and VMLIP governing the provision of professional services to CIS and VMLIP members and other eligible entities. The agreement will include pertinent terms and conditions set forth in this RFP and will reflect the Proposer's offer or the outcome of contract negotiations. The agreement will also include the provisions described in Appendix A, as well as any terms or conditions added by addendum.

It is anticipated that the Proposer may enter into separate agreements with subcontractors to fulfill the terms of this contract. CIS and VMLIP will not be a party to those separate agreements, nor in any fashion a guarantor or indemnitor of them.

J. TERM OF CONTRACT

If a contract is awarded through this RFP, it will be effective upon full execution of the agreement, which CIS and VMLIP expects to be on or about November 1, 2018. No agreement

with CIS and VMLIP shall be in effect until a contract has been approved by CIS and VMLIP and has been signed by all parties.

K. NEWS RELEASES

News releases pertaining to any award resulting from this RFP may not be issued without the prior written approval of CIS and VMLIP.

V. PROPOSAL FORMAT AND CONTENT

The proposal submitted in response to this RFP must contain the information required in **Sections A through F and Appendix B** below. Brevity is preferred. For the questions in **Sections B through D**, please precede your answers with a restatement of the question. If you intend to use any subcontractors in fulfillment of services, information should be furnished for both your firm and the subcontractors where appropriate.

Submitting general marketing materials about your firm in lieu of providing specific answers to questions will not be acceptable. If you wish to submit marketing materials, you should do so as a separate addendum rather than as part of the formal response.

A. COVER LETTER

All proposals must include a cover letter addressed to the contact person in Section III, B above. At a minimum, the cover letter must contain the following:

- Identification of the Proposer, including business name, address and telephone number.
- Name, title, address, telephone number, fax number, and e-mail address of a contact person during the period of proposal evaluation.
- Acknowledgment of RFP addenda received, if any.
- A statement that the proposal shall remain valid for a period of not fewer than **go days** from the due date for proposals.
- Any exceptions to any specified criteria in this RFP.
- Identification of any information contained in the proposal which the Proposer deems to be confidential or proprietary and wishes to be withheld from disclosure. A blanket statement that all contents of the proposal are confidential or proprietary will not be honored by CIS and VMLIP.
- Signature of a person authorized to bind the offering firm to the terms of the proposal.

B. QUALIFICATIONS, RELATED EXPERIENCE AND REFERENCES

1. Furnish background information about your firm, including date of founding, legal form (i.e., sole proprietorship, partnership, LLC, corporation/state of incorporation), number and location of offices, principal lines of business, number of employees, days/hours of operation and other pertinent data. Disclose any conditions (e.g., bankruptcy or other financial problems, pending litigation, planned office closures, impending merger) that may affect your ability to perform contractually. Certify that the firm is not debarred, suspended or otherwise declared ineligible to contract by any federal, state, or local public agency.
2. Describe your firm's experience and qualifications for providing the required services. Specifically highlight those qualifications that distinguish you from your competitors. The focus should be on recent experience within the last five years that is relevant to the scope of work outlined in this RFP.
3. Describe an example of building a "wizard-type" walkthrough and how you made the application easy to manage for the customer.

C. STAFFING AND PROJECT ORGANIZATION

1. Identify the key personnel from your firm who would be assigned to this project. Include a brief description of the number of years with your firm, qualifications, professional certifications, job functions, current caseload, and office location(s). Designate an Engagement Manager who would be ultimately responsible for the relationship and a Project Manager who would provide day-to-day direction of the required work. Furnish brief resumes (not more than two (2) pages long) for all key personnel; include these as an appendix, not in the body of the proposal.
2. If more than two people will be assigned to this project, include a simple organization chart that clearly delineates communication and reporting relationships among the project staff.

D. WORK PLAN / TECHNICAL APPROACH

1. Describe in detail what information, documents, staff assistance, facilities or other resources you would require from CIS and VMLIP or their members to complete your work; declare any critical assumptions upon which your work plan is based.
2. Divide the work into sprints to determine when work will be done and an expected completion date.

E. COST SCHEDULE

The Proposer's cost schedule must be submitted with the proposal. CIS and VMLIP are seeking a proposal for pricing on a time and materials basis, with low and high estimates for the project, as well as a not-to-exceed amount.

The not-to-exceed amount will be the maximum amount that will be charged to CIS and VMLIP. If the not-to-exceed amount is reached, Proposer agrees to complete the project (scope of work requirements) without additional charge to CIS and VMLIP.

All costs are to be contained in this schedule. For each service element, include a cost and an estimate of the number of hours required. For any service that has multiple cost factors such as, materials, labor, travel, etc. provide an itemized breakdown showing the fee for each cost factor and a subtotal. State a "Grand Total" for all service elements.

This section should include the method used to charge for any special requests or broadening of the scope of the work beyond that described in this RFP. The Proposer may include a cost schedule for providing technical support to CIS and VMLIP staff after the application has been completed.

Include payment terms required for services rendered and a preferred schedule of billing dates.

F. SAMPLE CONTRACT

Submit a sample copy of your standard agreement for services with your response. Required provisions for the agreement are described in Section IV(I) above and Appendix A below.

APPENDIX A – CIS/VMLIP CONTRACT CONSIDERATIONS

The contract between CIS/VMLIP and the successful Proposer will be subject to the following standards. These are not exclusive and other contract clauses and provisions will obviously be applicable as well. However, these are areas respondents to the RFP should be aware of in considering and preparing responses.

A. MANDATORY PROVISIONS:

1. CIS/VMLIP Retain Ownership of All Work Product: There shall be a provision specifying that CIS/VMLIP will retain ownership of all work performed pursuant to the contract, including all work performed by subcontractors, if any. Contractor will ensure that all subcontractors agree in writing to this provision before any such subcontractor begins work. "All work performed" must be broadly defined to include all lines of code, design elements, copyrights, patents, trademarks, trade dress or other intellectual property rights in the enrollment system developed pursuant to the Contract. Contractor shall waive any claim of ownership in the completed system and indemnify, defend and hold CIS/VMLIP (and their members, officers, employees) harmless from any and all claims made by subcontractors to any ownership interest in the system, whether or not completed.
2. Fee Schedule -- Not-To-Exceed Price: There shall be provisions in the Fee Schedule of the contract confirming:
 - a. The schedule contains all costs;
 - b. Low and high estimates for the project;
 - c. A separate not-to-exceed amount;
 - d. That the not-to-exceed amount will be the maximum amount that will be charged to CIS/VMLIP.
 - e. If the not-to-exceed amount is reached, Proposer agrees to complete the project without additional charge to CIS/VMLIP.
3. Progress Benchmarks and Performance Guarantees: There shall be a provision, mutually agreed upon, wherein Contractor and CIS/VMLIP agree to a timeline for the project, progress benchmarks, and monetary penalties for not meeting or exceeding the progress benchmarks.
4. Indemnity Provision. There shall be no provision requiring CIS/VMLIP to indemnify Contractor for Contractor's acts or omissions. Indemnity provisions should be mutual and reciprocal. Our standard indemnity clause is as follows:

Contractor agrees to hold harmless, indemnify, and defend CIS and VMLIP, and their officers and employee from and against all claims, suits, actions, losses, damages, liabilities, costs, and expenses of any nature resulting from, arising out of, or related to the acts or omissions of Contractor or its officers, employees,

subcontractors, or agents in performance of services pursuant to this Contract. CIS and VMLIP agree to hold harmless, indemnify, and defend Contractor and its officers and employees from and against all claims, suits, actions, losses, damages, liabilities, costs and expenses of any nature resulting from, arising out of, or related to the acts or omissions of CIS or VMLIP or their officers, employees, subcontractors, or agents pursuant to this Contract.

5. Independent Contractor Status. The following shall be included in the contract:

Contractor shall perform the required services as an independent contractor and not as an "officer, employee, or agent" of CIS or VMLIP as those terms are used in Oregon and Virginia law, respectively. Although CIS and VMLIP reserve the right to evaluate the quality of the service provided by Contractor, neither CIS nor VMLIP will control the means or manner of Contractor's performance.

6. Governing Law and Venue. Contracts shall subject to the laws of Oregon, which will also be the venue for any disputes arising out of the contractual relationship. The contract shall include the following clause or the substantial equivalent:

This contract shall be governed by the laws of the State of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding between CIS, VMLIP, and Contractor arising from or related to this contract shall be brought and conducted in the Circuit Court of Marion County for the State of Oregon; provided, however, if a claim must be brought in a federal forum, then it shall be brought in the U.S. District Court for the State of Oregon.

7. Insurance. Except under special circumstances, and with the approval and consent of both CIS and VMLIP Executive Directors, the following minimum insurance provisions shall be specified in the contract:

During the term of this contract, Contractor shall maintain in force insurance coverage compliant with the requirements listed below:

- a. Workers' Compensation insurance in compliance with ORS Chapter 656, if Contractor employs "subject workers".
- b. Comprehensive General Liability insurance applicable to the services provided to CIS and VMLIP, with a combined single limit, or the equivalent, of not less than \$2,000,000 each occurrence for Bodily Injury, Personal Injury, and Property Damage, including contractual liability coverage applicable to the indemnity provided under this contract.
- c. Automobile Liability insurance applicable to the operation of Contractor's trucks or automobiles with a combined single limit of not less than \$1,000,000 each accident for Bodily Injury and Property Damage, including coverage for owned, non-owned, and hired vehicles, as applicable.

- d. **Notice of Cancellation or Change.** There shall be no cancellation, material change, reduction of limits without 30 days prior written notice from the Contractor or its insurer(s) to CIS and VMLIP.
- e. **Certificates of Insurance.** As evidence of the insurance coverages required by this contract, the Contractor shall provide acceptable insurance certificates to CIS/VMLIP as soon as practicable upon written request by CIS/VMLIP. If requested, complete copies of insurance policies, shall be provided to CIS/VMLIP.

B. OTHER CONTRACT CONSIDERATIONS:

- 1. **Limitations on Liability and Warranties.** Responses to RFP's should include a description of any limitations on liability to either CIS and VMLIP and any purported third-party liability limitations Contractor would propose to include in a contract with CIS/VMLIP. **These provisions are disfavored and will be a consideration in our review and comparison of RFP responses.**
 - a. Any disclaimer of the warranties of merchantability and fitness for a particular purpose must be accompanied by a declaration that the Proposer will stand behind the quality of its work product. For example:
 - i. **"Contractor represents and warrants the services to be provided under this contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards of the industry."**
 - b. While limitations on consequential and special damages will be considered, in no case should all damages be limited to an amount less than the full value of the contract.
- 2. **Termination.** While termination provisions are negotiable, any provision that would not permit CIS and VMLIP to terminate the contract with a reasonable notice period, without further obligation, would be strongly disfavored and allowed only with the consent of the Executive Directors. Our preferred termination provision is as follows:
 - a. **This Contract may be terminated at any time by mutual written consent of the Parties.**
 - b. **CIS and VMLIP may, at their sole discretion, terminate this Contract, in whole or in part, upon 30 days' written notice to Contractor. In the event of such a termination, CIS and VMLIP agree to pay Contractor the fees and expenses reasonably incurred prior to such termination.**
 - c. **CIS and VMLIP may terminate this Contract immediately upon notice to Contractor, or at such later date as CIS and VMLIP may establish in such notice, if Contractor commits any material breach or default of any covenant, warranty, obligation or agreement under this Contract, or fails to perform in**

a timely manner the services under this Contract, and such breach, default, or failure is not cured within 10 business days after delivery of CIS' and VMLIP's notice, or such longer period as CIS and VMLIP may specify in such notice.

- d. Contractor may terminate this Contract upon 10 days' written notice to CIS and VMLIP if CIS and VMLIP fail to pay Contractor pursuant to the terms of this Contract and CIS and VMLIP fail to cure within 30 days after receipt of Contractor's written notice, or such longer period as Contractor may specify in such notice.
 - e. Contractor may not terminate, prior to project completion, due to costs exceeding its not-to-exceed bid amount.
3. Dispute Resolution. Mandatory arbitration provisions are disfavored. Our position is that alternative dispute resolution is encouraged, but arbitration should be undertaken only when all parties agree to it at the time of the dispute. If arbitration is undertaken, we would not consent to the rules and procedures of the American Arbitration Association. Other standard rules are available, or the parties can simply agree to rules and procedures as they deem appropriate. Provisions requiring mediation as a precedent to other legal action are acceptable.

APPENDIX B – DETAILED SYSTEM REQUIREMENTS

Overview

CIS and VMLIP are partnering in the development of an Enterprise Risk Management (ERM) web application that will use 12 “wizards” to walk organizations through decision-making processes and enhance the processes through the use of enterprise risk management principles and risk-based analytics. The application will also document the decision-making processes for recurring use and future generations. The application will be tailored to the needs of public entities and is intended to be offered to CIS’ and VMLIP’s members free of charge, but there is potential opportunity to market the application to other public entity risk pools and private entities that support them.

The application will be a standalone, web-based module that can be accessed from municipal pool websites. It will use a SQL Server database to store information. It will have SSO capability and customizable CSS styling. Content should be database-driven as much as possible, to allow for easy updating. Users should be able to complete any of the wizards and view the resulting resources and reports at any time in the future. Each wizard will contain an introductory video to be viewed, followed by a series of questions to be answered. Users will be able to complete most of the wizards independently of each other, but a few will require completion of an earlier wizard before they can be started.

Technical Requirements:

1. The application will be accessed via encrypted SSO from the individual pools’ websites. The SSO process will allow the pools to pass a pool ID, the users’ organization code and an ERM application role to manage users’ access. The initial release will not include a non-SSO option.
2. The application should be brand-able, meaning there should be the ability to set a color scheme and logo at the pool level to be displayed to all organizations in the pool. This could be done in a pool admin preferences area, or by a central administrator.
3. As much as possible, the wizards should be dynamic with admin pages for a central administrator to manage content across all accounts, such as text, links to document resources, and tool tips.
4. Wizards will need to integrate Vimeo videos by using Vimeo embed code. Videos would be managed by a central administrator and will not be member-specific.
5. With the exception of links to external content, resources uploaded to the ERM application should only be accessible within the secure ERM portal (login required).
6. The application should include basic, static reports/charts that display information appropriate to the logged in user’s organization and role.

7. The application should provide the ability to view the progress of risks in process and update them as needed.
8. Member-level end users should have role-based permissions that control the records they can view/access:
 - a. "Basic" users should be able to view and update the progress of risks and decisions they started/completed.
 - b. "Advanced" users should be able to view and update risks and decisions that have been started or completed by other users within that organization.
9. Administrators should have role-based permissions that control the settings and records they can view/access/edit:
 - a. "Central Administrators" should have access to view the risks and decisions that have been started or completed by any organizations within their assigned pool.
10. The application will always show a current list of risks and decisions (no historical tracking).
11. Users should be able to delete risks in process (less than 12 wizards completed).
12. Users should be able to "skip" introductory videos in each Wizard section.
13. A "decision" is created when all 12 wizards have been completed on a risk/decision. Users should not be able to delete decisions but should be able to flag them as "removed". A remove reason should be required and can be selected from a lookup list.
14. Users should be able to upload one or more attachments in each wizard section for a specific risk/decision.
15. Users will have the ability to print a current risk register to PDF. The Risk Register should include all active (not removed) risks and decisions to which they have access, along with a summary of the information and attachments (filenames) in each wizard section.
16. Individuals' names and positions should be "remembered" as they are added in the wizards (ERM Team Members, Internal influencers, risk owners) so they may be selected in future fields. This is to reduce duplicate data entry.

Pages/Wizards:

Entry (Home) page

- Should contain some general information about the page.
- Should display a list and status of risks/decisions by anyone in their organization with the ability to view/update them.
- Should allow a user to select an existing risk/decision or create a new risk/decision. The risk/decision should have a name and a description.
- Should have links to start any one of the twelve wizards for a risk in focus: ERM Purpose, ERM Team, ERM Policy, Governance Interests, ERM Tolerance, Threats, Opportunities, Risk Register Ranking Threats, Risk Register Ranking Opportunities, Treatment Plans, Internal Influences, and External Influences.
- Should show the progress status of each of the twelve wizards on a risk in focus, indicating status (not started, in progress, or completed).
- Should allow users to come back to items that are in progress and complete them.
- For decisions and wizards that are complete, should allow users to go directly to results/resources page.
- Should allow users to modify/update completed wizards.

Wizard #1: ERM Purpose

- User can watch a video about the ERM Tool, read the introductory text, and then proceed with the next step in the wizard.
- User chooses from a list of seven different purposes and then describes the risk/decision they are going to use the application to analyze.
- User writes a 1-2 sentence description of the organization purpose aligned with the risk/decision.
- User enters in the name of the owner for the risk/decision.
- Upon completion, the user should be given a list of resources that are related to the selected purpose.

Wizard #2: ERM Team

- User can watch a video about ERM teams, read the introductory text, and then proceed to the next step in the wizard.
- User lists all members of their ERM team by entering their names, job titles, and e-mail addresses.
- Upon completion, the user should be given a list of resources for ERM teams.

Wizard #3: ERM Policy

- User can watch a video about an ERM team, read the introductory text, and then proceed to the next step in the wizard.
- User enters in their entity name, and the names and job titles of their top executive and their risk manager (two fields).
- Upon completion, the user should be given a list of sample ERM policies.

Wizard #4: Governance Interests

- User can watch a video about governance interests, read the introductory text, and then proceed to the next step.
- User enters in a name for the organization's governing board.
- User enters the dollar and contract threshold amounts that will trigger involvement by the governing board.
- User lists out any contracts that require governing board involvement (should be allowed to add as many as needed).
- User lists out any issues that require governing board involvement (should be allowed to add as many as needed). User also enters an owner for each issue and a priority level (low, medium, high).
- Upon completion, the user should be given a list of resources that are related to governance interest.

Wizard #5: ERM Tolerance

- User can watch a video about ERM tolerance, read the introductory text, and then proceed to the next step.
- User enters name and job title of the organization's top executive. If this information has already been entered in Wizard #3, these fields will auto-populate.
- User enters the dollar and contract threshold amounts that will trigger involvement by the top executive.
- User lists out any contracts that require the top executive involvement (should be allowed to add as many as needed).
- User lists out any issues that require the top executive involvement (should be allowed to add as many as needed). User also enters an owner for each issue and a priority level (low, medium, high).
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #6: Internal Influences

- User can watch a video about internal influences, read the introductory text, and then proceed to the next step.
- User adds any internal influencers/stakeholders at their organization and assigns a role (9 possible roles) and a priority (high/medium/low) to each influencer. A minimum of one influencer/stakeholder should be required.
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #7: External Influences

- User can watch a video about external influences, read the introductory text, and then proceed to the next step.

- User adds any external influencers/stakeholders their organization has and assigns a role (7 possible roles) and a priority (high/medium/low) to each influencer. A minimum of one external influencer should be required.
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #8: Threats

- User can watch a video about threats, read the introductory text, and then proceed to the next step.
- User lists out as many threats as they need and assigns a single owner (name and job title) to each threat.
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #9: Opportunities

- User can watch a video about opportunities, read the introductory text, and then proceed to the next step.
- User lists out as many opportunities as they need and assigns a single owner (name and job title) to each opportunity.
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #10: Threats Risk Register Ranking (Requires Wizard #8 to be completed first)

- User can watch a video about ranking threats in a risk register, read the introductory text, and then proceed to the next step.
- User enters dollar amounts for each of the five levels of consequence/impact/severity.
- User assigns a rating (1 to 5) for each threat they listed in Wizard #8 for the likelihood of it occurring, the consequence if it occurs, and the ability to control the outcome.
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #11: Opportunities Risk Register Ranking (Requires Wizard #9 to be completed first)

- User can watch a video about ranking opportunities in a risk register, read the introductory text, and then proceed to the next step.
- User enters dollar amounts for each of the five levels of consequence/impact/severity.
- User assigns a rating (1 to 5) for each opportunity they listed in Wizard #9 for the likelihood of it occurring, the consequence if it occurs, and the ability to control the outcome.
- Upon completion, the user would see the results of their input and view a list of resources available to them.

Wizard #12: Treatment Plans (Requires Wizard #8 to be completed first)

- User can watch a video about treatment plans, read the introductory text, and then proceed to the next step.

- For each threat listed in Wizard #8, the user enters the following information:
 - Existing strategies to enhance opportunity or mitigate threat
 - Recommended additional treatment strategies
 - Resources required
 - Early warning signs
 - Performance measures
 - Communication plan
- Upon completion, the user would see the results of their input and view a list of resources available to them.
- User should be able to add budgeted dollars and staff hours estimated to complete each treatment plan.
- Each treatment plan should have a status field that can be updated as users work through them over time (proposed/in process/complete).