



THE CITY OF WINNIPEG

REQUEST FOR PROPOSAL

RFP NO. 64-2007

PROVISION OF UTILITY BILLING & CUSTOMER INFORMATION SYSTEM

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PART B - BIDDING PROCEDURES

B1. CONTRACT TITLE

B1.1 PROVISION OF UTILITY BILLING & CUSTOMER INFORMATION SYSTEM

B2. SUBMISSION DEADLINE

B2.1 The Submission Deadline is 4:00 p.m. Winnipeg time, March 2, 2007.

B2.2 Proposal Submissions determined by the Manager of Materials to have been received later than the Submission Deadline will not be accepted and will be returned upon request.

B2.3 The Contract Administrator or the Manager of Materials may extend the Submission Deadline by issuing an addendum at any time prior to the time and date specified in B2.1.

B3. ENQUIRIES

B3.1 All enquiries shall be directed to the Contract Administrator identified in D5.1.

B3.2 If the Bidder finds errors, discrepancies or omissions in the Request for Proposal, or is unsure of the meaning or intent of any provision therein, the Bidder shall notify the Contract Administrator of the error, discrepancy or omission, or request a clarification as to the meaning or intent of the provision at least five (5) Business Days prior to the Submission Deadline.

B3.3 Responses to enquiries which, in the sole judgment of the Contract Administrator, require a correction to or a clarification of the Request for Proposal will be provided by the Contract Administrator to all Bidders by issuing an addendum.

B3.4 Responses to enquiries which, in the sole judgment of the Contract Administrator, do not require a correction to or a clarification of the Request for Proposal will be provided by the Contract Administrator only to the Bidder who made the enquiry.

B3.5 The Bidder shall not be entitled to rely on any response or interpretation received pursuant to B3 unless that response or interpretation is provided by the Contract Administrator in writing.

B4. CONFIDENTIALITY

B4.1 Information provided to a Bidder by the City or acquired by a Bidder by way of further enquiries or through investigation is confidential. Such information shall not be used or disclosed in any way without the prior written authorization of the Contract Administrator.

B4.2 The Bidder shall not make any statement of fact or opinion regarding any aspect of the Request for Proposals to the media or any member of the public without the prior written authorization of the Contract Administrator.

B5. ADDENDA

B5.1 The Contract Administrator may, at any time prior to the Submission Deadline, issue addenda correcting errors, discrepancies or omissions in the Request for Proposal, or clarifying the meaning or intent of any provision therein.

B5.2 The Contract Administrator will issue each addendum at least two (2) Business Days prior to the Submission Deadline, or provide at least two (2) Business Days by extending the Submission Deadline.

B5.2.1 Addenda will be available on the Bid Opportunities page at The City of Winnipeg, Corporate Finance, Materials Management Branch internet site at <http://www.winnipeg.ca/matmgt>.

B5.2.2 The Bidder is responsible for ensuring that he has received all addenda and is advised to check the Materials Management Branch internet site for addenda regularly and shortly before the Submission Deadline, as may be amended by addendum.

B5.3 The Bidder shall acknowledge receipt of each addendum in Paragraph 9 of Form A: Proposal. Failure to acknowledge receipt of an addendum may render a Proposal non-responsive.

B6. SUBSTITUTES

B6.1 The Work is based on the Plant, Materials and methods specified in the Request for Proposal.

B6.2 Substitutions shall not be allowed unless application has been made to and prior approval has been granted by the Contract Administrator in writing.

B6.3 Requests for approval of a substitute will not be considered unless received in writing by the Contract Administrator at least five (5) Business Days prior to the Submission Deadline.

B6.4 The Bidder shall ensure that any and all requests for approval of a substitute:

- (a) provide sufficient information and details to enable the Contract Administrator to determine the acceptability of the Plant, Material or method as either an approved equal or alternative;
- (b) identify any and all changes required in the applicable Work, and all changes to any other Work, which would become necessary to accommodate the substitute;
- (c) identify any anticipated cost or time savings that may be associated with the substitute;
- (d) certify that, in the case of a request for approval as an approved equal, the substitute will fully perform the functions called for by the general design, be of equal or superior substance to that specified, is suited to the same use and capable of performing the same function as that specified and can be incorporated into the Work, strictly in accordance with the proposed work schedule and the dates specified in the Supplemental Conditions for Substantial Performance and Total Performance;
- (e) certify that, in the case of a request for approval as an approved alternative, the substitute will adequately perform the functions called for by the general design, be similar in substance to that specified, is suited to the same use and capable of performing the same function as that specified and can be incorporated into the Work, strictly in accordance with the proposed work schedule and the dates specified in the Supplemental Conditions for Substantial Performance and Total Performance.

B6.5 The Contract Administrator, after assessing the request for approval of a substitute, may in his sole discretion grant approval for the use of a substitute as an "approved equal" or as an "approved alternative", or may refuse to grant approval of the substitute.

B6.6 The Contract Administrator will provide a response in writing, at least two (2) Business Days prior to the Submission Deadline, only to the Bidder who requested approval of the substitute.

B6.6.1 The Bidder requesting and obtaining the approval of a substitute shall be entirely responsible for disseminating information regarding the approval to any person or persons he wishes to inform.

B6.7 If the Contract Administrator approves a substitute as an "approved equal", any Bidder may use the approved equal in place of the specified item.

B6.8 If the Contract Administrator approves a substitute as an "approved alternative", any Bidder bidding that approved alternative shall base his Total Bid Price upon the specified item but may also indicate an alternative price based upon the approved alternative. Such alternatives will be evaluated in accordance with B21.

B6.9 No later claim by the Contractor for an addition to the Total Bid Price because of any other changes in the Work necessitated by the use of an approved equal or an approved alternative will be considered.

B7. PROPOSAL SUBMISSION

B7.1 The Proposal Submission will consist of the following components:

- (a) Form A: Proposal on paper;
- (b) Supplemental information in digital format (Bidder must return the file "COW CIS RFP - SECTION E4 - SUPPLEMENTAL INFORMATION 2007-01-15.doc");
- (c) Detailed Prices on the Pricing Worksheets in digital format (Bidder must return the file "COW CIS RFP - SECTION B10 PRICE SHEETS 2007-01-09.xls");
- (d) Functions and Features checklist in digital format (Bidder must return the file "COW CIS RFP - SECTION B11 FUNCTIONAL CHECKLIST - 2007-01-09.xls");
- (e) Sample software maintenance agreement terms and conditions, in digital format;
- (f) And optionally, an Appendix in digital format.

B7.2 Form A: Proposal must be signed and returned on paper, the remainder of the proposal submission must be delivered digitally.

B7.3 All components of the Proposal Submission shall be fully completed or provided, and submitted by the Bidder no later than the Submission Deadline, with all required entries made clearly and completely, to constitute a responsive Proposal.

B7.4 The Proposal Submission shall be submitted enclosed and sealed in an envelope clearly marked with the RFP number and the Bidder's name and address.

B7.4.1 Samples or other components of the Proposal Submission which cannot reasonably be enclosed in the envelope may be packaged separately, but shall be clearly marked with the RFP number, the Bidder's name and address, and an indication that the contents are part of the Bidder's Proposal Submission.

B7.5 Proposal submissions submitted by facsimile transmission (fax) or internet electronic mail (e-mail) will not be accepted.

B7.6 The Proposal submission shall contain Form A: Proposal signed and on paper, plus a CD or DVD of the digital files required. An original version of the CD or DVD labelled "Original" must be provided. A copy of the CD or DVD labelled "Copy" must be provided. The copy will only be used if the original proves unreadable for any reason. Bidders may optionally also provide an additional backup of the proposal labelled "Backup" in whatever media they choose (paper is an allowed media). The backup will only be used if the original and the copy both prove unreadable. Bidders who provide only a paper Proposal Submission may be determined to be non-responsive.

B7.7 Bidders accept full responsibility for providing a CD or DVD which can be read by The City, any damages in transit are the Bidder's responsibility.

B7.8 Proposal Submissions shall be submitted to:

The City of Winnipeg
Corporate Finance Department
Materials Management Branch
185 King Street, Main Floor
Winnipeg MB R3B 1J1

B8. PROPOSAL

B8.1 The Bidder shall complete Form A: Proposal, making all required entries.

- B8.2 Paragraph 2 of Form A: Proposal shall be completed in accordance with the following requirements:
- (a) if the Bidder is a sole proprietor carrying on business in his own name, his name shall be inserted;
 - (b) if the Bidder is a partnership, the full name of the partnership shall be inserted;
 - (c) if the Bidder is a corporation, the full name of the corporation shall be inserted;
 - (d) if the Bidder is carrying on business under a name other than his own, the business name and the name of every partner or corporation who is the owner of such business name shall be inserted.
- B8.2.1 If a Proposal is submitted jointly by two or more persons, each and all such persons shall identify themselves in accordance with B8.2.
- B8.3 In Paragraph 3 of Form A: Proposal, the Bidder shall identify a contact person who is authorized to represent the Bidder for purposes of the Proposal.
- B8.4 Paragraph 11 of Form A: Proposal shall be signed in accordance with the following requirements:
- (a) if the Bidder is a sole proprietor carrying on business in his own name, it shall be signed by the Bidder;
 - (b) if the Bidder is a partnership, it shall be signed by the partner or partners who have authority to sign for the partnership;
 - (c) if the Bidder is a corporation, it shall be signed by its duly authorized officer or officers and the corporate seal, if the corporation has one, should be affixed;
 - (d) if the Bidder is carrying on business under a name other than his own, it shall be signed by the registered owner of the business name, or by the registered owner's authorized officials if the owner is a partnership or a corporation.
- B8.4.1 The name and official capacity of all individuals signing Form A: Proposal shall be printed below such signatures.
- B8.4.2 All signatures shall be original and shall be witnessed except where a corporate seal has been affixed.
- B8.5 If a Proposal is submitted jointly by two or more persons, the word "Bidder" shall mean each and all such persons, and the undertakings, covenants and obligations of such joint Bidders in the Proposal Submission and the Contract, when awarded, shall be joint and several.

B9. SUPPLEMENTAL INFORMATION

- B9.1 The Bidder shall provide Supplemental Information by completing and returning the file "COW CIS RFP - SECTION E4 - SUPPLEMENTAL INFORMATION 2007-01-15.doc" in Word format (see section E4). Bidders must provide a Word file, for example Bidders providing only a PDF version of the same data may be determined to be non-responsive.

B10. DETAILED PRICES

- B10.1 The Bidder shall provide a detailed breakdown of pricing in **Canadian funds** for each item of the Work by completing and returning the file "COW CIS RFP - SECTION B10 PRICE SHEETS 2007-01-09.xls" in Excel format. Bidders must provide an Excel file, for example Bidders providing only a PDF version of the same data may be determined to be non-responsive.
- B10.1.1 Notwithstanding GC.9.01(1), Prices in detailed breakdown of prices shall not include the Goods and Services Tax (GST) or Manitoba Retail Sales Tax (MRST, also known as PST), which shall be extra where applicable.

- B10.2 The Bidders are required to accurately complete and submit the provided digital Pricing Worksheets. The Pricing Worksheets must be completed and returned as required in B7.6 and are mandatory to be considered responsive to the RFP. Bidders should provide fixed prices. Proposed pricing shall be F.O.B. destination.
- B10.3 The Bidder will provide a detailed breakdown of all costs, in Canadian Funds, required for the successful implementation and ongoing operation of the proposed solution. The City encourages the Bidder to fully identify costs associated with the proposed solution and not to minimize or hedge on product costs in their Proposal.
- B10.4 The City expects a contract for 3 - 5 years, for outsourcing or hosting solutions. However, The City requires Bidders to submit total costs over a period of 10 years (including on going maintenance costs) to compare outsourcing, hosting and insourcing solutions.
- B10.5 Bidders shall provide separate costs for monthly and quarterly billing if this affects their pricing (City currently bills quarterly but is considering monthly billing).
- B10.6 The City recognizes that the implementation of a comprehensive CIS is a complex effort and that not all possible variables are provided for within this RFP document. Therefore, it is acknowledged that the Bidder may be required to make some assumptions about the City's environment or about specific requirements. Any assumptions made by the Bidder in regard to this RFP shall be documented in this section.
- B10.7 The Bidder must include reasonable travel and living expenses to be incurred during the course of this project, either specified within its hourly rate or as a separate cost.

B11. FUNCTIONS AND FEATURES CHECKLIST

- B11.1 The Bidder is required to complete and return the file "COW CIS RFP - SECTION B11 FUNCTIONAL CHECKLIST - 2007-01-09.xls" in Excel format. Bidders must provide an Excel file, for example Bidders providing only a PDF version of the same data may be determined to be non-responsive.
- B11.2 The Bidders will be required to accurately complete and submit the provided Functions and Features checklist as part of their response to this RFP. This checklist provides an outline of the functional and technical requirements for the new CIS which the City considered in preparation of this RFP.
- B11.3 This Functions and Features checklist will be used to verify the product does meet the requirements as stated and will be considered an integral part of the Bidder's proposal.

B12. SAMPLE SOFTWARE MAINTENANCE AGREEMENT TERMS AND CONDITIONS

- B12.1 The Bidder shall provide a sample software maintenance agreement terms and conditions. The sample software maintenance agreement terms and conditions must be in a Microsoft Word file format or PDF format.

B13. APPENDIX

- B13.1 The Bidder may include product and company brochures and any other additional information related to this proposal in an Appendix. The Appendix must be in a Microsoft Word file format or PDF format.

B14. QUALIFICATION

- B14.1 The Bidder shall:
- (a) undertake to be in good standing under The Corporations Act (Manitoba), or properly registered under The Business Names Registration Act (Manitoba), or otherwise properly registered, licensed or permitted by law to carry on business in Manitoba, or if the Bidder

does not carry on business in Manitoba, in the jurisdiction where the Bidder does carry on business;

- (b) be responsible and not be suspended, debarred or in default of any obligation to the City;
- (c) be financially capable of carrying out the terms of the Contract;
- (d) have all the necessary experience, capital, organization, and equipment to perform the Work in strict accordance with the terms and provisions of the Contract;
- (e) have successfully carried out work, similar in nature, scope and value to the Work;
- (f) employ only Subcontractors who:
 - (i) are responsible and not suspended, debarred or in default of any obligation to the City (a list of suspended or debarred individuals and companies is available on the Information Connection page at The City of Winnipeg, Corporate Finance, Materials Management Branch internet site at <http://www.winnipeg.ca/matmgt>); and
 - (ii) have successfully carried out work similar in nature, scope and value to the portion of the Work proposed to be subcontracted to them, and are fully capable of performing the Work required to be done in accordance with the terms of the Contract;
- (g) have a written workplace safety and health program in accordance with The Workplace Safety and Health Act (Manitoba);

B14.2 The Bidder shall be prepared to submit, within three (3) Business Days of a request by the Contract Administrator, proof satisfactory to the Contract Administrator of the qualifications of the Bidder and of any proposed Subcontractor.

B14.3 The Bidder shall provide, on the request of the Contract Administrator, full access to any of the Bidder's equipment and facilities to confirm, to the Contract Administrator's satisfaction, that the Bidder's equipment and facilities are adequate to perform the Work.

B15. WORK SCHEDULE

B15.1 The Bidder shall provide a Work Schedule (see E4.9) indicating the time frame within which the Bidder proposes to perform each item or category of Work identified thereon.

B15.2 The Bidder shall, for the purpose of completing their Bid Work Schedule only, assume that, if an award of Contract is made, the letter of intent will be issued sixty (60) Calendar Days following the Submission Deadline.

B15.3 The Bidder shall ensure that the proposed time frames are consistent with the requirements to:

- (a) commence the Work as specified in D15;
- (b) achieve Total Performance as specified in D16;

B16. OPENING OF PROPOSALS AND RELEASE OF INFORMATION

B16.1 Proposal Submissions will not be opened publicly.

B16.2 After award of Contract, the name(s) of the successful Bidder(s) and the Contract Amount(s) will be available on the Closed Bid Opportunities (or Public/Posted Opening & Award Results) page at The City of Winnipeg, Corporate Finance, Materials Management Branch internet site at <http://www.winnipeg.ca/matmgt>.

B16.3 To the extent permitted, the City shall treat all Proposal Submissions as confidential, however the Bidder is advised that any information contained in any Proposal Submission may be released if required by City policy or procedures, by The Freedom of Information and Protection of Privacy Act (Manitoba), by other authorities having jurisdiction, or by law.

B17. IRREVOCABLE OFFER

- B17.1 The Proposal(s) submitted by the Bidder shall be irrevocable for the time period specified in Paragraph 10 of Form A: Proposal.
- B17.2 The acceptance by the City of any Proposal shall not release the Proposals of the other responsive Bidders and these Bidders shall be bound by their offers on such Work until a Contract for the Work has been duly executed and the performance security furnished as herein provided, but any offer shall be deemed to have lapsed unless accepted within the time period specified in Paragraph 10 of Form A: Proposal.

B18. WITHDRAWAL OF OFFERS

- B18.1 A Bidder may withdraw his Proposal without penalty by giving written notice to the Manager of Materials at any time prior to the Submission Deadline.
- B18.1.1 Notwithstanding GC.7.06(2), the time and date of receipt of any notice withdrawing a Proposal shall be the time and date of receipt as determined by the Manager of Materials.
- B18.1.2 The City will assume that any one of the contact persons named in Paragraph 3 of Form A: Proposal or the Bidder's authorized representatives named in Paragraph 11 of Form A: Proposal, and only such person, has authority to give notice of withdrawal.
- B18.1.3 If a Bidder gives notice of withdrawal prior to the Submission Deadline, the Manager of Materials shall:
- (a) retain the Proposal Submission until after the Submission Deadline has elapsed;
 - (b) open the Proposal Submission to identify the contact person named in Paragraph 3 of Form A: Proposal and the Bidder's authorized representatives named in Paragraph 11 of Form A: Proposal; and
 - (c) if the notice has been given by any one of the persons specified in B18.1.3(b), declare the Proposal withdrawn.
- B18.2 A Bidder who withdraws his Proposal after the Submission Deadline but before his offer has been released or has lapsed as provided for in B17.2 shall be liable for such damages as are imposed upon the Bidder by law and subject to such sanctions as the Chief Administrative Officer considers appropriate in the circumstances. The City, in such event, shall be entitled to all rights and remedies available to it at law, including the right to retain the Bidder's bid security.

B19. INTERVIEWS

- B19.1 The Contract Administrator may, in his sole discretion, interview Bidders during the evaluation process.

B20. NEGOTIATIONS

Best and Final Offer

- B20.1 The City reserves the right to negotiate details of the Contract with Bidders.
- B20.2 The selected Bidder and the City may negotiate to determine the scope of the final solution, which has been refined to reflect the confirmation activities and additional discovery work. Bidders should be very diligent in their original proposals, however, as the City reserves the right to hold the Bidder to the prices submitted with the original proposal. Deliberately understating costs could serve to disqualify the Bidder.
- B20.3 If, in the course of negotiations pursuant to B20.2 or otherwise, the Bidder amends or modifies a Proposal after the Submission Deadline, the City may consider any amended Proposal as an alternative to the Proposal as originally submitted without releasing the Bidder from the Proposal as originally submitted.

B21. EVALUATION OF PROPOSALS

B21.1 Award of the Contract shall be based on the following evaluation criteria:

- (a) compliance by the Bidder with the requirements of the Request for Proposal:
 - (i) mandatory requirements (pass/fail).
 - (ii) **Note: any statement containing the term “must” or “shall” may be considered a mandatory requirement. Any clearly stated exception to a mandatory requirement may result in a failure or non-responsive bid;**
- (b) qualifications of the Bidder and the Subcontractors, if any, pursuant to B14.1:
 - (i) mandatory qualifications (pass/fail);
- (c) minimum requirements (see section E4.2) (pass/fail);
- (d) Product Functional Fit and Completeness 15%;
- (e) Product Technical Fit and Currentness 15%;
- (f) Company Profile, Health and Experience 15%;
- (g) Implementation Strategy, Installation Approach, Timeframe, Organization and Staffing 20%;
- (h) Level of Risk 10%;
- (i) Software Maintenance Agreement Terms and Conditions 5%;
- (j) Detailed Prices including Ongoing Cost of Ownership 20%;
- (k) And economic analysis of any approved alternative pursuant to B6.

B21.2 Further to B21.1(a), the Award Authority may reject a Proposal as being non-responsive if the Proposal Submission is incomplete, obscure or conditional, or contains additions, deletions, alterations or other irregularities. The Award Authority may reject all or any part of any Proposal, or waive technical requirements if the interests of the City so require.

B21.3 Further to B21.1(b), the Award Authority shall reject any Proposal submitted by a Bidder who does not demonstrate, in his Proposal Submission or in other information required to be submitted, that he is responsible and qualified.

B21.4 Further to B21.1(c), the minimum requirements shall be evaluated based on the information require to be submitted in their submission.

B21.5 Further to B21.1(d), the Product Functional Fit and Completeness evaluation shall be evaluated based on the results provided by the Bidder in the Functions and Features checklist (see B11). How well does the product, without customizations and modifications, meet the requirements and business processes as identified by the City?

B21.6 Further to B21.1(e), the Product Technical Fit and Currentness shall be evaluated by how current is the technical solution and how well does it fit the City's IT strategy?

B21.7 Further to B21.1(f), the Company Profile, Health and Experience shall be evaluated based on the Bidder being strong and viable, and experienced in the applications and implementations being proposed and the strength of proposed project team.

B21.8 Further to B21.1(g), the Implementation Strategy, Installation Approach, Timeframe, Organization and Staffing shall be evaluated on how thorough and complete is the implementation strategy, what is the quality of the installation approach, how timely will the implementation be and how does the Bidder propose to staff the project utilizing the City personnel.

B21.9 Further to B21.1(h), the Level of Risk will be evaluated based on how well has the proposed solution been implemented previously, and what confidence does the City have that the project risk will be minimized.

- B21.10 Further to B21.1(i), the Software Maintenance Agreement Terms and Conditions will be evaluated for acceptability to The City.
- B21.11 Further to B21.1(j), the Detailed Prices shall be evaluated considering all costs to the City over the lifetime of the system estimated to be 10 years.
- (a) Proposals will be evaluated on the basis of ALL costs associated with the solution offered, even though the costs may not be reflected in the Proposal.
 - (b) Additional costs will be allocated by The City to represent risk factors.
 - (c) Proposals shall make it clear what work is in scope in the Proposal and what work is out of scope or considered to be work only the City staff can do. In the face of ambiguities in the Proposal, then the City will use the interpretation of the ambiguity that results in the largest cost estimate.
- B21.12 This Contract will be awarded as a whole.
- B21.13 The City requires references to be provided by Bidders. Reference checks and visits to implementation sites by City staff for evaluation purposes will not be restricted to only those submitted by the Bidder, and may include, at the sole discretion of the Contract Administrator, other businesses known to have done business with the Bidder.
- B21.14 The City may reject any Proposal submitted by a Bidder who does not demonstrate, in its Proposal, in other information required to be submitted, during interviews or in the course of reference checks, that it is responsible and qualified.
- B21.15 Stage 2 Evaluation - Interview / Presentation**
- (a) The City reserves the right to limit Stage 2 Evaluation.
 - (b) Bidders who have met the requirements for the reduced candidates list are subject to the following:
 - (i) The City may require that the Bidders provide a demonstration of their product based on functional and architectural requirements as set out in this RFP;
 - (ii) The City, at its sole discretion, may have confidential discussions / interview / presentation (the "Interview") with any Bidder, and ask them to make short formal presentations (presenters will be required to supply their own demonstration equipment and material);
 - (iii) Bidders must be prepared to answer questions on their Proposal and shall cooperate with the City in respect to Interview scheduling and any other requirements imposed by the City;
 - (iv) Field trial and/or site visit. The on-site demonstrations and/or site visit may be required.
 - (c) Stage 2 may also include the following :
 - (i) demonstration of software functionality and Question and Answer;
 - (ii) demonstration of ease of use and Question and Answer;
 - (iii) "hands-on" product use sessions and Question and Answer;
 - (iv) reporting functionality and Question and Answer;
 - (v) site visit.
- B21.16 Based on the evaluation scoring, as determined by the City, one or more Bidders may move to Stage 2 Evaluation, at the sole discretion of the City, and be requested to demonstrate their software and present their overall plan and any other information at an interactive session(s) with City staff. The Contract Administrator reserves the right to request a Bidder or Bidders of the City's choice to conduct scripted demonstrations of specified business functions and/or detailed interviews with the Bidder or Bidders, based on the review of the submitted Proposals. The Bidder shall be responsible for all costs associated with any such sessions except for the provision of the City sites and the City staff. Subsequent to any demos the Bidders giving demos will be scored again in a subscore from the above evaluation.

(a) Product Functional Fit and Completeness	40%;
(b) Product Technical Fit and Currentness	10%;
(c) Company Profile, Health and Experience	10%;
(d) Implementation Strategy, Installation Approach, Timeframe, Organization and Staffing	15%;
(e) Level of Risk	10%;
(f) Software Maintenance Agreement Terms and Conditions	5%;
(g) Detailed Prices including Ongoing Cost of Ownership	10%.

B22. PROPOSAL PROCESS

Bidder Stage 1 Evaluation

B22.1 The City will conduct an initial evaluation of the proposals. This evaluation will focus on examining the proposed solution in terms of the minimum requirements (see section E4.2). Those Bidders submitting a valid proposal which meets the City's minimum requirements criteria will move into the next stage of process.

Bidder Stage 2 Evaluation - Interviews / Presentation

B22.2 Bidders may be asked to spend half a day onsite with the City evaluation team to answer questions regarding the Bidder's proposed solution and to allow the Bidder to ask questions of the City. Following this interview the Bidders may conduct a two (2) day on-site demo of the proposed software product solution. The City will contact the Bidders to schedule a date, time, and location for the interview and product demonstration.

B22.3 The City evaluation team and key City business and technical users will be in attendance. Demonstration scripts will be provided by the City. The demonstration is intended to be an overview focusing on key aspects of the system. Evaluation points will be awarded for this demonstration.

Additional Discovery Work

B22.4 The City evaluation team will conduct other discovery work as required to further evaluate Bidders proposals. This may consist of additional interviews, demonstrations, site visits and corporate office visits, benchmarking studies and other activities as required by the evaluation team to make an informed decision.

Bidder Finalist Identified

B22.5 Based upon the proposal responses, interviews, demonstrations, reference checks, checklist responses, and other discovery work, the City will select a Bidder to proceed into detailed confirmation activities.

B22.6 The procurement will remain open and in the event a solution is not reached with the selected Bidder, the City will pursue confirmation activities with the second place Bidder and so on until a final solution is achieved.

Bidder Finalist Confirmation

B22.7 The selected Bidder is expected to conduct a comprehensive five (5) day detailed product design and discovery demonstration which will address the City's requirements and supporting documentation.

B22.8 The intent of this detailed product demonstration is to move beyond the "proposal stage," resulting in an understanding of system details. This will provide the City with an opportunity to evaluate and validate the product, as well as, allow for the identification of required product modifications, and assist in defining a final project scope.

- B22.9 Additional working sessions and walk-throughs may be conducted with the Bidders to further refine the proposed solution. The City, at its sole option, may choose to validate any aspect of the offer.
- B22.10 If a Bidder's response to any of the criteria cannot be validated, the proposal may be considered non-responsive, or the final evaluation score may be adjusted.
- B22.11 All statements made by the Bidder in its proposal, including all attachments such as the Price Worksheets and the Functions and Features checklist, will be binding if the Bidder is awarded the contract.
- B22.12 The City may arrange with the selected Bidder to conduct a usability test, which would provide users with hands-on use of the system.
- B22.13 Additional working sessions and walkthroughs may be conducted with the selected Bidder to further refine the proposed solution.
Corporate Office and Site Visits
- B22.14 To further validate the solution the City evaluation team may visit at least one customer site and may visit the selected Bidder's corporate office at the City's expense.

B23. AWARD OF CONTRACT

- B23.1 The City will give notice of the award of the Contract by way of a letter of intent, or will give notice that no award will be made.
- B23.2 The City will have no obligation to award a Contract to a Bidder, even though one or all of the Bidders are determined to be responsible and qualified, and the Proposals are determined to be responsive.
- B23.2.1 Without limiting the generality of B23.2, the City will have no obligation to award a Contract where:
- (a) the prices exceed the available City funds for the Work;
 - (b) the prices are materially in excess of the prices received for similar work in the past;
 - (c) the prices are materially in excess of the City's cost to perform the Work, or a significant portion thereof, with its own forces;
 - (d) only one Proposal is received; or
 - (e) in the judgment of the Award Authority, the interests of the City would best be served by not awarding a Contract.
- B23.3 Where an award of Contract is made by the City, the award shall be made to the responsible and qualified Bidder submitting the most advantageous offer.
- B23.3.1 Following the award of contract, a Bidder will be provided with information related to the evaluation of his Proposal upon written request to the Contract Administrator.

PART C - GENERAL CONDITIONS

C1. GENERAL CONDITIONS

C1.1 The *General Conditions for Provision of Services* (Revision 1996 02 05) are applicable to the Work of the Contract.

C1.1.1 The *General Conditions for Provision of Services* are available on the Information Connection page at The City of Winnipeg, Corporate Finance, Materials Management Branch internet site at <http://www.winnipeg.ca/matmgt>.

PART D - SUPPLEMENTAL CONDITIONS

GENERAL

D1. GENERAL CONDITIONS

- D1.1 In addition to the *General Conditions for Provision of Services*, these Supplemental Conditions are applicable to the Work of the Contract.
- D1.2 The General Conditions are amended by striking out "The City of Winnipeg Act" wherever it appears in the General Conditions and substituting "The City of Winnipeg Charter".
- D1.3 The General Conditions are amended by striking out "Board of Commissioners" or "Commissioner" wherever it appears in the General Conditions and substituting the "Chief Administrative Officer".
- D1.4 The General Conditions are amended by striking out "Tender Package" wherever it appears in the General Conditions and substituting "Request for Proposal".
- D1.5 The General Conditions are amended by striking out "Tender Submission" wherever it appears in the General Conditions and substituting "Proposal Submission".
- D1.6 The General Conditions are amended by striking out "Bidding Instructions" wherever it appears in the General Conditions and substituting "Bidding Procedures".

D2. DEFINITIONS

- D2.1 When used in this Request for Proposal:
- (a) "**Business Day**" means any Calendar Day, other than a Saturday, Sunday, or a Statutory or Civic Holiday;
 - (b) "**Submission Deadline**" and "**Time and Date Set for the Final Receipt of Bids**" mean the time and date set out in the Bidding Procedures for final receipt of Proposals; and
 - (c) "**CIS**" means the Utility Billing & Customer Information System.
 - (d) "**.pdf format**" means a document in the file format of Adobe Systems Incorporated ("Adobe").

D3. RFP SCOPE

- D3.1 The City of Winnipeg is releasing this RFP in order to procure a comprehensive utility billing and customer information system. This RFP will consider the following alternative solutions.
- (a) **A CIS solution implemented at the City (in-sourced package).** A CIS product will be licensed, configured, customized and implemented within the City's in-house environment. The Bidder will provide ongoing product support and enhancements.
 - (b) **A CIS solution hosted by a third party.** A CIS product will be licensed by the City. Solution would be configured, customized and implemented within a third party data center. The third party vendor will provide ongoing product support, enhancements and operating activities. The City expects a 3 - 5 year contract.
 - (c) **A CIS solution outsourced. The City is considering outsourcing IT functions and not business functions.** A CIS product will be configured, customized and implemented within the Bidder's outsourced data center environment. The Bidder will provide the application, the server and all necessary connectivity to the City infrastructure. The Bidder will provide ongoing product support and enhancements. Outsourced solutions must have data residing on hardware located exclusively in Canada. This includes all copies of data (including backup). The City expects a 3 - 5 year contract.

D4. PROJECT TIMELINE

- D4.1 It is imperative for a CIS that the level of complexity, resource constraints and funding considerations all dictate a realistic phasing and timeline of activities. As a measure to achieve full knowledge transfer, mitigate risks and reduce the cost of the implementation, the City has identified a total installation timeframe spanning 18 months for the successful completion of CIS installation activities and an additional four-month period of on-site support and assistance following go-live.
- D4.2 The Bidder must review and confirm this timeframe or suggest other optimum timelines that more readily support the Bidder's proposed solution, implementation approach and associated resource requirements.

D5. CONTRACT ADMINISTRATOR

- D5.1 The Contract Administrator is:
- Derek Osborne
Utility Information Systems Coordinator
City of Winnipeg, Water & Waste Department
Unit 109 - 1199 Pacific Ave
Winnipeg, Manitoba
Canada R3E 3S8
- Telephone No. (204) 986-7603
Fax No. (204) 470-7891

D6. NOTICES

- D6.1 GC.7.06 is hereby amended to delete reference to "registered mail" and to replace same with "ordinary mail".
- D6.2 GC.7.06 is further amended hereby to include delivery by facsimile transmission (fax) as an acceptable means of delivering notices, consents, approvals, statements, authorizations, documents or other communications required or permitted to be given under this Contract. Deliveries by fax will be deemed to have been received on the day of delivery, if a business day, or if not a business day, on the business day next following the day of delivery.
- D6.3 Further to GC.7.06, all notices, consents, approvals, statements, authorizations, documents or other communications to the City, except as expressly otherwise required in D6.4, D6.5 or elsewhere in the Contract, shall be sent to the attention of the Contract Administrator at the address or facsimile number identified in D5.1.
- D6.4 All notices of appeal to the Chief Administrative Officer shall be sent to the attention of the Chief Financial Officer at the following address or facsimile number:
- The City of Winnipeg
Chief Administrative Officer Secretariat
Administration Building, 3rd Floor
510 Main Street
Winnipeg MB R3B 1B9
Facsimile No.: (204) 949-1174
- D6.5 All notices, requests, nominations, proposals, consents, approvals, statements, authorizations, documents or other communications required to be submitted or returned to the City Solicitor shall be sent to the following address or facsimile number:
- The City of Winnipeg
Corporate Services Department
Legal Services Division
185 King Street, 3rd Floor

Winnipeg MB R3B 1J1
Facsimile No.: (204) 947-9155

D7. CONFIDENTIALITY AND OWNERSHIP OF INFORMATION

- D7.1 Information provided to the Contractor by the City or acquired by the Contractor during the course of the Work is confidential. Such information shall not be used or disclosed in any way without the prior written authorization of the Contract Administrator.
- D7.2 The Contract, all deliverables produced or developed, and information provided to or acquired by the Contractor are the property of the City. The Contractor shall not disclose or appropriate to its own use, or to the use of any third party, all or any part thereof without the prior written consent of the Contract Administrator.
- D7.3 The Contractor shall not make any statement of fact or opinion regarding any aspect of the Contract to the media or any member of the public without the prior written authorization of the Contract Administrator.

D8. PROTECTION OF PERSONAL INFORMATION

- D8.1 The City of Winnipeg is subject to The Freedom of Information and Protection of Privacy Act. Accordingly; all information provided by The City to the Bidder or Contractor shall be handled in a manner consistent with the provisions of The Freedom of Information and Protection of Privacy Act and any other applicable privacy legislation.
- D8.2 For outsourced or hosted solutions;
- (a) all data must reside within Canada;
 - (b) all staff with access to the data must operate under Canadian law;
 - (c) all staff with ability to give others access to the data must operate under Canadian law.

D9. INDEMNITY

- D9.1 Notwithstanding GC 7.04 of *General Conditions for Provision of Services* (Revision 1996 02 05), the Contractor should save harmless and indemnify the City and all of its employees for an amount equal to twice all monies paid pursuant to the Contract regardless of to whom they were paid, plus the sum of two million dollars (\$2,000,000.00), against costs, damages or expenses arising from actions, claims, demands and proceedings, by whomsoever brought, made or taken as a result of acts or omissions of the Contractor, its Subcontractors, employees or agents in the performance or purported performance of the Work, and more particularly from:
- (a) accidental injury to or death of any person whether retained by or in the employ of the Contractor or not, arising directly or indirectly by reason of the performance of the Work, or by reason of any trespass on or damage to property;
 - (b) damage to any property owned in whole or in part by the City, or which the City by duty or custom is obliged, directly or indirectly, in any way or to any degree, to construct, repair or maintain;
 - (c) damage to, or trespass or encroachment upon, property owned by persons other than the City;
 - (d) failure to pay a workers compensation assessment, or federal or provincial taxes;
 - (e) unauthorized use of any design, device, material or process covered by letters patent, copyright, trademark or trade name in connection with the Work;
 - (f) inaccuracies in any information provided to the City by the Contractor.
- D9.2 The City has the right, acting reasonably and upon notice to the Contractor, to settle any such action, proceeding, claim or demand and charge the Contractor with the amount so paid or to be paid in effecting a settlement.

- D9.3 The Contractor shall pay to the City the value of all legal fees and disbursements required to settle any such claim or to defend the City against any such claim, action, proceeding, claim or demand notwithstanding that the settlement or defence of the said action, proceeding claim or demand was undertaken on behalf of the City by a salaried employee of the City.
- D9.4 If the Contractor fails to make any payment required to be made to the City hereunder, the City shall be entitled to deduct the amount of such payment from any payment required to be made by the City to the Contractor under the Contract or take whatever other remedies against the Contractor that the City may have at law.
- D9.5 In the event that the Contractor's Proposal Submission is silent as to indemnification, the Contractor shall be deemed to have undertaken to indemnify and save the City harmless as provided for in this Section D9.1.

D10. OWNERSHIP OF ELECTRONIC DATA

- D10.1 The Contractor may provide hosting or outsourcing services for the City, which will entail the Contractor having the City's data in the Contractor's possession. The Contractor is reminded that at no time does the City relinquish its ownership of this data. The Contractor must ensure appropriate data stewardship at all times and the Contractor has no rights to the data. At contract termination the Contractor shall make all reasonable efforts to ensure the data is provided back to the City and removed from the Contractor's environment.

SUBMISSIONS

D11. AUTHORITY TO CARRY ON BUSINESS

- D11.1 The Contractor shall be in good standing under The Corporations Act (Manitoba), or properly registered under The Business Names Registration Act (Manitoba), or otherwise properly registered, licensed or permitted by law to carry on business in Manitoba, or if the Contractor does not carry on business in Manitoba, in the jurisdiction where the Contractor does carry on business, throughout the term of the Contract, and shall provide the Contract Administrator with evidence thereof upon request.

D12. INSURANCE

- D12.1 The Contractor shall provide and maintain the following insurance coverage:
- (a) commercial general liability insurance, in the amount of at least two million dollars (\$2,000,000.00) inclusive, with The City of Winnipeg added as an additional insured, with a cross-liability clause (otherwise known as Severability of Interest), such liability policy to also contain contractual liability and products and completed operations, to remain in place at all times during the performance of the Work and throughout the warranty period;
 - (b) If required, automobile liability insurance, for owned and non-owned automobiles used for or in connection with the Work in the amount of at least two million dollars (\$2,000,000.00) at all times during the performance of the Work and until the date of Total Performance;
 - (c) Professional Liability insurance in the amount of at least one million dollars (\$1,000,000.00) per claim and two million dollars (\$2,000,000.00) aggregate to remain in place at all times during the performance of the Work and one year after completion date.
- D12.2 Deductibles shall be borne by the Contractor.
- D12.3 The Contractor shall provide the City Solicitor with a certificate of insurance of each policy, in a form satisfactory to the City Solicitor, at least two (2) Business Days prior to the commencement of any Work on the Site but in no event later than seven (7) Calendar Days from notification of the award of Contract.
- D12.4** The Contractor shall not cancel, materially alter, or cause each policy to lapse without providing at least fifteen (15) Calendar Days prior written notice to the Contract Administrator.

D12.5 The City shall have the right to alter the limits and/or coverage's as reasonably required from time to time during the continuance of this agreement.

D13. PERFORMANCE SECURITY

D13.1 The Contractor shall provide and maintain performance security until the expiration of the warranty period in the form of:

- (a) a performance bond of a company registered to conduct the business of a surety in Manitoba, in the form attached to these Supplemental Conditions (Form H1: Performance Bond), in the amount of fifty percent (50%) of the Contract Price; or
- (b) an irrevocable standby letter of credit issued by a bank or other financial institution registered to conduct business in Manitoba and drawn on a branch located in Winnipeg, in the form attached to these Supplemental Conditions (Form H2: Irrevocable Standby Letter of Credit), in the amount of fifty percent (50%) of the Contract Price; or
- (c) a certified cheque or draft payable to "The City of Winnipeg", drawn on a bank or other financial institution registered to conduct business in Manitoba, in the amount of fifty percent (50%) of the Contract Price.

D13.1.1 Where the performance security is in the form of a certified cheque or draft, it will be deposited by the City. The City will not pay any interest on certified cheques or drafts furnished as performance security.

D13.2 The Contractor shall provide the City Solicitor with the required performance security within seven (7) Calendar Days of notification of the award of the Contract by way of letter of intent and prior to the commencement of any Work on the Site but in no event later than the date specified in GC.3.01 for the return of the executed Contract.

D14. SECURITY CLEARANCE

D14.1 The City, at its sole discretion, may require any person proposed to perform Work under the Contract to obtain, or have obtained not earlier than one (1) year prior to the Submission Deadline, a Criminal Record Search Certificate by the police service having jurisdiction at their place of residence or by another authority satisfactory to the Contract Administrator.

D14.2 Prior to the commencement of any Work, and during the term of the Contract if additional or replacement individuals are proposed to perform Work, the Contractor shall supply the Contract Administrator with a Criminal Record Search Certificate obtained not earlier than one (1) year prior to the Submission Deadline, or a certified true copy thereof, for each individual proposed to perform Work.

D14.3 Any individual for whom a Criminal Record Search Certificate is requested and not provided, or for whom a Criminal Record Search Certificate indicates any convictions or pending charges related to property offences or crimes against another person, will not be permitted to perform any Work.

D14.4 Any Criminal Record Search Certificate obtained thereby will be deemed valid for the duration of the Contract subject to a repeated records search as hereinafter specified.

D14.5 Notwithstanding the foregoing, at any time during the term of the Contract, the City may, at its sole discretion and acting reasonably, require an updated criminal records search. Any individual who fails to provide a satisfactory Criminal Record Search Certificate as a result of a repeated criminal records search will not be permitted to continue to perform any Work.

SCHEDULE OF WORK

D15. COMMENCEMENT

- D15.1 The Contractor will submit a Final Solution which will contain a detailed Statement of Work, which has been refined to reflect the confirmation activities and additional discovery work.
- D15.2 The Contractor shall not commence any Work until he is in receipt of a letter of intent from the Award Authority authorizing the commencement of the Work.
- D15.3 The Contractor shall not commence any Work on the Site until:
- (a) the Contract Administrator has confirmed receipt and approval of:
 - (i) evidence that the Contractor is in good standing under The Corporations Act (Manitoba), or properly registered under The Business Names Registration Act (Manitoba), or otherwise properly registered, licensed or permitted by law to carry on business in Manitoba;
 - (ii) evidence of the insurance specified in D12;
 - (iii) the performance security specified in D13; and
 - (iv) the security clearances specified in D14.
 - (b) the Contractor has attended a meeting with the Contract Administrator, or the Contract Administrator has waived the requirement for a meeting.
- D15.3.1 Further to D15.3(a)(iv), subject to all other requirements being met, the Contractor may commence Work prior to submitting the security clearances with the approval the Contract Administrator.

D16. TOTAL PERFORMANCE

D16.1 Shall occur at Go-Live plus 90 days of stable operation.

- D16.2 When the Contractor or the Contract Administrator considers the Work to be totally performed, the Contractor shall arrange, attend and assist in the inspection of the Work with the Contract Administrator for purposes of verifying Total Performance. Any defects or deficiencies in the Work noted during that inspection shall be remedied by the Contractor at the earliest possible instance and the Contract Administrator notified so that the Work can be reinspected.
- D16.3 The date on which the Work has been certified by the Contract Administrator as being totally performed to the requirements of the Contract through the issue of a certificate of Total Performance is the date on which Total Performance has been achieved.

CONTROL OF WORK

D17. JOB MEETINGS

- D17.1 Regular weekly job meetings will be held. These meetings shall be attended by a minimum of one representative of the Contract Administrator, one representative of the City and one representative of the Contractor. Each representative shall be a responsible person capable of expressing the position of the Contract Administrator, the City and the Contractor respectively on any matter discussed at the meeting including the Work schedule and the need to make any revisions to the Work schedule. The progress of the Work will be reviewed at each of these meetings.
- D17.2 The Contract Administrator reserves the right to cancel any job meeting or call additional job meetings whenever he deems it necessary.

MEASUREMENT AND PAYMENT

D18. PAYMENT SCHEDULE

- (a) Shall be negotiated with the Contractor but will include a 10% holdback by The City.

WARRANTY

D19. WARRANTY

- D19.1 Notwithstanding GC.10.01 and GC.10.02 if any law of Manitoba or of the jurisdiction in which the Work was manufactured requires, or if the manufacturer provides, a longer warranty period or a warranty which is more extensive in its nature, then the provisions of such law or manufacturer's warranty shall apply.

D20. NON-RESIDENT WITHHOLDING TAX

- D20.1 Non-resident (non-Canadian resident) firms are subject to a Non-Resident Withholding Tax.

FORM H1: PERFORMANCE BOND
(See D13)

KNOW ALL MEN BY THESE PRESENTS THAT

_____ ,
(hereinafter called the "Principal"), and

_____ ,
(hereinafter called the "Surety"), are held and firmly bound unto **THE CITY OF WINNIPEG** (hereinafter called the "Obligee"), in the sum of

_____ dollars (\$_____)

of lawful money of Canada to be paid to the Obligee, or its successors or assigns, for the payment of which sum the Principal and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS the Principal has entered into a written contract with the Obligee dated the

_____ day of _____, 20____, for:

RFP NO. 64-2007

PROVISION OF UTILITY BILLING & CUSTOMER INFORMATION SYSTEM

which is by reference made part hereof and is hereinafter referred to as the "Contract".

NOW THEREFORE the condition of the above obligation is such that if the Principal shall:

- (a) carry out and perform the Contract and every part thereof in the manner and within the times set forth in the Contract and in accordance with the terms and conditions specified in the Contract;
- (b) perform the Work in a good, proper, workmanlike manner;
- (c) make all the payments whether to the Obligee or to others as therein provided;
- (d) in every other respect comply with the conditions and perform the covenants contained in the Contract; and
- (e) indemnify and save harmless the Obligee against and from all loss, costs, damages, claims, and demands of every description as set forth in the Contract, and from all penalties, assessments, claims, actions for loss, damages or compensation whether arising under "The Workers Compensation Act", or any other Act or otherwise arising out of or in any way connected with the performance or non-performance of the Contract or any part thereof during the term of the Contract and the warranty period provided for therein;

THEN THIS OBLIGATION SHALL BE VOID, but otherwise shall remain in full force and effect. The Surety shall not, however, be liable for a greater sum than the sum specified above.

AND IT IS HEREBY DECLARED AND AGREED that the Surety shall be liable as Principal, and that nothing of any kind or matter whatsoever that will not discharge the Principal shall operate as a discharge or release of liability of the Surety, any law or usage relating to the liability of Sureties to the contrary notwithstanding.

IN WITNESS WHEREOF the Principal and Surety have signed and sealed this bond the

_____ day of _____, 20____.

SIGNED AND SEALED
in the presence of:

(Witness)

(Name of Principal)

Per: _____ (Seal)

Per: _____

(Name of Surety)

By: _____ (Seal)
(Attorney-in-Fact)

All demands for payment shall specifically state that they are drawn under this Standby Letter of Credit.

Subject to the condition hereinafter set forth, this Standby Letter of Credit will expire on

(Date)

It is a condition of this Standby Letter of Credit that it shall be deemed to be automatically extended from year to year without amendment from the present or any future expiry date, unless at least 30 days prior to the present or any future expiry date, we notify you in writing that we elect not to consider this Standby Letter of Credit to be renewable for any additional period.

This Standby Letter of Credit may not be revoked or amended without your prior written approval.

This credit is subject to the Uniform Customs and Practice for Documentary Credit (1993 Revision), International Chamber of Commerce Publication Number 500.

(Name of bank or financial institution)

Per: _____
(Authorized Signing Officer)

Per: _____
(Authorized Signing Officer)

PART E - SPECIFICATIONS

E1 Introduction

E1.1 Project Drivers

E1.1.1 The City of Winnipeg has examined the market place and identified fundamental market considerations, which are driving utilities to focus on CIS renewal efforts. As a result of this analysis, the City has identified several "Critical" project drivers. These drivers represent the primary rationale for pursuing this CIS evaluation and selection effort.

- (a) The project scope is to replace the current mainframe-based water billing system with a new system that will perform all critical current business processes and implement best practises.
- (b) The new system will provide a reliable and sustainable platform to allow for future implementation of new business procedures.

E2 Background Information

E2.1 The City

- E2.1.1.1 Council is the governing body of the City of Winnipeg and the custodian of its powers, both legislative and administrative. Policy making at the local level is limited and controlled by provincial government statute. The City Council consists of 15 Councillors and the Mayor. Each Councillor represents an individual ward while the Mayor is elected by a vote of the city-at-large.
- E2.1.1.2 Council has the authority to establish committees of Council and Council may, by by-law delegate a power, duty or function to a committee of Council.
- E2.1.1.3 The **Executive Policy Committee** duties include: 1) formulating and presenting recommendations to Council respecting policies, plans, budgets, by-laws and other matters that affect the city as a whole; and 2) ensuring the implementation of policies adopted by Council.
- E2.1.1.4 The **Chief Administrative Officer** is the administrative head of the organization and reports to the Executive Policy Committee and is the primary interface between Council and the Administration. The Standing Policy Committee on Infrastructure Renewal and Public Works provides policy advice to Council on matters within various areas of jurisdiction including Water/Waste Services.

E2.1.2 The Utility

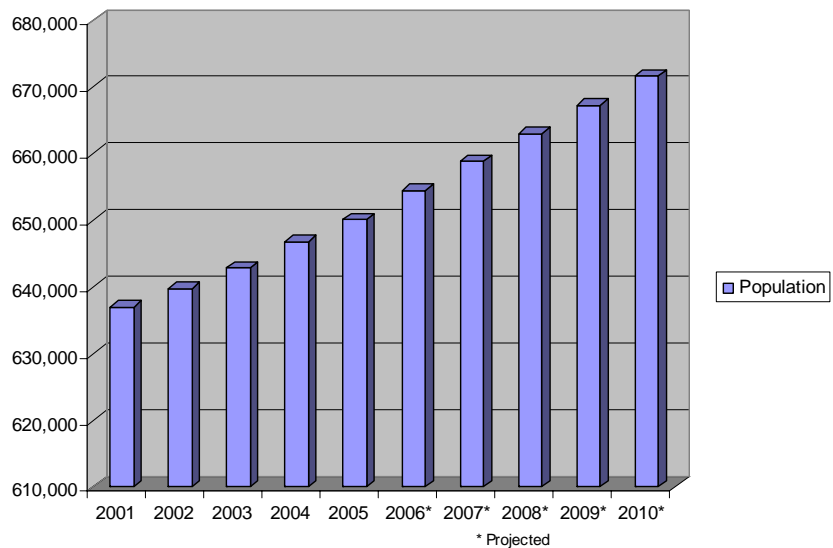
- E2.1.2.1 The **Water and Waste Department** reports administratively to the Chief Administrative Officer, and politically to the Standing Policy Committee on Infrastructure Renewal and Public Works.
- E2.1.2.2 This large Department consists of three utilities: water; wastewater; and solid waste disposal. The Department provides tax-supported services for land drainage, flood control and solid waste collection. The Department's activities contribute to the high quality of life enjoyed by the citizens of Winnipeg by protecting public health, property and the environment; collecting and treating wastewater; managing land drainage and flood control; and providing collection, disposal and waste minimization programs and facilities for solid waste.
- E2.1.2.3 These utilities serve over 188,000 metered accounts with annual pumpage of over 79,000 megalitres of water and 116,000 megalitres of sewage treated.

E2.1.3 Growth

- E2.1.3.1 Over the next 20 years, Winnipeg's demographic trends will be characterized by slow but stable population growth.

Year	Population	% Annual Increase
2001	637,000	
2002	639,800	0.44%
2003	642,800	0.47%
2004	646,800	0.62%
2005	650,100	0.51%
2006*	654,500	0.68%
2007*	658,800	0.66%
2008*	663,000	0.64%
2009*	667,300	0.65%
2010*	671,600	0.64%

Source: Winnipeg CAO Secretariat, Dec '05



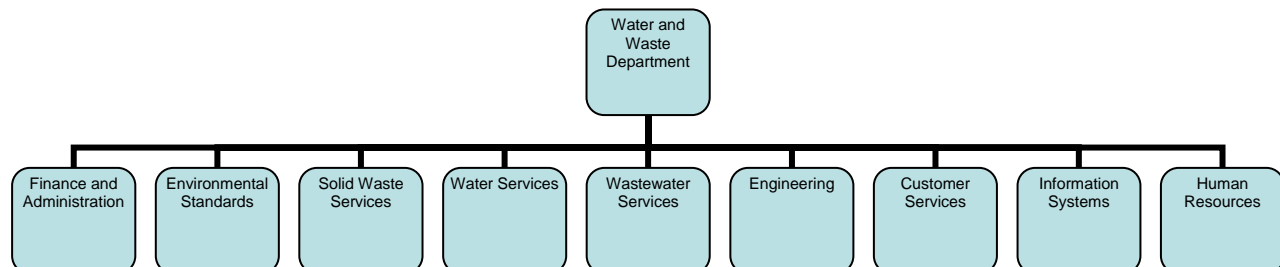
E2.2 Water and Waste Department

E2.2.1 Introduction

E2.2.1.1 Vision: Excellence in Environmental Services.

E2.2.1.2 Mission: To provide and continually improve drinking water, wastewater, land drainage, and solid waste services to the citizens of Winnipeg. We perform our duties in a fiscally responsible, sustainable and technically efficient manner, which inspires the confidence and trust of citizens.

E2.2.1.3 The Water and Waste Department consists of the following divisions.



- (a) Customer Services - The Customer Services Division is responsible for providing the following services: customer services; public information and internal communication. The Customer Services Centre is the first point of contact for citizens and businesses seeking information and service by telephone, in person, by letter or internet. The Division provides external communications and community relations services to inform citizens and businesses about services offered by the Department.
- (b) Engineering Services - The Engineering Services Division provides various engineering and consulting services to the Department's public services of water, wastewater, land drainage/flood control, and solid waste collection and disposal. These engineering/consulting services would include long term planning and policy development, asset management, capital programming and budgeting, design and construction services and public consultation.
- (c) Finance and Administration - The Finance and Administration Division provides the controllership function for the Department and oversees all related financial and budgetary functions related to the Department's services. Customer Accounts Branch obtains meter readings, prepares quarterly bills and processes payments for residential, small commercial and large commercial/industrial accounts, records management and process improvement.

- (d) Information Systems and Technology - The Information Systems and Technology Division plans, develops and supports the computerized information systems and information technology for the Department. This includes the provision and maintenance of all Department hardware such as personal computers and servers as well as all software currently used by department employees.
- (e) Human Resources Division - The Human Resource Division is responsible for all human resource related services such as: recruitment, selection and placement; rehabilitation and redeployment; labour relations; payroll and benefits; job descriptions and classification review; and safety committees. The Division also provides training/education services to the Department.
- (f) Environmental Standards - The Environmental Standards Division provides laboratory testing for the department's water, wastewater and solid waste disposal services. The division also provides research and special project management services, by-law enforcement, industrial wastewater monitoring and surcharging, and the review, inspection and licensing of private wastewater disposal systems.
- (g) Solid Waste - The Solid Waste Division provides three major services to the City of Winnipeg: refuse collection; solid waste disposal (Brady Road landfill operations); and recycling/waste minimization. Other services, within these major lines of business, provided by this division are: bulky waste collection; appliance disposal; landfill monitoring; recycling of Christmas trees, fall leaves, used tires and bulk metal.
- (h) Wastewater Services - The Wastewater Services Division is responsible for the collection, treatment and overall quality of wastewater discharged from the City's residential, commercial and industrial establishments. The Division also operates the City's three wastewater treatment plants located in the South, West and North ends of Winnipeg. Wastewater Services also provides the City with land drainage and flood control services that entail the collection of runoff due to rainfall and operation/maintenance of sewer gates, pumping stations. This also includes sandbagging and primary and secondary dike maintenance operations in times of flooding.
- (i) Water Services - The Water Services Division is responsible for the provision of potable water to the residents of Winnipeg. This division maintains the City's: water mains; service connections to residential, commercial and industrial establishments; water meters; fire hydrants; and water control valves.

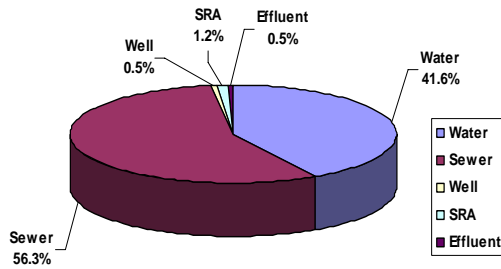
E2.2.2 Services Provided

The Water and Waste Department provides the following services.	
<p>Public Services</p> <ul style="list-style-type: none"> Water Treatment and Distribution Wastewater Collection and Treatment Land drainage / flood control Solid waste collection Solid waste disposal Recycling / waste minimization 	<p>Internal Services</p> <ul style="list-style-type: none"> Customer Services Finance and Human Resources Services Information Technology Services Engineering Services Environmental Standards

E2.2.3 Revenue by Service

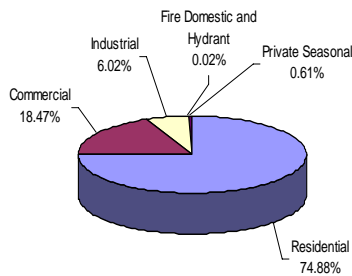
E2.2.3.1 For Water and Waste Water Services, the City realized operating revenue in fiscal year 2005 of \$156 million. The following diagram presents a percentage of net revenue by service.

Revenue by Service

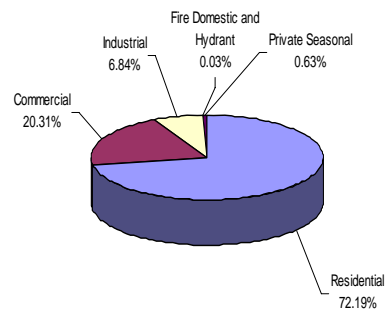


Revenue by Service

Water Customers



Sewer Customers



Revenue by Customer Class

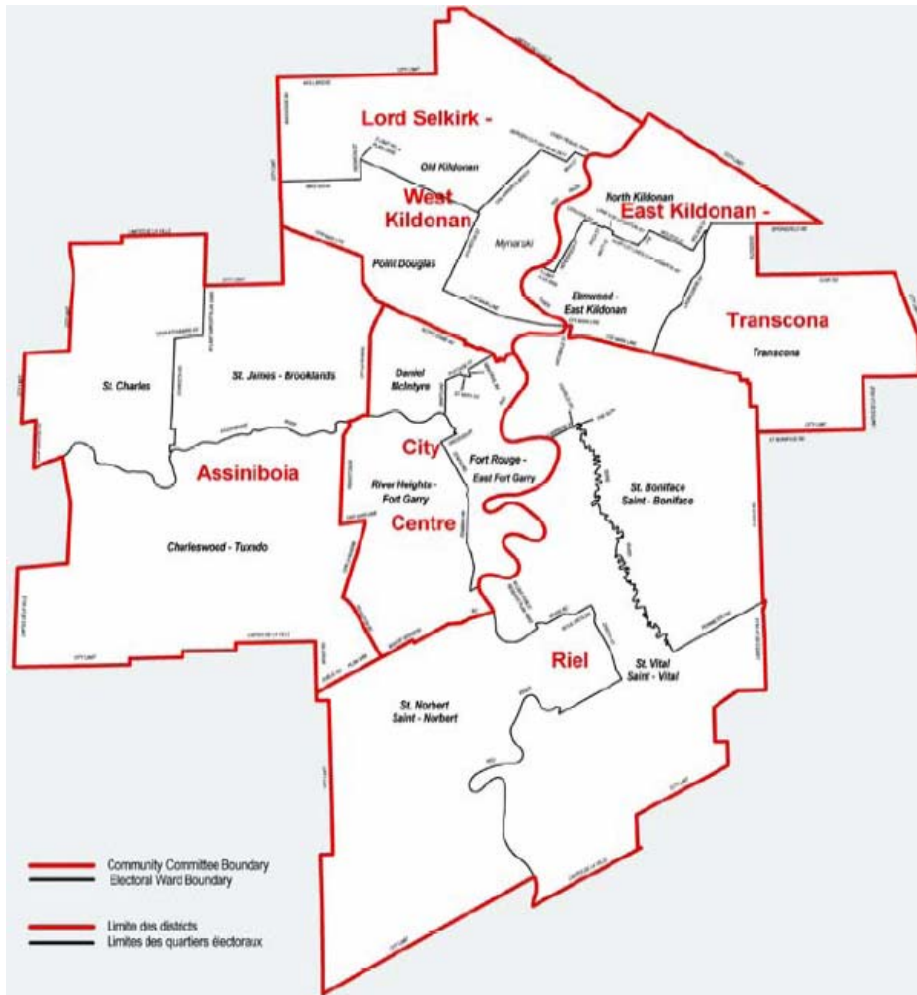
E2.2.4 Customers by Class

E2.2.4.1 The City's Water and Waste Water customer accounts billed in 2005 is shown below.

Residential Customers	177,078
Commercial Customers	8,786
Industrial Customers	1,414
Fire Domestic	2
Private Seasonal	361
Hydrant	9
Total	187,650

E2.2.5 Service Territory

E2.2.5.1 Water and sewer services are provided to customers within the limits of the City of Winnipeg. City officials are exploring the possibility of expanding some services to other capital regions, however, no definitive plans have been made.



E2.2.6 Customer Rates

E2.2.6.1 The following rates are in effect for 2007.

Water rate	
Per 100 cubic feet per quarter	2007 Rate
0 - 9,600	\$3.15
9,601 - 96,000	\$2.67
more than 96,000	\$2.19

Sewer rate	
Per 100 cubic feet per quarter	2007 Rate
	\$3.87

Quarterly or basic charge (residential / business)	
Meter size	2007 Rate
5/8" meter	\$13.75
¾" meter	\$14.80
1" meter	\$17.70
1.5" meter	\$21.45
2" meter	\$31.80
3" meter	\$109.45
4" meter	\$139.25
6" meter	\$207.60
8" meter	\$285.70
10" meter	\$363.80

E2.3 The Current System

E2.3.1 Primary Use

E2.3.1.1 The current Water Billing System is a primary tool of the Water and Waste Department's Finance and Administration Division, with several other divisions and City departments relying on this system for information on property occupancy and service status. The functional scope of this system includes:

- (a) meter reading,
- (b) credit and collections
- (c) customer history
- (d) customer service and
- (e) billing services for potable water, waste water, bulky waste and related support fees.

E2.3.1.2 The system provides billing services for approximately 188,000 customers. Customers are billed on a quarterly basis, receiving 4 bills per year. Bills are printed the evening of every business day, up to 5,000 bills per evening for a total of about 1 million bills per year. All activities occur on a daily basis and there is no month end or annual "busy time" where activity peaks dramatically.

E2.3.2 Customer System User Counts

E2.3.2.1 The Finance and Administration and Customer Services Divisions are the primary users of the system. The Finance and Administration Division is responsible for billing, production, payment processing, meter reading, revenue projections, and credit and collections. The Customer Services Division manages customer service inquiries and account resolutions via the Customer Services Call Centre.

E2.3.2.2 The following table depicts the number of primary, secondary and casual CIS users.

CIS Users	
User Type	Quantity
Primary	100
Secondary	66

Casual	25
Total	191
<i>Primary Users – Use system 4 to 8 hours per day</i>	
<i>Secondary Users – Use system 2 to 4 hours per day</i>	
<i>Casual Users – Use system less than 2 hours per day</i>	

E2.3.2.3 The City will require 190 users to be trained and will require 150 concurrent user licenses.

E2.3.3 Call Center Operations

E2.3.3.1 A customer may contact the Customer Service Centre:

- (a) by phone at 204-986-5858 Monday to Friday (excluding statutory holidays) from 8:30 a.m. to 4:30 p.m.
- (b) by mail at:
Water and Waste Department
Customer Services Division
4th Floor, 185 King Street
Winnipeg, Manitoba R3B 3M1
- (c) by fax at 204-986-6515. TTY at 204-986-2149
- (d) by email at water@winnipeg.ca .

E2.3.3.2 After business hours, customer may contact Water and Waste Emergency Services at 204-986-2626 if they need to report an emergency such as: a basement flooding emergency; blocked sewer; water main break; or hazardous materials spill. Emergencies do not include missed garbage or recycling pick ups.

E2.3.3.3 Call Centre Representatives receive approximately 256,000 calls per year, or 1025 per day.

E2.3.3.4 Call Centre Representatives receive inquiries about billing, refuse and recycling services, water main leaks, sewer backups and other Water and Waste utility inquiries. Approximately 70% of calls relate directly to bill inquiries, move ins and move outs. There are 27 full-time Call Centre Representatives. During peak call times, customers have the option to leave a voice mail message instead of waiting for an available representative.

E2.3.3.5 In addition, the Customer Service Centre also receives approximately 10,000 emails and 6500 correspondence items per year. Approximately 90% of these are billing inquiries.


E2.3.4 Bill Production and Distribution

E2.3.4.1 Bills are printed the evening of every business day and averages approximately 40,000 lines per day (daily variance from 17,000 to 90,000 lines) or about 5,000 bills per evening. The evening bill print process produces a total of 1 million bills per year (500,000 images printed '2 up' on 8.5 x 14 sheets then cut in half). In addition to Water Bills, also printed are: Tele-read cards (588,000 cards per year - 147,000 images printed '4 up' on 8.5 x 14 sheets then cut in quarters); Meter Sheets (42,000 sheets per year - 21,000 images printed '2 up' on 8.5 x 11 sheets then cut in half); and about 300,000 miscellaneous reports printed on 8.5 x 11 paper per year.

E2.3.4.2 Note that per year totals are given but printing is done every business day and evenly spread throughout the year, there is no monthly or annual "busy time" where activity peaks. Print jobs are typically run on evening shift and printing must be completed by the next morning.

E2.3.4.3 Currently, bills are generated quarterly. The City would like to evaluate the costs for both quarterly billing and monthly billing.

E2.3.4.4 The following is a sample bill being produced from the current system. The format of the bill may not retain the same design within the new system.

ACCOUNT NUMBER / N° DE COMPTE 12-12-34567-8-9		DATE PRINTED / DATE DE FACTURATION January 5, 2007	
SERVICE ADDRESS / SERVICES FOURNIS AU 1234 ANYWHERE AVE		CUSTOMER NAME / NOM DU CLIENT JOE DOE	
CURRENT BILLING / FACTURE COUVRANT LA PÉRIODE FROM / DU: January 5, 2006 TO / AU: January 10, 2006		DAYS JOURS: 5	METER READINGS / RELEVÉS PRESENT / ACTUEL: 2468 PREVIOUS / PRÉCÉDENT: 2455
TYPE OF READING / TYPE DE RELEVÉ: Actual		METER VOLUME / VOLUME: Kilolitres	CONSUMPTION CONSOMMATION: 13
		CONS: 100's CU. FT / CONSOMM. 100 pieds cubiques 13 X 0.353 = 4.59	
STATEMENT / RELEVÉ DE COMPTE			
Balance Forward			43.21
Water Charge	12.34		
Sewer Charge	23.41		
Quarterly Charge	0.00		
Credits	- 21.43		
Adjustment	0.00		14.32
			57.53
DUE DATE ÉCHÉANCE: COPY		AMOUNT DUE MONTANT À PAYER: 57.53	
Please detach and return with your payment			
			
ACCOUNT NUMBER / N° DE COMPTE 12-12-34567-8-9	DUE DATE / ÉCHÉANCE COPY	AMOUNT DUE / MONTANT À PAYER 57.53	
JOE DOE 4321 ANYWHERE AVE WINNIPEG, MB R1V 1V1		1234 ANYWHERE AVE CUSTOMER ENQUIRIES 986-5858	
⑆01518⑈900⑆		96	

E2.3.5 Payment Processing

E2.3.5.1 A customer can pay their bills using several methods. The most popular payment methods are electronic payment and mail-in.

- (a) **Pre-authorized payment.** Pre-authorized payment allows a customer to pay water bills automatically from their bank account.
- (b) **Online Banking.** Payments can be made through customer's financial institution (bank, credit union)
- (c) **Payment Agencies.** Payments can be made a authorized agencies (e.g., financial institutions, designated drug stores and grocery stores)
- (d) **Mail-In .** Customer can submit cheques / money orders.
- (e) **Drop Boxes.** Multiple sites across the city.
- (f) **City Payment Center.** The City provides a payment counter located on the main floor of City Hall at 510 Main Street (Administration Building). We accept cash, cheque, money order or Interac.

2005 Source of Payments	Number of Payments	% of total	% of Revenue
agency / drugstore	11,402	1.4%	0.8%

central cashiers	50,132	6.4%	8.9%
community cashiers	196	0.0%	0.0%
direct mail	131,443	16.7%	38.8%
drop box	23,253	3.0%	4.0%
telpay / credit unions	95,073	12.1%	7.0%
banks/bill payment	407,038	51.8%	32.9%
pre-auth	66,196	8.4%	6.5%
interdepartment accts	1,739	0.2%	1.0%
	786,472	100%	100%

E2.4 Computing Environment

E2.4.1 Current Application

E2.4.1.1 The mainframe Water Billing System uses VSAM files, and both IMS and DB2 as databases (with the majority of the data in IMS). The Water Billing System consists of an online CICS portion as well as a batch component. The batch component performs file maintenance and bill print functions during a nightly batch window. The nightly batch window is currently 3 hours (includes backups). The system prints approximately 1 million bills per year and 1 million miscellaneous documents.

E2.4.2 Connectivity

E2.4.2.1 The City's Wide Area Network (WAN) uses TCP/IP as its transport protocol.

E2.4.3 Desktop Environment

E2.4.4 The utility desktop environment consists of Windows XP as the primary PC operating system with user applications such as Microsoft Office 2003 Suite, Outlook 2003, Internet Explorer 6.0, and Symantec is used as the standard corporate anti-virus utility. Various other applications reside on PC's but especially for our Call Center staff Synergen (SPL EAM) is the most important.

E3 Work Definition

E3.1 Project Strategy

E3.1.1.1 To remain a cost efficient provider, the City must continue to focus on providing its customers with exceptional levels of customer service. The new system must promote exceptional levels of service to both internal users and external customers, as well as provide the technical foundation to ensure long-term effectiveness and efficiency. The new system must also provide financial accountability and systems integration.

E3.2 Project Objectives

E3.2.1 This RFP is intended to address the following objectives and critical initiatives, which the City is currently reacting to within the market, these include:

- (a) Enable the Department to provide new programs and meet customer expectations in terms of e-commerce and convenience,
- (b) Enable the Department to be comparable in service to other regional utilities,
- (c) Permit more efficient service delivery,
- (d) Enhance collection results,

- (e) Reduce risks regarding ongoing sustainment of the existing water billing system,
- (f) Allow for implementing cost of service rates and introducing new user fees as applicable.
- (g) On time, on budget
- (h) All system interfaces listed are successfully implemented.
- (i) Provide an error-free transition to the new system.
- (j) Business re-engineering results in streamlined processes which better allow the Department to take advantage of existing technology and save resources.
- (k) End product is sustainable.
- (l) Users are properly trained to use the system.
- (m) The Department is positioned to be able to take advantage of evolving technology (ex. AMR, Customer Self-Serve) and expand use of system to billing functions in other Divisions.

E3.3 New Customer Information System

E3.3.1 Scope of Services

E3.3.1.1 The City has identified the following services, programs and products as being in scope for go-live, anticipated after go-live, or not in scope for the Utility.

In Scope Go-Live	Future Implementations
<p>Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Water <input type="checkbox"/> Waste Water <input type="checkbox"/> Effluent Surcharge <input type="checkbox"/> Bulky Waste and other miscellaneous billings <p>Products</p> <ul style="list-style-type: none"> <input type="checkbox"/> Merchandise <p>Programs</p> <ul style="list-style-type: none"> <input type="checkbox"/> Credit/Debit Card Payments <input type="checkbox"/> Payment Arrangement Program <input type="checkbox"/> Deferred Payment Arrangements <input type="checkbox"/> Flexible Due Date <input type="checkbox"/> Third Party Notification Program <input type="checkbox"/> Landlord Program <input type="checkbox"/> Direct Debit ACH (preauth) <input type="checkbox"/> Summary Billing <input type="checkbox"/> Large Volume Sewer Discount Program <input type="checkbox"/> Seasonal Services <input type="checkbox"/> Add-to-tax 	<p>Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Storm Water <input type="checkbox"/> Solid Waste <input type="checkbox"/> Waste Hauler <p>Programs</p> <ul style="list-style-type: none"> <input type="checkbox"/> Budget Billing Program <input type="checkbox"/> Internet Billing and Payment Program <input type="checkbox"/> Low Income Assistance Program <input type="checkbox"/> Holiday Tags (temporary off) <input type="checkbox"/> Monthly Billing <input type="checkbox"/> Winter Cost Averaging Billing

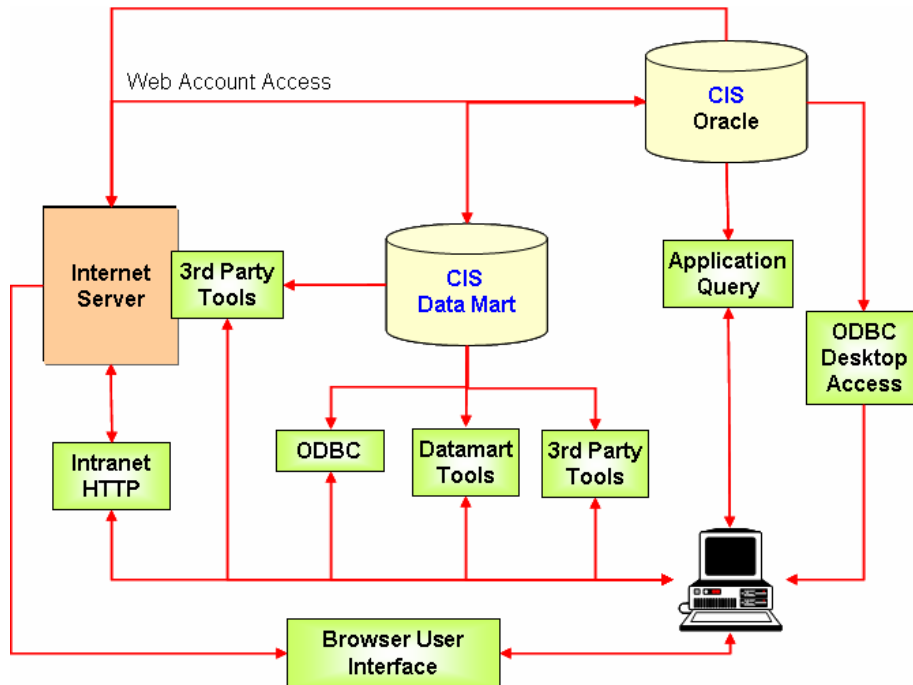
E3.3.2 External Customer Contact Points

E3.3.2.1 The City will provide for a few strategic points of contact for its customers within the Water & Waste Department call center and its pay stations. The target environment will support the recording of the customer contact and contact disposition within a single customer system. Ideally, a customer's initial contact with the City to establish service will be seamlessly transferred from one area another. All users will have access to information gathered during the customer event.

E3.3.3 Internal Customer Access

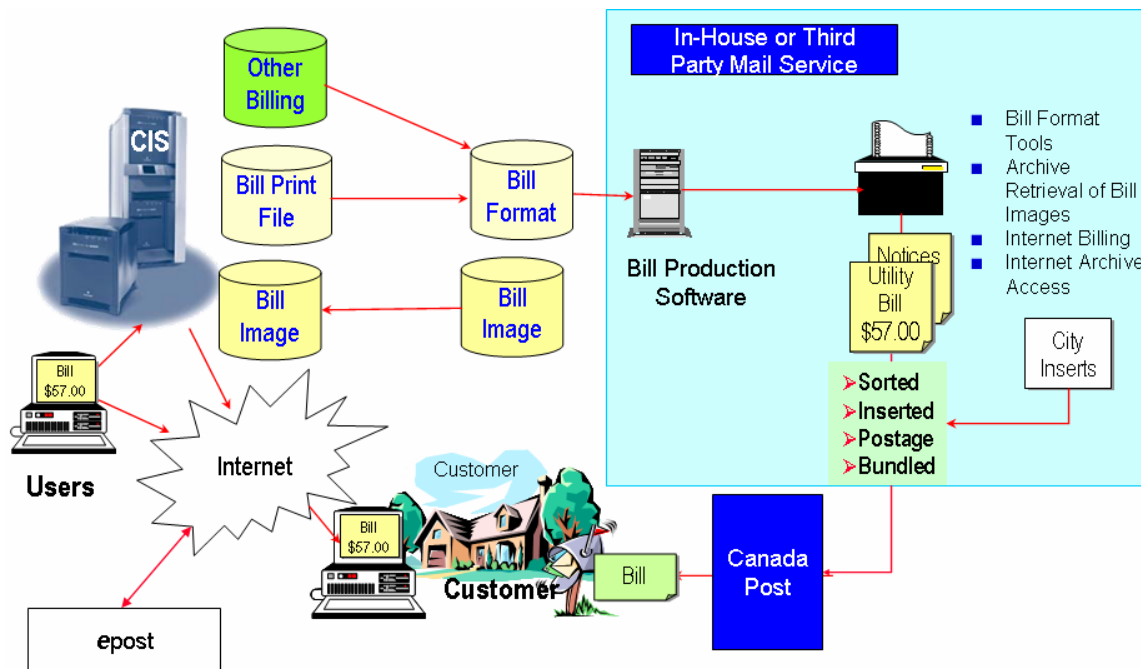
E3.3.3.1 The target environment will support the recording of the customer contact and contact disposition within a single customer system. All users will have access to information gathered during the customer event.

E3.3.3.2 In the new CIS environment, the City will provide customers with numerous contact points.



E3.3.4 Target Bill Production

E3.3.4.1 In the new CIS environment, the City will consider both in-house and outsourced bill production and distribution environments with on-line bill viewing and electronic bill presentation and payment (EBPP). It may work as it does currently, or the bill image and e-commerce may be slightly differently.



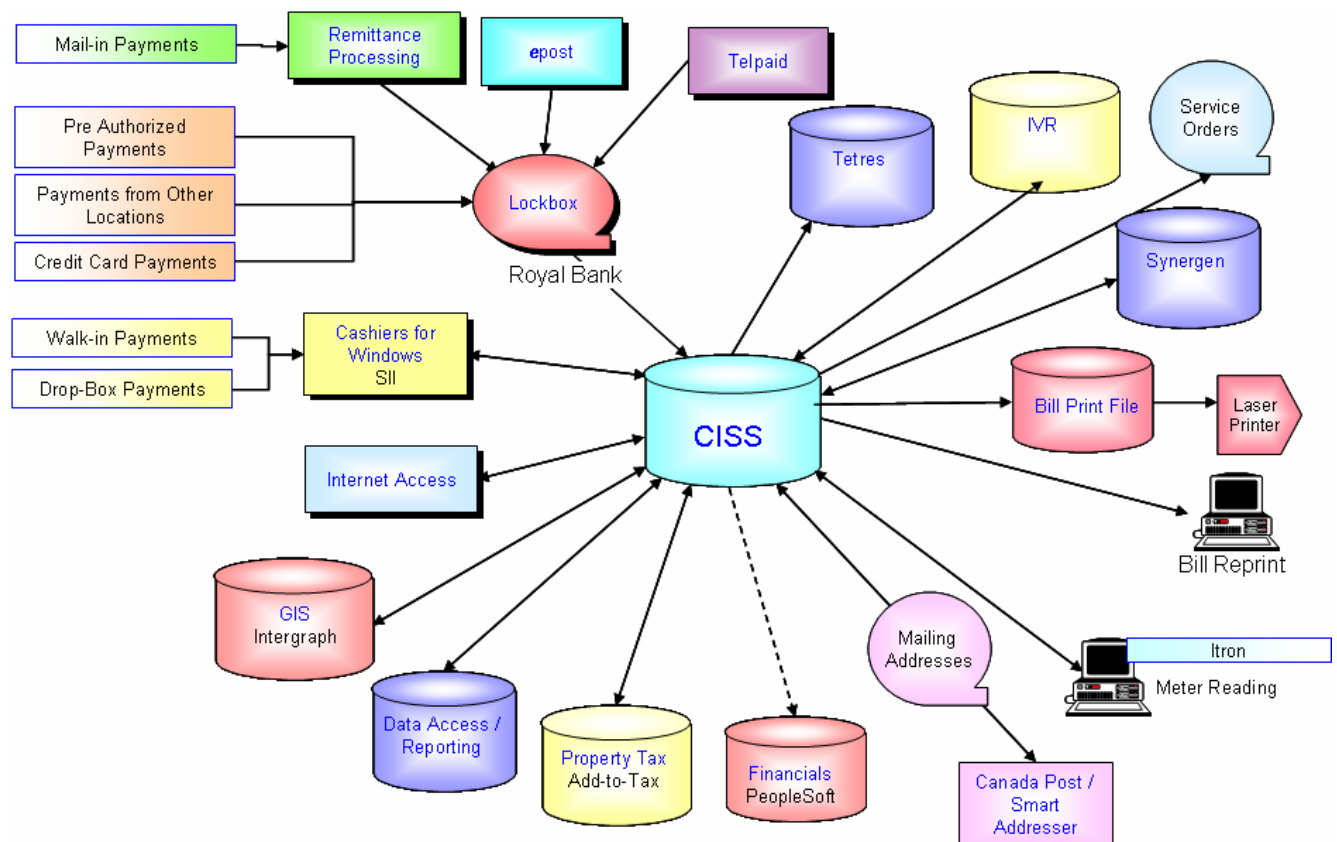
E3.3.5 Customer Application Architecture

E3.3.5.1 The following is a brief description of the approach to application integration for the new CIS.

- (a) **Customer Information System.** Integrated package consisting of all basic customer service modules, to include water, waste water and all future City utility services, products and programs.
- (b) **Customer Interaction.** Internet and IVR, in addition to basic call-in, walk-in and correspondence.
- (c) **Customer Data Access.** Internet access provided through CIS and Interactive IVR for basic inquiries.
- (d) **Remittance Processing.** Interface to various remittance processing centers: Royal Bank, Telpay, Preauth, Remittance Processor from City.
- (e) **Financial Management.** Interface to the City's PeopleSoft financial system.
- (f) **E-Bill Presentation Payment.** Interface to the EPOST.
- (g) **Refund Checks.** Interface to the City's PeopleSoft financial system for all check printing.
- (h) **Bill Production and Distribution.** Provide functionality for bill formatting or interface to a 3rd party bill formatting solution.
- (i) **Mail Address Certification.** Interface to Canada Post for postal codes and Smart Addresser to verify the addresses to get postal discounts.
- (j) **Metering and Consumption.** Interface to Itron's MVRS meter reading system for upload and download. Readings received from AMRs, ERTs and handheld devices as well as reads from residential customers via IVR.
- (k) **Work Management System.** Interface to the City's SPL EAM System.
- (l) **GIS.** Interface to the City's GIS system (Intergraph).
- (m) **Meter Inventory.** Incorporate the City's manual meter. Include functionality to record results of meter testing within the new CIS.
- (n) **Electronic Data Interchange.** Include EDI functionality in the lockbox interface from the bank.

E3.3.6 Interfaces

E3.3.6.1 The City has or is planning for the following integrations and interfaces:



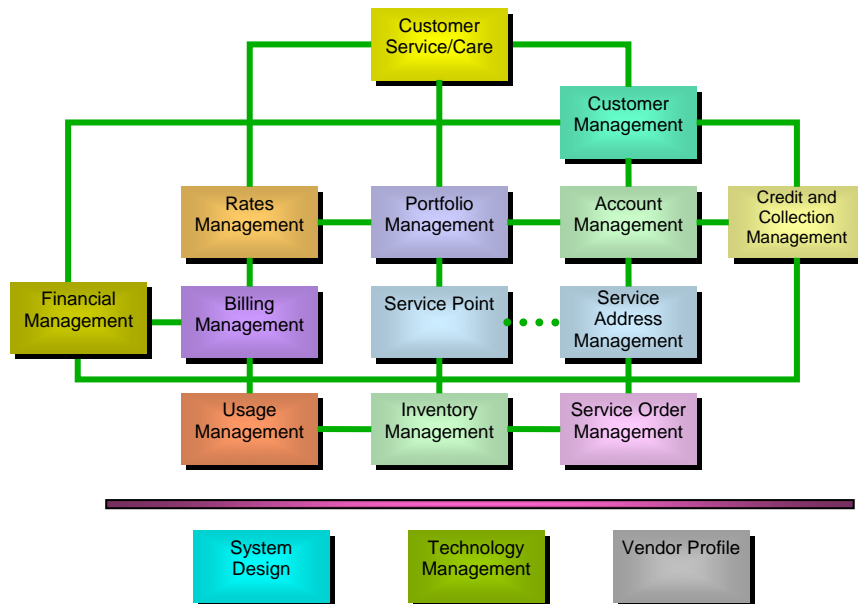
E3.3.6.2

Interface	City Specific	When Needed	Real Time or Batch	Electronic or Report
Internet Access Internal/External	Incorporate in new CIS	Future	N/A	N/A
To CIS	To Be Determined (TBD)			
From CIS	TBD			
Interactive Voice Response	TBD	Future	Real Time	Electronic
To CIS	Customer Information Updates, Requests, Reports of Outages			
From CIS	Customer Data Elements, Information, Outage Information, Collection Information and Amounts			
Functionality	Provide for outbound calling to Outage Customers. Provide for outbound calling for Collections..			
Data Access and Reporting	TBD	Go-Live	Batch	Electronic
To CIS				
From CIS	Extracts from CIS			
Remittance Processing	Royal Bank, Telpay, Preauth, Remittance Processor from City and Intranet Billing (outbound).	Go-Live	Batch	Electronic
To CIS	Account Number, Type of Payment, Payment Amounts, Batch Number			
From CIS	List of All Active Billing Accounts, Customer Account Number, Name, Cash Only Code			
General Ledger System	PeopleSoft	Go-Live	Batch	Electronic
To CIS	None			
From CIS	Dollar amounts by GL account/sub account, accounting unit, all financial transactions, consolidated by GL code, effluent billing, A/R for Billing Services			
Electronic Bill Payment and Presentation	epost	Go-Live	Batch	Electronic
To CIS	Payments, Reversals, Customer Information Updates, comments			
From CIS	Account, Billing and Customer data including e-mail address, Customer payments, Special Condition Flags (DNP), bill detail			
Bill Production and Distribution	New 3 rd Party or within CIS	Go-Live	Batch	Electronic
To CIS	Bill File for Exact Image of the Bill			
From CIS	Bill Extract File			
Mail Address Certification	Canada Post and Smart Addresser	Go-Live	Real Time and Batch	Electronic
To CIS	Updated Addresses, Postal Walk Number			
From CIS	Mailing Address			
Meter Reading	Itron MVRS and TeleRead	Go-Live	Batch	Electronic
To CIS	Account Numbers, Meter Numbers, Meter Readings and Dates			
From CIS	List of Meters to Be Read, Account Numbers, Meter Numbers, Time to Be Read			
Work Management	SPL EAM	Go-Live	Real Time	Electronic

System				
To CIS	Special Condition Code with Job is Complete			
From CIS	Premise and Customer Information,			
Note	The City Needs to Determine Desired Workflow – In Which System (CIS or WMS) Does a New Service or Extension Begin?			
GIS	Intergraph	Future	Real Time and Batch	Electronic
To CIS	Service Address Information and Identifier – such as X,Y Coordinates			
From CIS	Customer Account Numbers for New Services, Customer Information (Phone Number), Equipment Numbers, Latest Meter Usage/History			
Note	This Information Could Possibly Come from Work Management System or Order Management System.			
Property Tax System	Add-to-Tax	Future	Batch	Electronic
To CIS	Tax Roll Number			
From CIS	Tax Roll Number, A/R Amount			
Note	This is a step in the collections process.			
Tetres	Tetres	Go-Live	Batch	Electronic
To CIS	N/A			
From CIS	Historical Consumption Data for engineering functions.			

E3.3.7 CIS Functions

E3.3.7.1 The City is seeking a customer system that provides comprehensive functionality as represented in the following functional model and the associated roughly 1,500 item Functional Checklist provided as an attachment.



- (a) **Account Management.** An account is created to reflect the establishment of a financial agreement for the provision of a product or service. The account is the primary path for accessing and viewing customer account related information. An account can be defined

as a single account, a master account, or a temporary account. It reflects available and installed service offerings, product offerings, equipment offerings, and program offerings. It supports a wide array of account views into account transactions, consumption, payments, billings, adjustments and account specific notes.

- (b) **Billing Management.** Support of cycle driven, date driven and event driven billing schedules. The process will input time based and volume based consumption and will provide for consumption validation and estimation algorithms. The process will identify appropriate contract clauses and utilize associated rate schedules and pricing plans. The billing process will provide for flexible billing periods and accommodate proration. In addition to batch billing the system will provide for on-line account billing, for "what-if" analysis, adjusted billing and immediate billing.
- (c) **Credit and Collection Management.** The establishment of an extensive customer credit profile for use in managing account credit and necessary collection activities. Credit checking, credit reference, credit bureau interface and a flexible credit scoring process. Accommodation of third party, guarantor and co-signer relationships. The ability to quickly view outstanding account balances, transfer of account balance across accounts and the freezing of an account for dispute resolution. A flexible collection process regarding notification and cut-off activities and collection agency interface. The processing of late payment penalties, returned checks and the creation and management of payment arrangements. The processing of bad debt accounts, accounts in bankruptcy, accounts with deceased customer and an executor and account liens.
- (d) **Customer Management.** The capability of identifying and tracking customers in the system independent of the account. This module allows for the identification of existing customers and the input of extensive profile and demographic information. An existing customer may have a single account or multiple accounts with the ability to track specific information at the customer level across all of the customers' accounts.
- (e) **Customer Service and Care.** The management of customer contacts received through various media including: the telephone, integrated voice response, computer telephone integration, fax, email, the Internet, customer correspondence, the bill, and various payment mechanisms. The system will allow for recording, scripting and managing the contact. It will allow for the identification and measurement of user performance, customer satisfaction and the determination of program effectiveness.
- (f) **Financial Management.** Any activity associated with revenue is accommodated through this module. Deposit processing, payment processing, returned check processing, refund processing and required interfaces to financial management systems including the general ledger, accounts payable, and accounts receivable.
- (g) **Inventory Management** The identification, access and management of meter, equipment and product inventory. The function supports meter based billing activities, inventory based activities and meter testing programs with applicable interfaces to external meter inventory systems, if applicable.
- (h) **Portfolio Management.** The ability to view all available programs, products and services (the portfolio) that the utility can provide to the customer. Various rates and pricing plans can be associated with each portfolio item
- (i) **Rates Management.** A flexible pricing structure to accommodate rates, charges, fees, surcharges, taxes, adjustment clauses, rate determinants and dynamic rate assignments. This module will also provide for rate development activities.
- (j) **Service Address Management.** The identification of legal parcel information and the service address for purposes of account management. A process to support the establishment of new service for both permanent and temporary addresses with the ability to associate current and historic information (i.e. meters, customers, equipment) with the address. Multiple service points are associated with a service address; these points may be metered or unmetered.
- (k) **Service Order Management.** The processing of requests to initiate service based and meter based work orders. A pending order process, the update of orders, the dispatching and closing of orders and the viewing of historical orders is accommodated.

- (l) **System Mechanics.** The design, system features and navigation. System controls, system security, approvals, auditing, system navigation, system documentation, online help, computer-based training, reports and queries.
- (m) **Technology Management.** Description of the technology utilized within the solution, and how well it fits with the technology strategy defined by the City of Winnipeg.
- (n) **Usage Management.** The capability of capturing consumption based upon a passage of time as well as, a measured flow. The creation of a route with automatic rerouting features. The initiation of readings and an interface with the hand-held or other meter reading devices. The validation of consumption, the processing of reads, and the tracking of unauthorized usage.
- (o) **Company Profile.** The long-term viability of the Bidder to support and sustain the product, the support offered by the Bidder, and the product installation methodology.

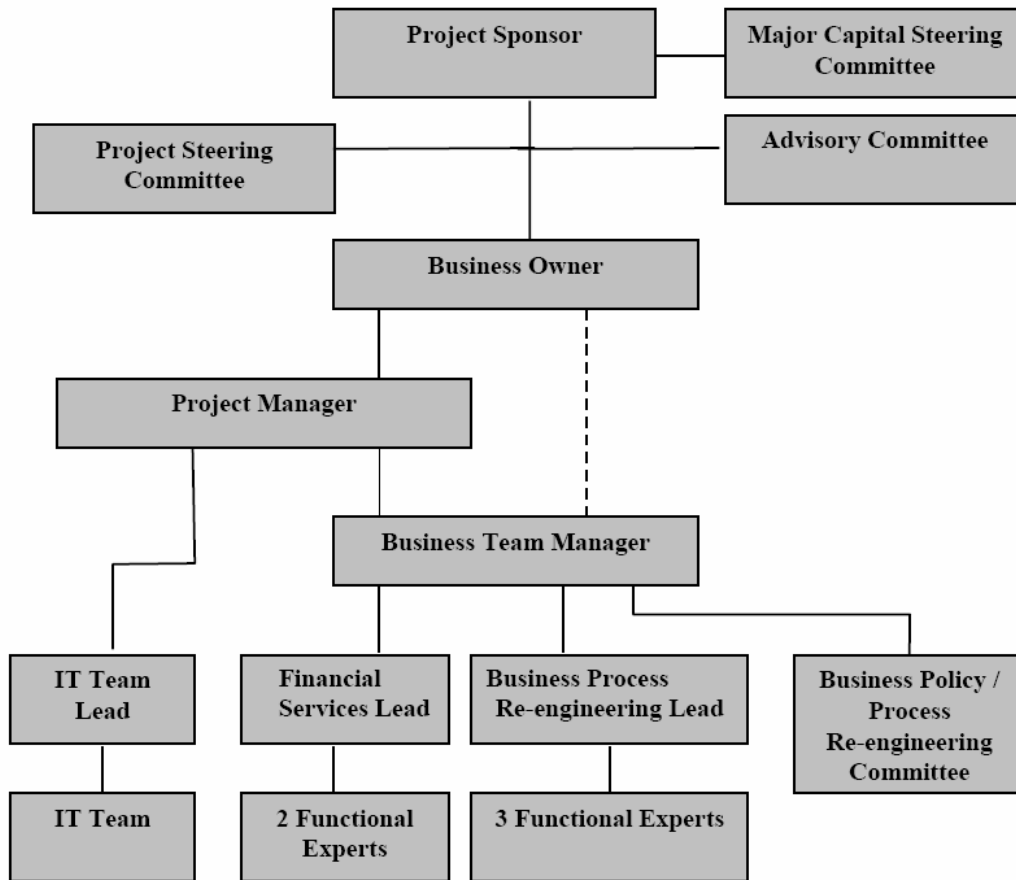
E3.3.8 CIS Technology

E3.3.8.1 The City has identified the following CIS target technology.

- (a) **Server Hardware Platform.** The City expects UNIX server given the CPU intensive nature of the application but is willing to consider alternatives. The City will not consider a mainframe or midrange platform for in-house solutions.
- (b) **Server Operating System.** The City prefers UNIX Solaris if a UNIX server is chosen, but will not accept Linux.
- (c) **Computing Environment.** The City is seeking a distributed environment such as a cooperative multi-tier environment.
- (d) **Data Base Environment.** The City is seeking a relational database environment and prefers Oracle.
- (e) **Client User Interface.** A Browser User Interface (BUI) solution is preferred, but will consider a Graphical User Interface (GUI) solution.
- (f) **Development Environment.** The City prefers solution which has been developed in a standardized development environment or using a data dictionary. No preference for the application language, but would prefer a Java environment versus ActiveX.
- (g) **Application Approach.** The City is not seeking a custom developed solution or extensive product customization. Nor is the City looking for an approach with extensive configuration requirements. A proven product solution with minimal modifications is desired.
- (h) **Ongoing Support / Help Desk.** The City requires the Bidder to support the solution with regular releases and help desk support within an annual maintenance and support agreement. The City does not want to be required to move forward with new product releases if those changes do not benefit the City.
- (i) **Ongoing Operation.** The City will consider a solution operated in-house, or operations outsourced by the Bidder or by a third party.

E3.4 The City's Team

E3.4.1 The City of Winnipeg team has done a lot of preliminary work on a Resource Plan to prepare for the implementation of a replacement system. The team has arrived at what it feels is an effective team for an implementation that will last about 18 months, plus two months of after go-live transition and support. A proposed organizational chart for the implementation project follows. The Bidder must consider this team and the City's staffing levels in the design and pricing of its implementation approach and plan.



E3.5 A Complete Solution

E3.5.1 Introduction

E3.5.1.1 The City will consider in-house product and outsourced product solutions. In any event the proposed solution must encompass all components required for a successful installation of the system and ongoing operation. The proposed solution may include: server hardware and software, a relational database management system, network connectivity, client desktop hardware and software, application software, installation services and ongoing support. These areas are further discussed in the following paragraphs.

E3.5.2 Server Environment

E3.5.2.1 The Bidder must clearly identify all server hardware, software and services required to implement and operate the proposed solution component, even those components which are not proposed to be supplied by the Bidder.

E3.5.2.2 It is important for the Bidder to understand that the proposed hardware solution must be adequate to support required processing requirements and response times. To ensure that the Bidder does not undersize the hardware in an attempt to limit the cost of the proposal, specific performance clauses and performance bonds may be associated with the contract.

E3.5.2.3 In order to obtain a total picture of the proposed solution, the City is requesting that the Bidder obtain the appropriate configuration and specifications from a hardware vendor. However, the City may choose to use their established agreements to purchase the hardware. The City is requiring the Bidder to coordinate and be responsible for all subcontractors and third party software.

E3.5.3 RDBMS Software

- E3.5.3.1 As applicable, the City is requiring the solution component utilize a relational data base technology. It expects this technology to support the definition of objects and the promotion of relationships between objects.
- E3.5.3.2 Given this technology, the new system must provide a mechanism by which information can be accessed, manipulated, reported on, or simply queried. As a result, the proposed solution must provide a facility to easily support user queries and reporting.
- E3.5.3.3 Once again, in order to obtain a total picture of the proposed solution, the City is requesting the Bidder obtain the appropriate software configuration from the database vendor. The City is requiring the Bidder to coordinate and be responsible for all subcontractors and third party software. The City may choose to use their established agreements to purchase database licenses.
- E3.5.3.4 The Bidder must identify all RDBMS modules required to implement and operate the proposed solution component.
- E3.5.3.5 The database solution must include transaction logging, restoration and backup.

E3.5.4 Client Environment and Connectivity

- E3.5.4.1 The City is not interested in a stand-alone solution, but rather one that utilizes the existing network, and desktop environment. A driving concept for the City is empowerment of users through the availability, access, and control of computing power within their client environment.
- E3.5.4.2 The Bidder must identify in detail the client hardware and software configuration required to implement and operate the proposed solution component. The Bidder will not provide desktop or connectivity hardware or software. However, the Bidder will allow for installation services to assist the City in installing the required client environment.

E3.5.5 Product Offering

- E3.5.5.1 The City is interested in pursuing proven product solutions that require a minimum level of modification. The City will focus on meeting critical requirements with product modifications as required and will adapt the business to the product where necessary.
- E3.5.5.2 Any proposed product must provide a flexible structure and development environment that will allow for system enhancements in a timely and cost effective manner. This is imperative in order for the City to keep pace with its rapidly changing business environment and customer requests for new services, products, and programs.
- E3.5.5.3 The Bidder must identify all product modules required to support the proposed solution.

E3.5.6 Installation Services

- E3.5.6.1 The proposed solution must include a work plan identifying activities and resources required for successful installation of the proposed solution component. The City expects to provide management, technical, and user resources to be involved in the project effort based on the Bidder's installation approach and associated activities. Bidders should define what resources they expect to require from the City and what tasks and duration of effort is expected.
- E3.5.6.2 Complete installation costs for all solution components must be provided.

E3.5.7 Ongoing Support

- E3.5.7.1 At a minimum, the proposed solution components should include information and costs associated with all aspects of on-going product support and maintenance activities for a period of 10 years. Bidder should define the warranty period and if support costs are applicable during the warranty period. The City expects the Bidder to provide on-going support including: help desk, product fixes, product enhancements, and regular product releases based on a defined ongoing maintenance fee. Complete maintenance, support, operational costs and response times for all solution components must be provided. If an in-house solution is proposed, all

hardware related maintenance must be on-site at City locations and the warranty and support agreement will begin upon the City's final acceptance of the solution as defined in Section 4 of this RFP.

E3.6 Additional Customer Business and Technology Solutions

E3.6.1 Although the City will focus on the selection of a solution that provides an uninterrupted revenue stream and has a flexible billing engine and ensures the functionality previously described, there is interest in exploring additional customer business and technology solutions.

E3.6.2 Bidders may elect to submit information detailing other systems, which may be integrated, with the customer system to provide enhanced levels of automation, operation and service.

E3.6.3 The City may elect to pursue these additional business and technology areas with the Bidder for inclusion in the solution and the negotiated contract.

E4 Proposal Supplemental Information

E4.0 Introduction

E4.0.1 Further to B 9.1, the Bidder will be required to accurately complete and electronically submit the provided Supplemental Information in MS Word format. A copy of this section is provided in MS Word format for the Bidder's use. The Supplemental Information must be completed and returned digitally as part of the response to this RFP. The Bidder will complete the information in the sections and table format as indicated.

E4.0.2 (Note: the section E4 Proposal Supplemental Information within this document is for reference only. Complete MS Word document Supplemental Information found in attachments to submit the following information. Further to B21.2, a proposal may be rejected as being non-responsive if changes are made to areas where permission to do so is not stated).

E4.0.3 The Bidder will define the capabilities of its organization to design, implement, maintain, and support the solution components as outlined within this RFP.

E4.0.4 The Bidder must provide their proposal responses according to the following general rules:

- (a) The RFP response should be prepared in a simple and straight forward manner, using the table format where provided. Add additional rows to the tables as required.**
- (b) Do not refer to the answer to another question and do not refer us to other documents.**
- (c) Include any additional information that you feel may be helpful to us, either following the tables, in separate sections of your response, or in an appendix at the end of your proposal.**

E4.0.5 Bidders are expected to examine the entire RFP including all specifications, standard provisions, and instructions. Failure to do so will be at the Bidder's risk.

E4.0.6 It is extremely important that the Bidder make very clear where exceptions are taken to the specifications and how the Bidder will provide alternatives. Therefore, exceptions, conditions, or qualifications to the provisions of the City's specifications must be clearly identified as such together with reasons for taking exception, and inserted into the Proposal. If the Bidder does not make clear that an exception is being taken, the City will assume the Proposal is responding to and will meet the specification as written.

E4.1 Supplemental Information - Section 1: Executive Summary

E4.1.1 The Bidder will provide an Executive Summary that presents in brief, concise terms a summary level description of the contents of the Proposal.

**The following is provided in digital format for the Bidder's Submission under:
COW CIS RFP - SECTION E4 - SUPPLEMENTAL INFORMATION 2007-01-15.doc**

E4.2 Supplemental Information - Section 2: Minimum Requirements

E4.2.1 Bidders must meet all of the following minimum requirements. The Bidder will provide evidence that it and its product meet the City's minimum requirements.

E4.2.2 Provide your response to each minimum requirement in the table below in the row following the requirement.

E4.2.3

Minimum Requirements	
The Bidder must provide a CIS solution that is in production at a minimum of three (3) customer sites. Each site providing monthly water and wastewater billing services in a North American utility market billing a minimum of 150,000 accounts.	
Bidder Response:	
Site 1:	
Site 2:	
Site 3:	
The Bidder must provide a solution that can support high transaction volumes and accommodate a minimum of 250,000 customer accounts as demonstrated through customer references or performance benchmarks.	
Bidder Response:	
The Bidder must provide a product solution that will promote implementation of a functionally rich base product with minimal modifications required by the City of Winnipeg. The City will not pursue custom development or extensive product customization. In addition, the Bidder must provide ongoing application support and regular product releases.	
Bidder Response:	
The Product Implementer must have experience as the primary implementer of the proposed product in at least two successful implementations in a water and wastewater utility in North America within the last five years.	
Bidder Response:	
The Bidder must provide a solution that utilizes a City-Standard relational database management system, ORACLE is preferred. The database must support open database connectivity.	
Bidder Response:	

The Bidder must provide a solution that utilizes a Browser User Interface (BUI), as a first preference, however a Graphical User Interface (GUI) will be considered. The City wants to ensure that the selected Bidder is at least moving toward a BUI.
Bidder Response:
The City is requiring a Prime Contractor to coordinate and be responsible for all subcontractors and third-party software (e.g. an implementer is not required but is allowable, but if more than one company is involved there must be a single entity accountable for the entire project).
Bidder Response:

E4.3 Supplemental Information - Section 3: Bidder Profile

E4.3.1 Supplemental Information - Section 3.1: Bidder Profile

E4.3.1.1 The Bidder will provide a profile of its organization and all other companies who will be providing products or services either through a subcontracting arrangement with the Bidder or through a separate contract to be negotiated with the City.

E4.3.1.2 Answer each question in the space provided to the right of the item. If the solution has one or more Vendor partners, duplicate the table as appropriate.

E4.3.1.3

Bidder Profile	
1. Year established	
2. Parent company and the Subsidiary offering the product, if any	
3. Office locations	
4. Serving office for this project and project team for this project	
5. Products available	
6. Total number of employees	
7. Description of your strategic plan and industry outlook for your firm	
8. Latest available gross sales and net income	
Product History	
9. Current product release number and date of release	
10. Expected date of next release and listing of proposed enhancements. What is your history record of service pack releases and how do these affect warranty/maintenance	

contracts?	
11. Description of your product roadmap discussing the product life cycle and strategic plan regarding the proposed solution/product (i.e., product development plan for upgrades/new versions, etc.)	
12. Description of any planned introduction of a new product	
13. Number of employees focused on the product offering	
14. Number of client installations, and number using current release	
15. Number of signed client contracts of proposed solution in process (clients in contract negotiations or projects being implemented)	

E4.3.1.4 The Bidder may attach any additional literature and product brochures in the Appendix section.

E4.3.2 Supplemental Information - Section 3.2: Company Financials

E4.3.2.1 Please furnish the following information required from appropriate entities as listed below. The city reserves the right to request such financial information from any member of the Respondents team if such a request is determined to be in the best interest of the City.

- (a) The Bidder(s) should include Annual Audited financial reports for the most recent year,
- (b) Or the most recent form 10-K and Form 10-Q filed with the Securities and Exchange Commission ("SEC"),
- (c) Or if the respondent is not regulated by the SEC then the most recent quarterly financial report prepared internally approved and signed by an officer of the company.
- (d) Any additional information of the Respondent that is believed to be appropriate in fully reflecting the financial strength of the company. Examples include prospectus and credit reports, etc.

E4.3.2.2 Answer each question in the space provided to the right of the item. If the solution has one or more Vendor partners, duplicate the table as appropriate.

E4.3.2.3

Bidder Financials	
16. Describe any material historical or anticipated changes in financial position of the Respondent including mergers, acquisitions, takeovers, and or divestitures	
17. List and briefly describe any threatened, pending or past legal proceeding and judgment or any contingent liabilities in	

which the Respondent is a party.	
18. Has the Respondent failed to complete any contract or has any contract been terminated. If so, provide explanation	
Bidder Financials will be evaluated on a PASS/FAIL basis and proposals may be rejected if they fail the City's review of the Bidder's financials.	

E4.4 Supplemental Information - Section 4: Bidder Credentials

E4.4.1 The Bidder (and any vendor partners) must demonstrate a proven track record in providing reliable product solutions across a series of successful project installation efforts.

E4.4.2 The Bidder's record should reflect experience in work of a similar nature and magnitude to that being proposed. Relevant experience must be associated with projects completed not more than three (3) years prior to the date of this RFP.

E4.4.3 The Bidder should highlight their experience with water and wastewater utilities in North America.

E4.4.4 The Bidder and each vendor partner will provide a listing of its current clients that demonstrate the experience for which the City is seeking. The list should include: customer name, site location, customer base, implementation date, product name/version number and a brief description of the engagement.

E4.4.5 Please complete the client listing below. Add rows to the table as appropriate.

E4.4.6

Relevant Client List	
Organization name	
Location of installation	
Customer base	
Implementation date	
Product name and version number	
Organization name	
Location of installation	
Customer base	
Implementation date	
Product name and version number	
Organization name	
Location of installation	
Customer base	
Implementation date	

Product name and version number	
Organization name	
Location of installation	
Customer base	
Implementation date	
Product name and version number	
Organization name	
Location of installation	
Customer base	
Implementation date	
Product name and version number	
Other Clients (add as many rows as needed)	

E4.4.7 In addition to this complete list, the Bidder must provide a minimum of three (3) references which are most similar to the proposed solution.

E4.4.8 Please complete the reference table below.

E4.4.9

Reference 1	
Organization name	
Location of installation	
Contact name	
Contact title	
Contact telephone number	
Contact email address	
Customer base	
Services provided	
Implementation date	
Product name and version number	
Primary Implementation Vendor	
Brief description of the engagement	
Reference 2	
Organization name	
Location of installation	
Contact name	
Contact title	

Contact telephone number	
Contact email address	
Customer base	
Services provided	
Implementation date	
Product name and version number	
Primary Implementation Vendor	
Brief description of the engagement	
Reference 3	
Organization name	
Location of installation	
Contact name	
Contact title	
Contact telephone number	
Contact email address	
Customer base	
Services provided	
Implementation date	
Product name and version number	
Primary Implementation Vendor	
Brief description of the engagement	

E4.5 Supplemental Information - Section 5: CIS System Software

E4.5.0 Introduction

E4.5.0.1 The Bidder will identify the product being provided with a general description of the functions and features of the proposed solution. It is important for the Bidder to include sufficient detail to provide an understanding of the product being proposed.

E4.5.0.2 The Bidder is asked to include a high-level data model or entity relationship diagram representing the major data entities and relationships supported by the product as well as the system recovery entities.

E4.5.0.3 Please address the proposed CIS System Software, as indicated above, in standard paragraphs and diagrams as required.

E4.5.1 Supplemental Information - Section 5.1: CIS Functionality

E4.5.1.1 The Bidder will describe how the proposed solution supports each of the following requirements from both functional and technical standpoints.

E4.5.1.2 Please respond within the table below:

E4.5.1.3

FUNCTIONAL REQUIREMENTS

Account Management. An account is created to reflect the establishment of a financial agreement for the provision of a product or service. The account is the primary path for accessing and viewing customer account related information. An account can be defined as a single account, a master account, or a temporary account. It reflects available and installed service offerings, product offerings, equipment offerings, and program offerings. It supports a wide array of account views into account transactions, consumption, payments, billings, adjustments and account specific notes.

Bidder Response:

Billing Management. Support of cycle driven, date driven and event driven billing schedules. The process will input time based and volume based consumption and will provide for consumption validation and estimation algorithms, and will be capable of functioning independent of other modules. The process will identify appropriate contract clauses and utilize associated rate schedules and pricing plans. The billing process will provide for flexible billing periods and accommodate proration, meter estimation, invoice billing, multiple payment plans and cancel re-bills. In addition to batch billing the system will provide for on-line "what-if" analysis, billing adjustments and immediate billing.

Bidder Response:

Credit and Collection Management. The establishment of an extensive customer credit profile for use in managing account credit and necessary collection activities. Flexible credit scoring process. Accommodation of third party, guarantor and co-signer relationships. The ability to quickly view outstanding account balances, transfer of account balance across accounts and the freezing of an account for dispute resolution. A flexible collection process regarding notification and cutoff activities, and collection agency interface. The processing of late payment penalties, returned checks and the creation and management of payment arrangements. The processing of bad debt accounts, accounts in bankruptcy, and account liens.

Bidder Response:

Customer Service and Care. The input, processing, and output of customer contact information received through various media including: the telephone, integrated voice response, computer telephone integration, fax, email, the Internet, including customer self-service portals, customer correspondence, the bill, and various payment mechanisms. The system will allow for recording, scripting and managing the contact. This module will provide for marketing and sales to both current and prospective customers. It will allow for the identification and measurement of user performance, customer satisfaction and the determination of program effectiveness.

Bidder Response:

Customer Management. The capability of identifying and tracking customers in the system independent of the account. This module allows for the identification of existing customers and the input of extensive profile and demographic information. An existing customer may have a single account or multiple accounts with the ability to track specific information at the customer level across all of the customers' accounts.

Bidder Response:

Financial Management. Any activity associated with revenue is accommodated through this module. Deposit assessment and processing, payment processing, returned check processing, refund processing and required interfaces to financial management systems including the general ledger, accounts payable, and accounts receivable.

Bidder Response:

Inventory Management. The identification, access and management of meter, equipment, solid waste containers and product inventory. The function supports meter based billing activities, container based billing activities, inventory based activities and meter testing programs with applicable interfaces to external meter inventory systems.

Bidder Response:

Rates Management. A flexible pricing structure to accommodate rates, charges, fees, discounts, surcharges, taxes, adjustment clauses, rate determinants and dynamic rate assignments. This module will also provide for rate development activities.

Bidder Response:

Service Premise Management. The identification of legal parcel information and the service address for purposes of account management. A process to support the establishment of new service for both permanent and temporary addresses with the ability to associate current and historic information (i.e. meters, customers, solid waste containers, equipment) with the address. Multiple service points are associated with a service address; these points may be metered or non-metered.

Bidder Response:

Service Order Management. The processing of requests to initiate service based and meter based and container based work orders. A pending order process, the update of orders, the dispatching and closing of orders and the viewing of historical orders is accommodated. Must also provide for the entry and routing of all other types of orders received by customer service representatives, including trouble orders associated with outages, orders related to customer choice programs, etc.

Bidder Response:

System Design. In addition to performance requirements stated in other sections, the system must provide for product/services with 24/365 availability. Must be web-enabled and support point-and-click navigation and provide for user-defined fields. Must support rules-based architecture and end user maintainability. System control and security must include data archiving, and purging, with audit trails and mechanisms for system and disaster recovery, including off-site hot backup. Must be capable of handling any calendar dates (including leap years) or any truncated portions thereof and must provide automatic time synchronization during time period changes.

Bidder Response:

Usage Management. The capability of capturing consumption based upon a passage of time as well as, a measured flow. The creation of a route with automatic rerouting features based upon X and Y coordinates for route structure and revenue flow management and to provide for ground level inspection activities. The initiation of readings and an interface with the hand-held or other meter reading devices. The validation of consumption, the processing of meter reads, and the tracking of unauthorized usage.

Bidder Response:

E4.6 Supplemental Information Section 6: Solution Technology

E4.6.0 Introduction

- E4.6.0.1 The Bidder will identify the computer hardware and system software platform required to install and operate the proposed application. This section must include any operating system, support, or utility software with appropriate release levels, operation requirements, and connectivity requirements. A detailed description of the proposed system's security configuration, associated system components, and available options must be included. All necessary installation and training services must be included.
- E4.6.0.2 It is imperative that the recommended hardware solution supports on-line response and batch performance requirements. The Bidder must include evidence in support of the hardware platform's ability to meet identified service levels.
- E4.6.0.3 If the application operates on many different platforms the Bidder must select a platform and submit it as part of the solution. This is required to fully evaluate the Bidder's solution. Subsequent discussions may alter the proposed platform.
- E4.6.0.4 Bidders submitting an outsourced solution are required to define the server configuration housed within the outsourced facility.

- E4.6.0.5 The system must allow for linear growth within the same family of hardware without replacement. All hardware initially purchased must be upgradeable to allow for expansion and continued use. It must be configured to accommodate up to 200 on-line users. It must be configured to accommodate a daily batch process for monthly billing (currently bill quarterly) and file maintenance cycles for a total of 200,000 accounts.
- E4.6.0.6 Disk space will not exceed 75 percent utilization during the initial five (5) year production period. The system must allow for expansion and must be configured for: 5 years of on-line history; 5 years of growth; RDBMS overhead; system files; and system sort and workspace.
- E4.6.0.7 Proposed solution must include appropriate environments to accommodate: Development, Test, Training, and Production.
- E4.6.0.8 Bidders providing an insourced solution should discuss capability of solution to run batch processing in an unattended mode which would allow the batch processes to run overnight without an operator on site.

E4.6.1 Supplemental Information - Section 6.1: Server Solution

- E4.6.1.1 The Bidder must specify a server platform running under UNIX or Windows. The City will not consider an in-house mainframe or midrange platform. Outsourced solutions may offer any platform.
- E4.6.1.2 The Bidder will identify the computer hardware and system software platform required to install and operate the proposed application. The hardware may include application servers, database servers (production, testing and training, backup, reporting, web and others). The Bidder must propose a comprehensive system software environment which may include: Operating System Software, Application Development Tools, Performance Tools, Education Tools, System Management Tools, System Security Tools, System Recovery Tools, Utility Tools, Job Scheduling Tools, Report Distribution/Archive Tools, Tape Management/System Tools, and Disk Management Tools.
- E4.6.1.3 Please address the proposed solution technology, as indicated above, in standard paragraphs and diagrams as required.
- E4.6.1.4

Server Environment	Proposed Solution Specifications
Servers (Application, Database, Backup, Web, Development, Test, Production, Report, etc. as required)	
Processors	
Operating System Software	
Application Development Tools	
Performance Tools	
Education Tools	
System management tools	
System security tools	
Utility tools	
Job scheduling tools	
Discuss capability of providing unattended "lights out" processing (i.e. automated job execution).	
Report writing/distribution/archive tools	
Tape management/system tools	

Has the proposed solution ever been installed in a clustered environment?	
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E4.6.2 Supplemental Information Section 6.2: Performance Criteria

- E4.6.2.1 The Bidder will state assumptions and factors and will guarantee the system's performance for the stated volume.
- E4.6.2.2 The City is expecting a system that will respond to all on-line transactions within an average of one (1) second or less excluding network time. The system should complete the nightly billing and file maintenance cycle (including backup) within three (6) hours or less.
- E4.6.2.3 Please respond within the table below:
- E4.6.2.4

Requirements	Bidder Response/Comments
The Bidder will state assumptions and factors and will guarantee the system response time and batch processing time through use of a performance measurement tool as agreed to by the City and the Bidder.	
The Bidder will state assumptions and factors and will define and guarantee the reliability of the system.	
The City is expecting a system that will respond to all on-line transactions within an average of one (1) second or less. The system should complete the daily billing for 15,000 accounts and file maintenance cycle for 200,000 accounts within the nightly batch operating window of 6 hours. Please define your estimated time to perform this billing function.	

E4.7 Supplemental Information Section 7: Data Base Software

- E4.7.1 The Bidder will identify the relational data base management system (RDBMS) and the associated query and reporting software being provided with a general description of the technical specifications and features of the software. Specifically, the Bidder must provide a comprehensive RDBMS environment which may include: RDBMS Software, Query / Report Writing Software, RDBMS Performance Tools, RDBMS Recovery Tools, and RDBMS Utility Tools.
- E4.7.2 Please address the proposed RDBMS, as indicated above, in the table below and in standard paragraphs and diagrams if and as required.
- E4.7.3

Requirements	Proposed Solution Specifications
--------------	----------------------------------

RDBMS Software	
Query/Report Writing Software	
RDBMS Performance Tools	
RDBMS Utility Tools	

E4.8 Supplemental Information Section 8: Desktop and Connectivity

E4.8.1 The Bidder will identify the approach for connecting the proposed server hardware platform with the client desktop allowing user access to the new system. A description of the communication, network, and desktop components required to provide this connectivity is required.

E4.8.2 The Bidder must specify all software required to be resident on the user desktop to access the application. The Bidder must specify any hardware, software, or services required to connect server to the City's network.

E4.8.3 Please address the proposed desktop and connectivity, as indicated above, in the table below and in standard paragraphs and diagrams if and as required.

E4.8.4

Requirements	Proposed Solution Specifications
Communication components	
Network components	
Desktop components	
All software required to be resident on desktop to access the application	
Specify any hardware, software, or services required to connect the in-house or outsourced server to the City's network	
Is the current desktop hardware and software adequate to support your proposed solution?	
What additional hardware or software would you recommend?	
Describe the security/password features in your solution (system, application, user)	

E4.9 Supplemental Information Section 9: Installation Plan and Services

E4.9.0 The Bidder will present an installation plan addressing three major components of the proposed solution: the project timeline; project approach; and project organization.

E4.9.1 Supplemental Information Section 9.1: Project Timeline

- E4.9.1.1 The Bidder will include an implementation schedule delineating all activities, tasks, and responsibilities of the Bidder and the City's management, users, and technical personnel.
- E4.9.1.2 The schedule should include milestone payments. The implementation payments will be upon acceptance of defined milestones.
- E4.9.1.3 Included should be a timeline demonstrating the sequence of events from the point of contract award through final user acceptance which will include post system implementation activities. Include Gantt charts (or similar graphic depiction) to illustrate phases, activities, tasks, comments, milestones, decision points, and deliverables.
- E4.9.1.4 Timeline should show hours or days of time allocated to each vendor position on the team and/or in the timeline.
- E4.9.1.5 If the Bidder is recommending a phased approach all phases should be reflected in the timeline.
- E4.9.1.6 Please address the proposed project timeline, as indicated above, in standard paragraphs and diagrams as required. You may also include a plan in Microsoft Project.

E4.9.2 Supplemental Information Section 9.2: Project Approach and Personnel

E4.9.2.1 Introduction

- E4.9.2.1.1 The proposed solution must include a comprehensive description of the Bidder's implementation strategy, including the description of the use of outside resources if applicable. The Bidder must include an installation plan complete with all activities and resources required for successful product implementation.
- E4.9.2.1.2 The City will provide management, technical, and user resources to be involved in the project effort based on the Bidder's installation approach and associated activities. The City is requiring that the Bidder assume primary responsibility for the implementation effort. The Bidder must address how it will utilize City personnel and ensure comprehensive knowledge transfer.
- E4.9.2.1.3 While the Bidder may submit a proposal which utilizes the products and/or services from several vendors, the City is requiring that the Bidder act as the single point of responsibility regarding the successful completion of this installation effort.
- E4.9.2.1.4 The Bidder must provide the following service components: (Please respond in the tables below).

E4.9.2.2 Project Management

- E4.9.2.2.1 The City will organize and manage this project. The City will assign a Project Manager who will be responsible for managing the overall project. The City's Project Manager will be responsible for project communications, budget management, project planning, issues escalation, and vendor management. The Bidder will assign a project manager. The Bidder will be responsible for managing the implementation effort including project activities conducted by their personnel, subcontractors and City personnel assigned to the project. Activities will include, at a minimum: supervision; schedule administration; project coordination activities; time and expense management; status reporting; change control management; and quality management.
- E4.9.2.2.2 The Bidder is required to provide a weekly written project status report to the City's Project Manager and may be asked to attend formal status meetings with Project's Steering Committee. The reporting period begins with the award of contract and continues through final system acceptance testing by the City.
- E4.9.2.2.3

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Weekly written project status. Please provide a sample.	
Formal monthly and quarterly status reports. Please provide a sample.	

Development and maintenance of a comprehensive installation plan complete with all activities and resources required for successful product implementation	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Along with the City, Bidder will be responsible for managing the overall implementation effort including activities conducted by other vendors and City personnel.	
Project Supervision	
Project Coordination Activities	
Project time and expense management	
Change control management	
Quality Management	
Other (add as many rows as needed)	

E4.9.2.3 Product Configuration

E4.9.2.3.1 The Bidder will be responsible for providing the base software and preparing it for operation and access by the project team.

E4.9.2.3.2 The Bidder will be responsible for training the City's core team in the base product, assist with set-up and configuration of the base product to accommodate the City's specific environment, and continued training of the City's core team in order to achieve a level of product proficiency.

E4.9.2.3.3

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Delivered product shall be the version of base software that was proposed in the proposal.	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Provide the base software and prepare it for operation and access by the project team.	
Train a City project team in the base product	
Ensure correct set-up and configuration of the base product to accommodate the City's specific environment	
Continued training of the City project team in order to achieve a level of product proficiency.	

Other (add as many rows as needed)	
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E4.9.2.4 Product Engineering

E4.9.2.4.1 The Bidder will be responsible for the identification, finalization, and documentation of the City's required modifications; the development of design specifications; modification of base product code; and unit testing of the product. This will include the work effort associated with designing and developing the bill format.

E4.9.2.4.2

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Identification, finalization, and documentation of the City required modifications	
Development of design specifications	
Modification of base product code, system integration and other CIS functions provided	
Unit testing of the product	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Designing, coding and testing all enhancements	
Designing and developing the bill format	
Other (add as many rows as needed)	

E4.9.2.5 Product Conversion

E4.9.2.5.1 The Bidder, with assistance from the City, will be responsible for conversion of data from the existing CIS to the new customer system. Activities will include data mapping, development of conversion specifications, auditing processes, conversion programming, conversion testing, multiple mock conversions, data clean-up, manual conversion, and production conversion.

E4.9.2.5.2

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Data mapping	
Development of conversion specifications	
Provide conversion tools – describe the tools.	
Data conversion reports (to be determined)	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments

With assistance from the City, Bidder will be responsible for conversion of data from the existing CIS to the new customer system	
Conversion programming and testing	
Multiple mock conversions	
Data clean-up	
Conduct a mock production conversion in preparation for production cut-over	
Production conversion	
Other (add as many rows as needed)	

E4.9.2.6 Product Reporting

E4.9.2.6.1 The Bidder will provide the City with a series of standardized reports as part of the base product. Include a list of the reports available with the system. Include a list of reporting products/tools. Include additional time based upon Bidder experience required to modify and enhance the standard product report offerings.

E4.9.2.6.2

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Provide the City with a series of standardized reports with data elements identified as part of the base product	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Modify and enhance the standard product report offerings	
Other (add as many rows as needed)	

E4.9.2.7 Product Interfaces

E4.9.2.7.1 The Bidder will be responsible for developing design specifications addressing the required interfaces. The Bidder will be responsible for interface construction and unit testing. The Bidder will be responsible for integrated testing of these interfaces/adapters after both sides of the interfaces are complete.

E4.9.2.7.2

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Design specifications addressing product modifications required for defined interfaces	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments

Modify base product code and successfully unit test and system test the product	
Other (add as many rows as needed)	

E4.9.2.8 Product Documentation

E4.9.2.8.1 The Bidder will be responsible for providing system and user documentation for the base product. The Bidder will modify the documentation as required to reflect the City's customizations/configurations.

E4.9.2.8.2 The Bidder will provide at least one master and one copy of systems documentation for hardware, operating software and applications software, as well as system administration documentation and training manuals. Electronic copies in MS Word format are required.

E4.9.2.8.3 The Bidder will grant the right to make as many documentation copies for use by the City's employees as needed. In addition, as part of the ongoing licence fee, the Bidder will provide one master and one copy of all documentation upgrades for all future system modifications and enhancements.

E4.9.2.8.4

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Provide at least one master and one copy of systems documentation for hardware, operating software and applications software, as well as system administration documentation and training manuals	
Modify the documentation as required to reflect the City customizations	
Electronic copies in MS Word format are required	
As part of the ongoing license fee, the Bidder will provide one master and one copy of all documentation upgrades for all future system modifications and enhancements.	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Other (add as many rows as needed)	

E4.9.2.9 Product Training

E4.9.2.9.1 The Bidder should be responsible for training 166 primary and secondary users in the use of the new customer system. In turn the City will provide training to its casual users. All end user training will be conducted within the City training facilities.

E4.9.2.9.2 The Bidder will provide a training plan identifying the minimum number of training hours that will be provided as a part of the base package. The plan will identify the actual training staff, hours, materials, and describe the size and assumed skill levels of each group and the functional responsibilities covered in each session.

E4.9.2.9.3

Bidder Staffing (FTEs)	The City Staffing (FTEs)
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Paper/Electronic Deliverables	Bidder Response/Comments
Provide a training plan identifying the minimum number of training hours that will be provided as a part of the base package	
The plan will identify the actual training staff, hours, materials, and describe the size and assumed skill levels of each group and the functional responsibilities covered in each session	
Provide an online (self-help) training program for ongoing training requirements	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Please describe your proposed training program based upon the number of users identified in this proposal	
The Bidder will conduct a train-the-trainer session	
The City will provide training to its end users	
All end user training will be conducted within the City training facilities	
The Bidder will provide a resource in all training classes	
Other (add as many rows as needed)	

E4.9.2.10 Product Testing

E4.9.2.10.1 The Bidder will be responsible for conducting a comprehensive systems test utilizing the City's environment and its data. Though the Bidder is responsible for all testing, verification testing by the City must be allowed to take place. The acceptance test plan developed by the Bidder must be accepted by the City.

E4.9.2.10.2 The Bidder will develop a test plan outlining the testing approach, methods, data participants and other items required for successful product testing.

E4.9.2.10.3 The Bidder will assume responsibility for conducting a product integration test that tests the base system plus any modifications and interfaces. The integration testing is to ensure the delivered product modifications and product interfaces work to specifications and do not adversely impact the system as a whole.

E4.9.2.10.4 The Bidder will assume responsibility for conducting a product volume test to insure batch and on-line performance meets performance and service levels.

E4.9.2.10.5 The Bidder will assume responsibility for conducting a mock production conversion in preparation for production cutover.

E4.9.2.10.6 The Bidder will provide resources for product fixes resulting from errors identified during the system testing process.

E4.9.2.10.7

Bidder Staffing (FTEs)	The City Staffing (FTEs)
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Paper/Electronic Deliverables	Bidder Response/Comments
Provide test plan outlining the testing approach, methods, data participants and other items required for successful product testing.	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
Conduct a comprehensive systems test utilizing the City's environment and its data	
Verification testing by the City must be allowed to take place	
Conduct a product integration test to ensure the delivered product modifications and product interfaces work to specifications and do not adversely impact the system as a whole	
Conduct a product volume test to insure batch and on-line performance meets performance and service levels	
Provide resources for product fixes resulting from errors identified during the system testing process	
Other (add as many rows as needed)	

E4.9.2.11 Product Installation

E4.9.2.11.1 The City will review the final results of product testing and the mock production conversion to accept readiness of the system and approve production cutover. At least two successful, mock production conversions will be required to go-live. The Bidder, along with the City, will stage all aspects of the system, develop a conversion schedule and conduct all cutover activities.

E4.9.2.11.2

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
The City will review the final results of product testing and the mock production conversion to accept readiness of the system and approve production cut-over	

The Bidder along with the City will stage all aspects of the system, develop a conversion schedule and conduct all cut-over activities	
Following successful conversion and under direction of the Bidder, the City will conduct manual conversion activities	
Other (add as many rows as needed)	

E4.9.2.12 Post Installation Support

E4.9.2.12.1 The Bidder will provide immediate production critical support for the City during the first 120 days of operation, or a defined comprehensive period. In addition, the Bidder will meet daily or as required with the City's project team to perform a post installation review to identify production issues and develop an action plan and associated timeline to address and resolve these issues.

E4.9.2.12.2

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments
Develop an action plan and associated timeline to address post installation issues	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
The Bidder will provide immediate production critical support on site at the City during the first 120 days of operation	
The Bidder will perform a post installation review and meet daily or as required with the project team to identify and resolve production issues	
Other (add as many rows as needed)	

E4.9.2.13 Final System Acceptance

E4.9.2.13.1 Final system acceptance will be completed within a period of one hundred twenty (120) days following production cutover. Within that period the City will measure performance of the system in accordance with predefined performance criteria.

E4.9.2.13.2 The project is not considered complete and the Bidder will not be released from their obligations until this final acceptance test is conducted and the system is formally accepted by the City.

E4.9.2.13.3

Bidder Staffing (FTEs)	The City Staffing (FTEs)
Paper/Electronic Deliverables	Bidder Response/Comments

The Bidder will agree to a period of one hundred twenty days (120) days following production cut-over in which the City will measure performance of the system in accordance with predefined performance criteria	
Other (add as many rows as needed)	
Process Deliverables	Bidder Response/Comments
The project is not considered complete and the Bidder will not be released from their obligations until this final acceptance test is conducted and the system is formally accepted by the City	
Other (add as many rows as needed)	

E4.9.3 Supplemental Information Section 9.3: Project Organization and Staffing

E4.9.3.1 The Bidder will present a project organization chart, including sub-consultants, outlining the reporting structure and primary responsibilities of each position. In addition, the Bidder will identify the requirements for the City's management, user, and technical personnel for the project.

E4.9.3.2 The Bidder will provide all personnel required to successfully complete proposed project activities and will identify specific individuals for those key positions identified within the organization chart. No changes in key project personnel will be allowed subsequent to award of contract without written consent of the City. Additionally, the City reserves the right to approve any and all personnel changes or to request personnel changes as the City deems appropriate during the course of the project.

E4.9.3.3 Please present the organization chart, as specified above.

E4.9.3.4 Please submit corresponding resumes of all personnel listed in organization chart.

E4.10 Supplemental Information Section 10: Ongoing Support

E4.10.1 At a minimum, the solution must include information and pricing associated with all aspects of ongoing support and maintenance activities. This support may include: data center operation, hardware maintenance, software maintenance, product help desk, product fixes, product enhancements; and regular product releases based on a defined on going maintenance fee.

E4.10.2 The Bidder will describe the process for the City to request future product enhancements.

E4.10.3

Requirement	Bidder Response/Comments
The proposed solution components must include information and costs associated with all aspects of on going product support and maintenance activities.	
This support may include: data center operation, hardware maintenance, software maintenance, product help desk, product fixes, product enhancements; and regular product releases based on a defined on going maintenance fee.	

Are there fees for software updates?	
How are updates/error fixes communicated and made available to clients?	
Provide a copy of the source code to the City, either stored in the City's program libraries or deposited with an escrow agent, for example: Licensee shall have the right to become beneficiary to the Software Source Code Escrow Agreement.	
Provide a schedule of the telephone support options, fees, hours and procedures.	
How does the City request enhancements to be included in the base product, or the City specific modifications?	
Identify all future upgrades over the next five years.	
Other (add as many rows as needed)	