Request for Proposals
To Provide, Design and Implement
A 311 Customer Relationship Management Call Center System Solution

CITY OF CLEVELAND
Mayor Frank G. Jackson

Issued by the Department of Finance

RFP No. 7000

April 18, 2008

Schedule of Critical Dates:

1. Proposal Is Due At City Hall : May 16th BY 5 P.M. EST
2. Pre-Proposal Vendor Conference: April 28, 2008 AT 1:30,
3. Last Day to Submit Provider Questions: May 2th, 2008 By 5:00 P.M. EST

LATE PROPOSALS WILL NOT BE ACCEPTED

Dear Respondents,

The City of Cleveland invites you to respond to our Request For Proposal (RFP) for a Citizen Relationship Management Call Center for the City of Cleveland. We ask that you strictly adhere to the following critical guidelines outlined in this document.

PROPOSAL DUE DATE:	**May 16, 2008, by 5:00 pm EST**
Submit Proposals to:	**Attention: Kimberly Roy Wilson, 311 Project Manager** **Department of Finance, ITS Division** **City of Cleveland, City Hall Room 104** **601 Lakeside Avenue** **Cleveland OH 44113** **kroywilson@city.cleveland.oh.us**
Please Submit:	2 PRINTED, SIGNED ORIGINAL PROPOSAL 15 PRINTED COPIES OF ORIGINAL PROPOSAL 15 COPIES OF COST SUBMITTALS in separate sealed envelopes 2 CD-ROM containing an electronic version of the Proposal and any supporting documentation, including Cost Submittals

Content Designation on Outside Cover of Proposal Package as follows:

311 SYSTEM IMPLEMENTATION PROPOSAL
RFP No. 7000
[NAME OF VENDOR]

PLEASE READ THIS ENTIRE DOCUMENT CAREFULLY BEFORE RESPONDING TO THIS RFP. NO ORAL RESPONSE BY ANY EMPLOYEE, VENDOR OR AGENT OF THE CITY SHALL BE BINDING ON THE CITY, OR SHALL IN ANY WAY CONSTITUTE A COMMITMENT BY THE CITY. IF A RESPONDENT FINDS ANY INCONSISTENCY OR AMBIGUITY IN THE RFP, THE RESPONDENT IS REQUESTED TO NOTIFY THE PROJECT MANAGER IMMEDIATELY.

We look forward to your innovative proposals to help Cleveland become a City of Choice.

Sincerely,
Kim Roy Wilson, 311 Project Manager

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1. EXECUTIVE SUMMARY AND OVERVIEW

Executive Summary

The City of Cleveland cordially requests responses from parties, hereinafter referred to as "Vendor," to this Request for Proposal (RFP) to provide a full service turn–key software solution and professional services to implement a public sector 311 Citizen Call Center. The City prefers to enter into a single agreement with the primary solution provider/vendor.

In 2005, then Mayor-elect Frank G. Jackson articulated a vision to provide "one stop" delivery of government services to the citizens of the City of Cleveland via a (311) citizen call center. This call center would offer a single point of contact into City government for constituents' service requests, inquiries, and complaints.

311 Citizen Call Centers are being implemented successfully across the country, with the primary objective of improving delivery of municipal services to constituents. 311 call centers accomplish this objective by providing a single, easily remembered three-digit number for constituents to access all City services; a tool for department heads to track service requests and monitor performance; a means for Mayors to implement citywide performance programs and measure results; and readily accessible real time data to City Council members that is specific to their wards.

Implementation of a 311 call center supports the Mayor's cornerstone goal to make Cleveland a "City of Choice" by improving citizen interaction with City government and delivering high quality City services.

Overview

The City of Cleveland comprises 18 departments, with numerous associated divisions. Within the City's current call-taking environment, citizens must search through more than 400 telephone numbers listed in the Blue Pages to find the correct number to call for information or services.

Constituent call processing occurs via:

- A City mainline number, where operators transfer calls to requested departments
- The Mayor's Action Center, which receives, logs, and forwards citizens' requests to the appropriate department
- Department call centers, which handle calls specific to their services
- Specialized published departmental "hot lines," which enable constituents to rapidly reach specific services
- Direct lines to staff in City departments with specialized knowledge or expertise
- City Council members, who follow up with the appropriate department(s)
- A "Combined Services Pro-Active Inspections/Referrals" program, which was created to consolidate handling of citizen calls for certain Building and Housing, Health (Environment), Street, and Park Maintenance services

Cleveland constituents place approximately 1.265 million calls for information and non-emergency City services annually (excluding the Public Utilities Department).

2. REQUESTED SCOPE OF SERVICES

RFP Objectives

The City of Cleveland is seeking a contract with one or more Vendors to achieve the following objectives:

- Improve the delivery of services through the use of a "one-stop" 311 citizen call center;
- Reduce the flood of calls to the 911 call center by re-routing non-emergency calls to skilled call takers equipped to service the calls;

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- Capture, triage, track and resolve inquiries, service requests and complaints from citizens, businesses, or visitors to the City of Cleveland; via data and voice channels
- Provide on-demand access to real time critical data;
- Enhance call management/call handling capabilities;
- Create and populate a knowledgebase with comprehensive information regarding City services;
- Establish a continuous feedback system for follow-up with constituents and internal staff; and
- Provide accurate, consistent measurements of service delivery citywide.

Vendor Requirements

The City will require the selected Vendor to provide CRM software, system planning, project management, and implementation services relative to the deployment of a 311 Citizen Call Center. Specifically, the selected Vendor will be expected to perform or provide the following:

- Secure, configure, and install an "off-the-shelf" CRM solution that (1) best aligns with the City's stated business requirements, (2) meets the City's technical specifications, and (3) integrates well with the City's existing infrastructure;
- Develop and implement a knowledgebase that houses comprehensive information regarding the City and its services, which can be used to research issues, retrieve department and service data, and provide immediate response to requests for information;
- Create service request workflows within the CRM system to handle various types of requests from constituents;
- Establish a continuous feedback system for follow-up with constituents and internal staff;
- Build required interfaces to the City's various Enterprise Systems;
- Perform database administration and operation of the proposed solution through the duration of the contract;
- Provide business process design and technical expertise to assist the City in the implementation of a full functioning 311 call center based on a compatible CRM solution;
- Provide software maintenance and support following system acceptance (refer to Appendix F for more details on maintenance requirements); and
- Provide Post "go-Live" support for a period of 60 days.

Required Deliverables

The selected Vendor will be required to provide the following deliverables:

- Recommended hardware, software and architecture to support a 311 CRM system that will best meet the needs of the City, as outlined in attached Appendix E. This section must specify a demonstration/test environment, a baseline configuration for the pilot, failover configuration and a full production configuration. The vendor is not expected to provide the hardware environment;
- A detailed implementation and deployment plan for the system i.e., a system architecture plan and lifecycle for pilot and citywide CRM implementation;
- A strategy and plan to provide a complete range of testing to verify system performance;
- A detailed plan to provide customer service and system training to technical staff, administrative staff, and end-user staff;
- A set of recommended Policies and Standard Operating Procedures for the City to follow for effective on-going operation of the City's 311 Call Center;

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- [1]Recommeded communication and change management strategies to provide information regarding the 311 Call Center deployment to the City's internal and external constituencies;
- A set of recommended Performance Measurements to track the efficiency of the 311 Call Center and a recommeded process for using the information to deliver better City services; and
- Software licensing plan and cost proposal outlining, enterprise, per seat, per and/or per server (socket) licensing options. (Please refer to Appendix F for Fee Schedules)

311 Call Center – Implementation Deployment Requirments

The City of Cleveland plans to employ a 2 phased approach. Phase One (1) will begin immediately upon a signed contract with the City and will provide a proof of concept through a pilot followed by a "[2]Soft Launch"for the roll-out of the 311 Call Center whereby the initial deployment will be limited to the Department of Public Services, City Main Line Telephone Exchange Operation, Department of Building & Housing, Department of Public Health and the Department of Parks, Recreation and Properties. Calls to these departments total approximately 38% of the annual 1.26 Million call volume received citywide.

Phase 1(one) Proof of Concept:

The Vendor is required to initate a pilot that will consist of the following requirements:

- Soft Launch of the Public Service Department into the 311 Call Center CRM;
- Soft Launch of the City Main Line Telephone Exchange Operation into the CRM;
- CRM integration with the City's enterprise geographic information system (GIS) and permitting system (Accela);
- And CRM interface into the City's website.

For the pilot, the call center will initially engage five (5) call takers, one (1) supervisor, one (1) business analyst, and a call center manager. During the pilot the call center will receive and process citizen inquiries citywide, and service requests for the Public Service department. The Public Service Department receives 26,000 calls annually and currently uses the Enterprise application, Accela in certain divisons for work order management. The Main Line Telephone Exchange Operation Unit receives 280,000 calls annually for information. The CRM system will alert the 3 remaing departments of service requests by e-mail (Outlook 2007) until they become integrated with the call center CRM system in phase 2.

The pilot will take place in seven (7) stages, starting with the completion of the first stage by July 31st, 2008. The City envisions the stages to to include the following criterion and expected outcomes however the successful vendor is encouraged to provide additional criterion where appropriate.

1.1 Stage I- System Planning and Design **(Signed contract- July 31, 2008)**

- (Expected Outcomes)
  - Develop and Spec long term System Architecture Plan
  - Develop and Spec Desktop & System Architecture Purchase and Maintenance Plan

[1] Change Management refers to effective communication between endusers and project team to prevent resistance and confusion.

[2] Soft Launch refers to making the change without a public announcement.

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- Identify and Recommmend System Hardware for- Production, Test, Failover and Training Environments- **To be completed by July 7, 2008**
- Develop and Spec Backup & Disaster Recovery
- Develop immediate and long term software licensing & maintenance cost plan (per seat license vs. enterprise wide license)
- Develop Test Plans
- Develop Training Plan
- Develop Communications Plan
- Develop Change Management Plan
- Develop Implementation Plan
- Identify the type of Service Request templates to be configured in the Public Service Department

1.2 Stage II- Configuration and Installation of CRM System **(August 1- August 31, 2008)**

- (Expected Outcomes)
  - Install and Configure Telephony Components- ACD
  - Install and Configure Sytem Architecture and Software
  - Install and Configure DBMS
  - Develop and load Knowledgebase
  - Build and integrate with ESRI GIS Mapping functionality
  - Configure CRM Application
  - Configure Wireless Mobile functionality (laptops and handheld devices) (TBD)
  - Conduct Business Process Review (BPR) for Customer Service Functions of Public Service Dept
  - Configure and install Service Request Templates (# TBD)
  - Configure Reports

1.3 Stage III- Cutover of System Integration into Existing Systems (GIS & Accela) **(August 1- August 31, 2008)**

- (Expected Outcomes)
  - Configure Web Mapping
  - Configure Application Interfaces

1.4 Stage IV- Training **(September 1-September 22, 2008)**

- (Expected Outcomes)
  - Number of City Configuration Managers to be trained (1-2)
  - Number of City End-Users in train-the-trainer sessions includes customer service traning and technical training(5-6)
  - Number of Technical Staff to be trained (2-4)

1.5 Stage V- Cutover of Public Service Department & Telephone Exchange Operation **(Soft Launch) Sept 23- December 31st, 2008)**

- (Expected Outcomes)
  - Cutover relevant telephone lines
  - Implementation and Initial Operation
    - Verify Readiness of Department
    - Verify Equipment/Applications Installed

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- Verify Knowledgebase Populated according to plan
- Verify Department Staff Trained to respond to and update Service Requests in CRM
- Verify Subject Matter Experts Name and Telephone number are accurate
- Verify ACD configured appropriately
- Verify data extracts related to 311 metrics
- Verify Telephone numbers cut over
- Go-live of "Soft Launch" **September 23,2008**
- Monitor and address call process issues
- Monitor and address operator training issues
- Monitor and address technology issues

- Configure web interface/intake process

1.6 Stage VI- Contingency & Operations Plan **(November 3- December 1, 2008)**

- (Expected Outcomes)
  - Document and Test Call Center Telephone Outage Plan
  - Document and Test Call Center Network Outage Plan
  - Document and Test Call Center CRM Application Outage Plan
  - Test System Failover
  - Document System Architecture and Back-up and Disaster Recovery Plan

1.7 Stage VII- Transition and Documentation (**Transition process expected to occur throughout project- Documemtation , December 2nd - December 31st, 2008)**

- (Expected Outcomes)
  - Transition Training Support to Call Center Analysts
  - Transition Configuration Support to Call Center Analysts
  - Transition CRM/Technical Support to IT Staff
  - Transition Infrastructure Support to IT Staff
  - Document Call Center standard operating procedures and policies
  - Document Performance metrics for Call Center operation

Phase 2 (two) is expected to begin immediately upon completion of Phase 1 on December 31st, 2008 through March 31st, 2008. Phase 2 will consist of the integration of the 3 core remaining departments into the CRM system: Building & Housing Department which receives an estimated 75,478 calls annually; Parks, Recreation and Properties receive an estimated 71,260 calls annually; and Public Health receives 185,350 calls annually.

Phase 2 requirements will consist of stages IV, V and VII previously conducted in Phase1 and the acquisition of 10 additonal call takers, 1 additional analyst, and 1 additional supervisor by the city. The vendor will be required to assist the city in determining the appropriate sequence for the remaining 3 core Department's integration into the CRM. The vendor will assit the city in developing a detailed timeline upon the completion of phase1.

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[3]Upon the completion of Phase 1and 2 the city will move forward in cutting over the remaining city departments which consists of the remaing 62% of the 1.265M call volume and 8 departments.

3. CITY TECHNICAL ENVIRONMENT

The Call Center solution shall be compatible with and integrate into the City's existing automated environment as provided below.

Network Environment

- Standardized on a Cisco Layer 3 MAN Network Infrastructure with a Microsoft Windows Server Infrastructure;
- Currently running Microsoft NT 4.0 Domain operating system with predominantly windows 2003 Member Servers. **Upgrading to Windows 2003 (Scheduled to be fully implemented by August 1, 2008);**
- Currently on Exchange 5.5 (**Scheduled to be upgraded to Exchange 7.0 by July 31st, 2008);**
- IP (Internet Protocol) standards with VOIP (Voice Over Internet Protocol);and
- The majority of City facilites are connected via gigabit fiber and various leased lines.

Telephony Environment

The current telecommunication environment is a hybrid solution of Centrex Services and Cisco's VoIP technology. There are currently 4000 telephone users in the City of Cleveland 2500 of which are on the VoIP system and 1500 use Centrex based services. The VoIP solution includes 7960s, 7940s, 7912s, and 7910 phones.

There are four "distinct" communication clusters in the City of Cleveland, which are:

- Port Control
- Municipal Courts
- Public Utilities
- Remaining City departments (city's 10 primary locations)

Internal call routing exists between the Municipal Court and the city's 10 primary locations that reside on the INET only. There is an inter-cluster trunk between the 10 primary locations and the Water dept, all remaining locations are considered outside/ PSTN calls and are serviced by Centrex based facilities with the exception of Cleveland Public Power which has its own switch.

GIS Environment

The City's GIS is built on ESRI's ArcGIS 9.x platform, including: ArcSDE (Oracle 10g), ArcIMS, and ArcServer enterprise liceses. The spatial application and Oracle database servers reside on Windows Server 2003 (32 and 64 bit) platform. The city currently has a web GIS application accessible to all city employees.

Desktop Environment

The City's standard desktop platform is Microsoft Windows XP, Office 2003 running on Mcafee Virus Scan. The City's standard pc is Dell.

[3] The vendor is required to provide costs for each phase and per hour rate for the cutover of the remaining city departments after phase 2.

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Permit System Environment

The City currently utilizes Accela's automation application for various permitting, inspection, and fee assessment applications. Automation is thin client, Java based, application running on Windows Server 2003 (32 and 64 bit) and Oracle 10g.

The City's Mayor Action Center

Home grown SQL server application.

Application	Where Used
Accela Automation	• Building and Housing • Assessments and Licensing • Parks • Public Health • Public Safety (Fire Department) • Public Service (Engineering and Construction, Streets) • Water • Water Pollution Control
MAC Database (Custom Access Application)	• Mayor's Action Center

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4. CRM MINIMUM TECHNICAL AND OPERATIONAL REQUIREMENTS

Minimum Operational Requirements

The City requires that the vendor meet or exceed the the following minimum operational requirements:

- The system must support a single centralized location or multiple remote satellite locations for workers in the field.
- The system must provide a web based Customer Relationship Management software component to easily track, resolve and report incoming and outgoing inquiries and requests, with automatic call-back or follow-up capabilities.
- The system should provide for a single "one-stop" call number.
- The system should be "off-the-shelf" software. The City does not desire to develop a proprietary system. This would not be cost-efficient since there are current systems on the market that can meet the City's needs.
- The system must be able to support a "totally paperless" operations from capturing the information through either a call in, e-mail, web interface or fax, to triaging, to tracking the status of requests through to call resolution.
- The system must include robust reporting capability, with the ability to provide (1) "near real time" data to track activity and service levels (e.g., response times, call waiting times, problem resolution statistics, etc.), and (2) a full set of performance statistics to determine the effectiveness and efficiency of the operation.
- The 311 operation should have the capability for the supervisor to listen in through a monitoring system on operations staff for quality control purposes.
- The operation should have "best practice" policies and procedures that will enable effective ongoing management of the Call Center
- The operation should have a customer service "in-service training" component to ensure that the current and future staff members are thoroughly trained to provide excellent customer service.
- The operation's staff should be equipped with information on all key systems they must interface with, which may include legacy systems, any appropriate Work Management Systems, Public Service routing systems, Cleveland Water Division's CRM and CIS systems, GIS, Accela and others if deemed necessary to address citizens needs.
- The system must have a workflow component to make operations as "paperless as possible" and seamless to the citizens. The intention is not to create a dispatching service, but rather to build a full call-resolution center.
- The system must support online training and tutorials for training staff.
- The system should allow for building online "problem resolution and decision trees" to guide the staff through a problem with pre-defined scripts while talking with the citizen.
- The system must allow for online knowledge databases of previous problems of a like nature for quick "first call problem resolution."

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Minimum Technical Requirements

The City requires that the vendor meet or exceed the the following minimum technical requirements:

- The system must have Web-enabled capabilites (in addition to any thick client installations) so it can be used on the Internet by citizens, various city departments and accessed from *Anywhere*, at *Anytime*, for *Anyone* authorized to use the system to deliver city services.
- The system must adhere to City standards for its technology platform, hardware and software. These standards are provided in Section 3.
- The system must be user-friendly and not require an IT technical professional to maintain the information in the system.
- The system must have an easy-to-use report writer for standard and ad-hoc reporting.
- The system must be able to seamlessly act as or interface with the City's Work Management Systems (WMS) through a common interface.
- The system must be able to interface with the City's GIS to monitor and track issues and resolutions throughout the City's geography when needed.
- The system must be scalable and able to grow with the demand for its usage.
- The system must have a workflow programming capability to design work which is matched by a paper flow or operations flow of tasks.
- The system must support stationary (desktop) and mobile city workers (in the field) to access the system for 311 operations.
- The system must have an Automatic Call Distribution (ACD) component to intake, provide messages if required and dispatch incoming calls with appropriate call accounting statistics.
- The system must provide for Interactive Voice Recognition capability for the citizen to be quickly triaged to the appropriate resource.
- The system should have the capacity to interface with the City's 911 and Reverse 911 systems, and the ability to seamlessly send/receive messages and alerts to/from these systems.
- The system must be capable of supporting hearing impaired telecommunication devices.

5. CRM FUNCTIONAL REQUIREMENTS

Functional CRM Solution Component Requirements

The City requires that the vendor meet or exceed the the following CRM functional requirements:

The solution feature components stated below include:

- Call Management
- Citizen Contact/Resolution
- Call Center Operations
- Analysis and Reporting
- Integration

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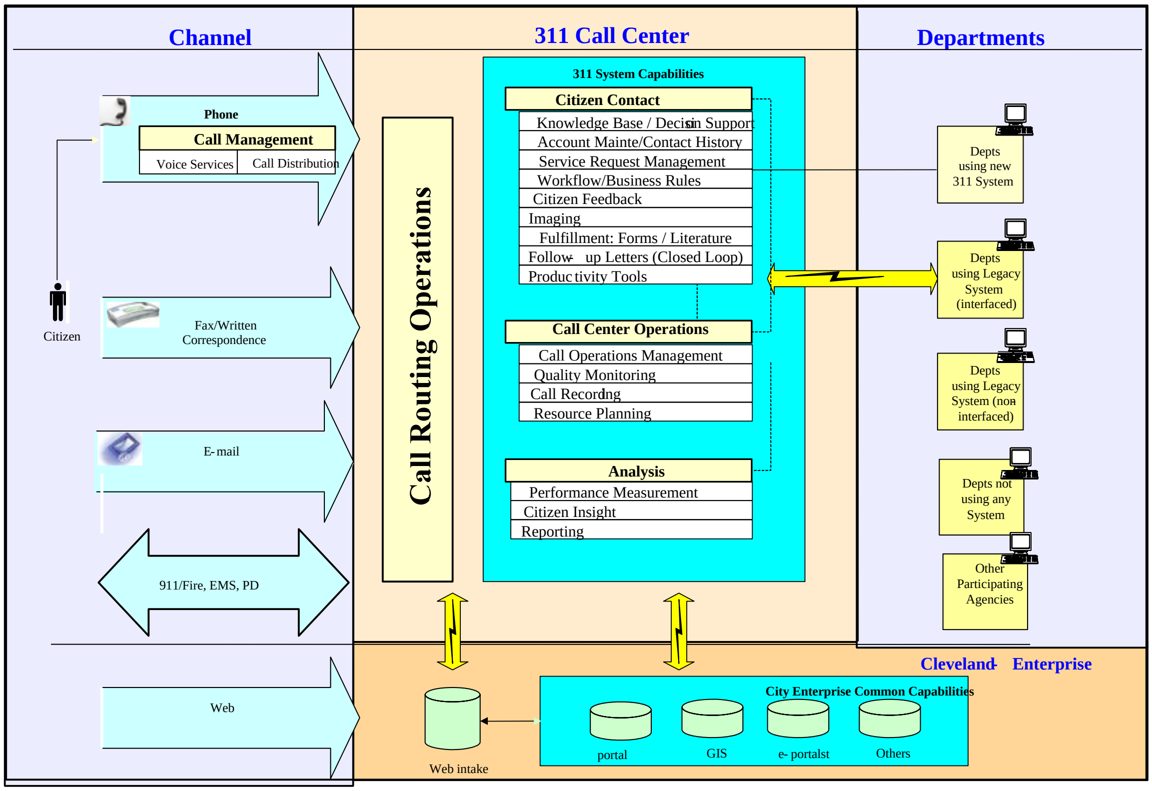
City of Cleveland 311 Call Center Solution Components



Call Management

Requirements include the ability to:

- Control the calls as they arrive at the 311 Call Center;
- Provide limited call prompting to help direct the call;
- Queue calls and provide call treatments like special recorded announcements or information on queue lengths;
- Route calls to Call Takers based on multiple factors, such as skill set or next available Call Taker;
- Capture statistics about calls, including overall volume, duration, dropped calls and Call Taker-specific activity;
- Capture details and report on pre-defined call types;
- Ability to transfer caller data (work order number) with call;
- Handle both incoming and outgoing calls;
- Gather information on call center metrics;
- Support Computer Telephony Integration (CTI);
- Support call routing, both within the 311 Call Center and to other departments;
- Support “warm” transfers from the 311 Call Center to other departments and divisions;
- Scale to support 24x7x365 operations;and

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- Scale to support call volumes for combined City of Cleveland and City of Cleveland "included departments" in first year.

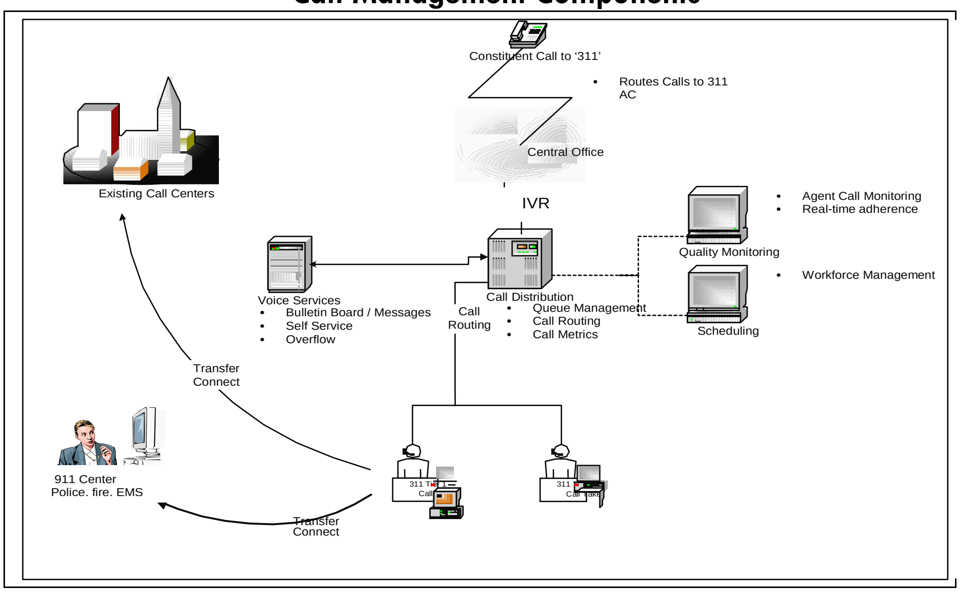
IVR Voice Services

The City prefers citizens' calls to be answered in the 311 Call Center by a human voice as the initial contact. After the initial contact, there may be instances when the citizen will interact with a department's interactive voice response (IVR) service. The IVR is utilized to provide self-service options as well as meet high volume overflow periods and an ability to interface with the CRM application.

Requirements include the ability to:

- Record and play special announcements (bulletin board);
- Handle overflow for high volume periods;
- Provide for self-service capabilities;
- Provide the ability to send outbound "campaign" notices to residents and businesses by Ward and Citywide; and
- Handle verbal and touchtone responses

Call Management Components



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Citizen Contact Resolution

The Citizen Contact Resolution component of the proposed solution should include these subcomponents that are described in the following subsections.

Knowledgebase / Decision Support

Requirements include:

- Create, approve and post a new entry to the knowledgebase;
- Update knowledgebase and communicate new entry;
- Retire and archive old entries from knowledgebase;
- Customize a view of the knowledgebase;
- Create call scripts;
- Provide the Call Taker with a script to guide him or her through collecting the information needed for a particular service request;
- Perform Natural Language searches of the knowledgebase (i.e. "Googeling" the knowledge base);
- Return probing questions to collect needed information for recommending a response;
- Provide prompts about additional services to offer the citizen based on the content of the citizen's request (e.g., 'cross-selling'); and
- Guide Call Taker through complex referrals for multiple department issues.

Account Maintenance and Contact History

Requirements include the ability to:

- Find information about existing contacts by using various search criteria, including name, address, or phone number;
- Create a new contact;
- Modify existing contacts;
- Ability to verify address of the request through interface with City GIS;
- Merge redundant requests into one service request, yet maintain caller history for each request;
- Capture and view contact information and history from all channels - phone, web, mail, etc.;
- Interface with existing databases for "read only" access;
- Capture and display available caller profile and history on the Call Taker's workstation;
- Flag chronic callers;
- Maintain secure records;
- Audit records; and
- Randomly or systemmaticialy select cross section closed reports to measure customer satisfaction via customer contact.

Service Request Management

Requirements include the ability to:

- Provide first point of contact response to citizen requests for service;
- Process a citizen's request for information or service;
- Create a 'quick close' for a call to allow rapid opening and closing of short calls without compromising reporting requirements;

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- Send service request data to the appropriate department through pre-defined templates;
- Close a case with systematic validation that closure rules have been met;
- Systematically identify and escalate an open case based on service level agreement rules;
- Receive service requests from City Web Portal and send e-mail acknowledgements of the request to the requestor;
- Capture call information for a new contact and forward for investigation;
- Track commitments for call-backs;
- Customize information collection for the various types of service requests;
- Provide a unique tracking number for all service requests;
- Inquire about service request status by calling the 311 Call Center or checking the City of Cleveland website;
- Provide access to electronic forms and software tools to update forms. Identify duplicate service requests; and
- Verify address through interface with the City's GIS if it has not been previously captured.

Workflow/Business Rules

Requirements include the ability to:

- Provide a "super-user" with capabilities to set up and administer business rules, such as workflow and decision trees;
- Route an escalated case to a senior Call Taker based on skill set;
- Create citizen segmentation rules (e.g. priority callers, repeat callers, etc.);
- Create application based service level agreement rules;
- Change rules and identify the effects of the change and capture change for audit purposes;
- Establish a new user or group, deactivate or delete existing users or groups;
- Create roles, workflow rules, and decision trees easily;
- Create escalation processes within the 311 Call Center and other City of Cleveland; and departments, external agencies, and/or municipalities
- Create inter-department routing processes.

Citizen Feedback

Requirements include the ability to:

- Design citizen survey or feedback forms including random and selected targeted areas;
- Use a survey and collect feedback across different channels;
- Analyze citizen feedback through user defined views (e.g. by geographical location, call subject, etc.); and
- Provide capability to solicit feedback on every contact for a specified (or indefinite) period

Imaging

Requirements include the ability to:

- Interface with document and fax management systems to open, process, route, and track mail and fax interactions;
- Capture an incoming mail document or fax, create a case, associate to a citizen, route to an action team, and view the electronic document;
- Track and report the history of documents;

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- Remove documents associated with closed cases to an archive; and
- Search for and retrieve documents using a Natural Language tool (e.g. "Googeling" documents).

Fulfillment - Forms/Literature

Fulfillment will require the collection of citizen information, selecting the proper items, choosing a communication channel (mail, e-mail, etc.), and sending the information.

The 311 Call Center must be prepared to respond through a variety of channels. Requests for published information will be transferred through the CRM to the intended department. For the fulfillment functions that remain decentralized at the departments, the 311 Call Center must have the capability to record a service request for the specified information and forward it to the department for fulfillment.

Two types of documentation are distributed through fulfillment – pre-printed, such as forms and literature, and customized, such as follow-up letters.

Requirements include the ability to:

- Submit a service request to a separate department to send specified documents- two way interface have completed service request and information returned;
- Choose the appropriate option for sending information;
- Complete an information request / service request specifying the desired forms, brochures, or information packages;
- Fulfill requests for forms, literature, etc.;
- Prepare mailing labels; and
- Provide documentation through electronic means.

Follow-up Calls, Emails and/or Letters

CRM requirements include the ability to:

- Notify the citizen through any chosen communication channel that a case has been resolved;
- Maintain several standard paragraphs for quick editing to complete a letter and should allow for creation of standard letter templates for FAQ's and standard questions; and
- Interface with the case management system to import case specific information

311 Call Center Productivity Tools

The 311 Call Center will need to provide Call Takers with basic office automation and productivity tools.

Requirements include the ability to:

- Utilize office automation capabilities such as word processing and spreadsheets;
- Correspond through e-mail both within City government and with citizens;
- Ability to track correspondence, to include e-mail, sent to citizens;
- Send and receive faxes from the Call Taker desktop;and
- Connect to and browse the Intranet from the Call Taker desktop for access to portal and department web pages;
- Create a rich citizen interaction center that promotes easy access to information and that uses advanced technology to adapt and evolve to meet and exceed constituency expectations of quality City services.

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Call Center Operations Management/ACD Applications Management-Dashbaord
The Call Center Operations Management System subcomponent should provide 311 Call Center management with tools to dynamically monitor operations, including call volumes, Call Taker response and availability.

Requirements include the ability to:

- Monitor and display Call Taker productivity and performance (i.e., Call Taker in idle time,number of calls taken, abandoned, etc);
- Monitor and display Call Taker availability and workload;
- Create reports on call center activity for specific time periods (Calls answered, transferred and dropped); and
- Analyze trends in call center activity.

Quality Monitoring

Continuously improving interactions with citizens requires monitoring the existing interactions for quality. The observations can lead to improved service by allowing for one-on-one coaching and improved training.

Requirements include the ability to:

- Monitor actual citizen interactions in real-time or through recordings;
- Access interactions remotely;
- Monitor navigation through the available systems;and
- Collect notations on areas for improvement at the Call Taker level and for the entire center.

Call Recording

The 311 Call Center will receive calls on a wide variety of topics and various levels of priority. The calls will range in complexity from routine inquiries to non-emergency services.

Requirements include the ability to:

- Record calls to be stored in a digital format;
- Archive calls for a specified period of time (typically in accordance with the jurisdiction's record retention policies);
- Provide instant play back (review) of recorded messages at the Call Taker workstation;
- Search calls for specific interactions;
- Alerts for application failures via pc, cell text messaging to appropriate call center personnel and identified IT personnel;
- Front end messaging, calls can be recorded for quality puposes, hold messages, bi-lingual translations;
- Ability to monitor live or recorded calls from desktop including call reveiwa at acll takers position;
- Hold music or recorded city related messages;
- Multiple recording channels for growth;and
- Dual or multiple decks for backup;

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Workforce Management

Requirements include the ability to:

- Schedule Call Takers based on availability and skill set;
- Provide dynamic analysis of demand for 311 Call Center services;
- Utilize roll up reports and create a comprehensive forecast report for staffing and training development;
- Send alerts to managers based on data analysis;and
- Present data in user appropriate screens (user vs. administrator, supervisor vs. manager)

Analysis and Reporting

Performance Measurement

Performance metrics for the 311 Call Center need to be collected from each department and tracked to enable ongoing continuous performance improvement.

Requirements include the ability to:

- Create standard reports on the performance of the Call Center, including but not limited to:
  - Number of open issues by account type or by department to which the issue was referred
  - Number/percentage of issues that are past their due dates
  - Completed cases.
- Create standard reports on the City's ability to respond to citizen requests and meet service levels.

Citizen Insight

Requirements include the ability to:

- Capture and identify individual and aggregate citizen information;
- Identify citizen trends; and
- Identify location-based trends.

Reporting

Requirements include the ability to:

- Print reports from the call center application;
- Manipulate the data (export into Excel, into graphic charts, etc.);
- Create ad-hoc reports (flexible, user-controlled reports on any key data fields);
- Create dynamic, web-based reporting interface;
- Report on and manage call back commitments;
- Produce real-time reports;
- Generate geography-based reports; and
- Display incident locations.

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Integration

The Integration subcomponent includes the ability to create a closed-loop processing system with other systems. This requirement will specifically apply to the proposed core 311 Call Center departments, as specified below. These capabilities include the integration of the 311 Call Center CRM with department legacy systems (call center and work order systems). Integration with the following types of departments is required:

- Departments using the 311 Call Center application;
- Departments using legacy systems with an interface to the 311 Call Center application;
- Departments using a legacy system that is not interfaced to the 311 Call Center application

Departmental Integration

The initial departments that will have calls routed to the 311 Call Center are Public Services, Public Health, Building and Housing and Parks, Recreation and Properties. Ultimately, access will be extended to all City departments to enter in service requests on behalf of a citizen. The ability to add departments to the system and performance of system must remain robust.

City of Cleveland – Enterprise Capability -GIS

The use of GIS by the 311 Call Center will encompass a variety of functions such as providing directions to a City department office, locating services closest to a citizen's home, identifying the proper department servicing the caller's location, and providing data for budget and community service planning.

Requirements include the ability to:

- Validate address data components against the GIS;
- Integrate Resource Directory applications that map the citizen address against services available in their neighborhood; and
- Provide analytic reporting based on geographic information.

Multi-Channel Request Handling

Multi-channel request handling includes the capability to accept and respond to citizen requests that come in from channels other than the 311 phone number (e.g. mail, e-mail, fax, web form, face-to-face). The 311 CRM must have the flexibility to incorporate all communication channels as the 311 Call Center becomes an integrated contact center.

E-mail Management

Ability to provide Call Takers with contact management capabilities (diagnose and resolve/escalate case) and supervisors/managers with business management capabilities (manage business rules, knowledge base, and other call center operations).

Requirements include ability to:

- Capture an incoming web form or e-mail; associate it to a citizen, and route to an action team;
- Ability to send a proactive e-mail based on an event triggered by the call center application (i.e. notification that case was resolved and closed);
- Send a proactive e-mail based on an event triggered outside of the call center application (i.e. work orders completed notification);
- Diagnose a citizen issue and provide suggested auto response to Call Taker;
- Send an automatic response to a citizen;

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- Forward an e-mail from within the call center application;
- Forward an e-mail with an attachment outside of the call center application; and
- Track and report e-mail handling history.

City Web-Site Self-Service

The Internet can provide citizens with online self help options (access to Customer Service & account info, place service request/orders, etc.) and various channels of communication (chat, call back request). It can provide departments with the ability to gain insight into all citizen internet interactions.

Requirements include the ability to:

- Find suggested response using partial information entered by requester;
- Create a list of dynamically prioritized FAQ's;
- View citizen interaction history online ;
- Create and update service request;
- Capture information about the request and interface with existing client database;
- Provide the potential to include alternative channels of communication (Callback Request, Text Chat);
- Access and search various knowledge bases online (i.e. department policy database, department "how to" database);
- Provide a link to the City web portal for potential 'real time' updates and forms wizard; and
- Provide live help over web.

6. PROCUREMENT PROCESS

Basis for Award

The City will evaluate proposals submitted based on the information provided by Respondents and the evaluation criteria outlined in this RFP. A contract will be awarded to the Vendor who clearly demonstrates the ability to perform successfully under the terms and conditions of the contract, and whose proposal is deemed to be most advantageous to the City of Cleveland. Consideration will be given to such matters as alignment with City goals and requirements, record of past performance, professional resources, and integrity.

Type of Contract

The City will negotiate a professional services contract with the selected Vendor, with a "not to exceed" contract amount for the provision of "CRM" software and services as outlined in the RFP, the Vendor's proposal, and the contract.

Inquiries

All inquiries regarding this RFP, including questions regarding proposal submission procedures, must be made in writing. Questions relating to the RFP must be submitted to the City, in writing, no later than May 2, 2008 by 5:00 pm EST.

Questions may be submitted via e-mail or fax, to the attention of **Cynthia Thomas, 311 Administrative Officer, cthomas @city.cleveland.oh.us at 216-664-3789.**

The City will post on the website responses to questions submitted by proposing Vendors. Vendors should note that that all inquiries to the RFP should be in writing; oral answers to inquiries will not be binding on the City.

Restrictions on Communications with City Staff

From the issue date of this RFP until the selection process is completed and intent to award is announced to the selected firm, Vendors may not communicate with staff of the City concerning this RFP except in

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the submission of inquiries as described above. The City reserves the right to reject a Vendor's proposal if there is a violation of this provision.

Proposal Submission Requirements

Each qualified Vendor may submit one proposal, in accordance with the submission requirements described below and the detailed format requirements as described in this RFP.

Vendors submitting proposals in response to and consistent with this RFP must submit their complete package no later than **May 16, 2008 by 5:00 pm EST** addressed to:

Kimberly Roy Wilson, 311 Project Manager
Department of Finance, ITS Division
City of Cleveland, City Hall Room 104
601 Lakeside Avenue
Cleveland OH 44113

SUBMIT:
2 HARD COPIES SIGNED ORIGINAL PROPOSAL (MARKED AS SUCH)
15 HARD COPIES OF ORIGINAL PROPOSAL
15 HARD COPIES OF THE FEE PROPOSAL (UNDER SEPARATE SEALED COVER)
2 CD-ROM containing an electronic version of the Proposal and any supporting documentation

The following content designation must be clearly visible on the outside cover of the packaging containing the Vendor's submission:

311 Customer Relationship Management Call Center System Solution
RFP No. 7000
[Name of Vendor]

All hand-carried submissions are to be delivered between 9:00 AM and 5:00 PM EST, Monday through Friday, except for legal federal or state holidays, to the address listed above. Vendors using a commercial carrier service are responsible for ensuring that the carrier service delivers the package to the address specified above prior to the scheduled deadline for receipt of proposals. Facsimile or electronic proposals other than those stated above will not be accepted, unless specifically authorized by the City in writing.

Proposals received by the City after the date and time specified above will not be considered for contract award. However, a late modification of an otherwise successful submission that makes its terms more favorable to the City will be considered at any time it is received, and may be accepted by the City.

Cost of Preparing Proposals

Any costs incurred to develop a proposal in response to this RFP are solely the responsibility of the Vendor. The City assumes no responsibility and will provide no reimbursement for such costs.

Proposal Addenda

A Vendor that desires to modify a previously submitted proposal must notify the City in writing of the intention to submit a proposal addendum. Such notification should be via e-mail or fax, to the attention of the City's primary contact person for this procurement. The City reserves the right to reject a proposal addendum, except in the instance where the addendum is submitted by request of the City.

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Acceptance of Proposals

The City reserves the right to accept or reject any or all proposals at its sole discretion.

The City also reserves the right to waive minor irregularities in proposals, providing such action is in the best interest of the City. Where the City waives minor irregularities, such waiver will in no way modify the RFP requirements or excuse the Vendor from full compliance with the RFP specifications and other contract requirements if the Vendor is awarded the contract.

Evaluation Process

The City will convene a selection committee that will be charged with reviewing and evaluating all properly submitted proposals received on or before the deadline.

Through the process described below, and using evaluation criteria previously established, the committee will select the proposal they deem to be the "most advantageous" to the City of Cleveland.

It is the Vendor's responsibility to identify and describe clearly the product and services being offered in response to this RFP. Vendor is cautioned that organization of the response, as well as thoroughness, is critical to the City's evaluation process.

A Vendor may submit up to ten (10) pages of relevant marketing materials as an appendix to the proposal. Vendor should be advised that the City is not required to consider such materials in performing any part of the proposal evaluation and selection process.

Target Date	Vendor Evaluation and Selection Event
April 28, 2008	**Last Day to Submit Intent to Propose Form –** All vendors planning on submitting a proposal MUST sign and submit the Intent to Propose Form. The form should be sent via e-mail to: kroywilosn@city.cleveland.oh.us.
May 2, 2008	**Last Day to Submit Written Questions –** All questions shall be submitted by mail to Attention: Cynthia Thomas, 311 administrative Officer, Dept. of Finance, City Hall, Room 104, 601 Lakeside Avenue, Cleveland, Ohio 44114 by 5:00 PM EST or via email at cthomas@city.cleveland.oh.us. An addendum of answers to the questions will be posted on the City's website by May 6, 2008.
May 16, 2008	**Proposals Are Due at City Hall by 5:00 PM EST**. Please note all appropriate forms must be completed accurately and submitted within the proposal. Any omissions may result in the rejection of the proposal. Strict adherence to the deadline is required. ***Note: To be considered beyond Round 1, the Provider must complete the Terms and Conditions Worksheet in its entirety and respond with comments or other information as deemed necessary.***
May 23, 2008	**Round 1 Selections Made, Providers Notified, Client References Checked *(The City may check at least 5 references per Round 1 Finalist for projects of similar scope.)***
June 6-June 9, 2008	**Round 2 Finalists Conduct Oral "In-Person" Interviews and Presentations.** The City will provide an agenda for the interviews and may take up to 3 hours. *(Pending the outcome of the interviews and presentations, this step may include a site visit to a customer site and a demonstration of the call center in operation to have a clear understanding of the technical performance of the proposed Vendor's system.)*

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Target Date	Vendor Evaluation and Selection Event
TBD	**Preferred Vendor Chosen and Notified of Award Recommendation**
TBD	**Letter to Proceed Issued from the City to the Selected Vendor**
TBD	**Contract Negotiations and Award Agreement Signed.** To facilitate an efficient process to create and finalize an agreement, the City is providing a dedicated City Legal Counsel to work on this project. This legal resource has been engaged since the pre-RFP planning stages. The Vendor is expected to provide a dedicated legal resource to meet this timeframe for negotiations.
TBD	**Winning Vendor Begins Planning for A Proof of Concept/Pilot**
December 31st, 2008	**Initial Pilot Completed As Agreed in Contract and Evaluated**
March 31st, 2008	**Full Deployment Completed As Agreed in the Contract**

***Pre-Proposal Conference**: A pre-proposal conference is scheduled from 1:30pm to 2:30p.m., **April 28, 2008.** The meeting will be held by the City of Cleveland, **at the Carl B. Stokes Public Utilities Building, 1201 Lakeside, Cleveland, Oh 44114** to assist all proposing Vendors by answering questions and concerns prior to submitting their proposal.

A. Round 1 – Procedural Compliance Screening

The purpose of this phase of the evaluation is to verify that the Vendor has complied with the following stipulations and acceptance criteria:

- Vendor adhered to the City's established process for communication with the City.
- Vendor submitted a proposal to the City on or before the submission deadline.
- Cover of the Vendor's submission package contains the appropriate content designation, and all requested components of the submission package are included.
- Vendor has completed and submitted the Proposal Checklist (City will verify all documentation supplied by the Vendor, including all forms).

Proposals that meet the acceptance criteria will progress to Phase 2 scoring, which is the next step in the evaluation process. Failure by the Vendor to comply with the instructions provided or to submit a complete proposal may render a proposal not qualified for award, except that the City reserves the right to waive minor irregularities. The City may also, solely at its discretion, choose to notify a Vendor of deficiencies in its response to the RFP and allow for remediation of such deficiencies.

B. Round 2 – Proposal Content and Oral Presentations

In this round of the evaluation process, Vendors will be required to give an oral presentation to the City's Functional Needs Panel demonstrating the numerous case scenarios, Appendix G. Oral presentations will be considered as part of the Vendor's offering. Vendor proposals are reviewed and assigned scores in the following areas:

- Vendor Profile and Qualifications – Criteria include, but are not limited to, financial position and stability, prior project performance, resource and staff qualifications, prior experience with municipal clients, and results of reference checks.
- Quality of Proposed Services – Criteria include, but are not limited to, quality of the proposal presentation (completeness, innovativeness and quality of response), evidence of a clear understanding of scope (level of proposed services), alignment

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of approach with City's business requirements, and any added value that differentiates the Vendor from others.

- Oral "In-Person" Presentations- The City will provide an agenda for the interviews and may take up to 3 hours.
- Quality of Proposed Solution – The Vendor's proposed software product will be scored based on responses provided regarding the product's ability to meet the City's specified functional and technical requirements.
- Project Management – Both qualitative and quantitative criteria will be considered in evaluating the Vendor's approach to organizing and managing project activities.

C. Round 3 – Evaluation of Fee Proposal

At the conclusion of the Proposal Content Evaluation for each submission considered acceptable, the corresponding fee proposal will be examined to determine if the fee proposal is consistent with the scope of services offered by the Vendor, and its calculations are accurate. Any fee proposal that is incomplete, or contains significant inconsistencies or inaccuracies, may be rejected by the City.

The selection committee will evaluate fee proposals for overall realism and reasonableness, and assign scores accordingly. If requested by the City, the Vendor will provide the City with additional cost and pricing data to support the information contained in the fee proposal.

Local Presence

In awarding the project, the City will consider and give preference to Vendors that have offices located in Cleveland, co-partner with Cleveland companies, use Cleveland sub-vendors, and/or have employees who are Cleveland residents.

Selection

The City may, at its discretion, evaluate proposals and award a contract without discussions with Vendors. Therefore, the Vendor's initial proposal should contain the Vendor's best terms from the standpoint of both content and cost.

However, the City reserves the right to conduct discussions and/or interviews with Vendors, or require presentations and/or demonstrations by Vendors as deemed necessary. Actions by the City in this regard should not be construed to imply acceptance or rejection of a proposal. The City will provide instructions to the Vendor's primary contact regarding a required presentation and/or demonstration.

Proposals that receive the highest scores on the Content Evaluation, and with fee proposals that align with the proposed scope of services and are not unreasonably high or low, will be considered for award. This is a "best value" procurement. Primary consideration will be given to the excellence of product and service offerings, with cost and other matters being considered as well. In the event there are two or more proposals considered equal in content, cost becomes more important. The City may reject any and all proposals, accept other than the lowest offer, or accept other than the highest scoring offer if such action is in the City's best interests.

Notification of Contract Award

The Vendor chosen by the selection committee for recommendation of contract award will receive written notification from the City. The Vendor must be prepared to begin contract negotiations immediately upon notification of selection. If the Vendor is not able to begin contract negotiations, the City may disqualify the selected Vendor.

The City of Cleveland reserves the right to negotiate the contract to include any portion or portions of the selected Vendor's proposal. All services and products required for this implementation must be included in the proposal.

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7. PROPOSAL FORMAT

The Vendor will develop a written response to this Request for Proposal, structured to show a clear understanding of the Scope of Services. Following is the format the RFP response must follow to be considered in the evaluation process:

Section I	Proposal Checklist
Section II	Management Letter
Section III	Executive Summary
Section IV	Vendor Background
Section V	Vendor Client References
Section VI	Proposed Solution and Professional Services
Section VII	Proposed Project Resources and Staffing
Section VIII	Response to Functional and Technical Requirements
Section IX	Vendor Relationships and Agreements
Section X	Vendor Local Presence

Proposal Checklist

The Proposal Checklist (RFP Appendix A) must be completed and returned with the Vendor's proposal package.

Management Letter

The Vendor must include a management letter outlining the contents of the response. Include a summary of Vendor's prior experience with 311 Citizen Call Center implementations, and with government sector clients. An authorized representative of the firm must sign the cover letter to verify the contents of the response. The letter also must incorporate the following:

- ❑ A statement of commitment and an indication of the level of involvement of the Vendor.
- ❑ A statement that the proposed solution will meet the requirements set forth in the RFP and/or a list of exceptions to the requirements in the RFP. (Note that the City reserves the right to reject any proposal containing such exceptions, or to require modifications before acceptance.)
- ❑ A statement indicating whether or not proprietary information has been included in the proposal.
- ❑ A statement that the Vendor's proposal, including proposed fixed fees for services, will remain valid for a minimum period of one hundred twenty (120) days after the proposal due date. (Note that the City reserves the right to request that the Vendor extend the period during which the proposal will remain valid.)

All information contained within the response will become part of the final contract.

Executive Summary

The Vendor will provide an Executive Summary that condenses and highlights the proposal content (i.e., proposed product, services to be provided, high-level project management objectives, etc.). The Executive Summary should contain enough information to provide any City reviewer with a broad understanding of the entire proposal.

Vendor Background

The Vendor will provide detailed information on the company's background and experience, using the Vendor Background Information template (Appendix C). At minimum, the Vendor must provide the following information:

1. Overview
    a. Vendor name, address, telephone number, e-mail, and contact person

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   b. Name and address of parent company (if applicable)
   c. Name, address and phone number of each principal
   d. Year the firm was established and any former Vendor names
   e. Number of years the firm has been in the Consulting business
   f. Number of years of experience in the:
      - Public Sector, Municipal Government sector
      - 311/CRM system implementation
      - Other related services (specify)
      - Type of Company (Public or Private)
   g. Financial Statements and annual reports for past three years
   h. Number of prior similar projects

2. Vendor Personnel
   a. Total full time equivalent staff
   b. Full time personnel the Vendor has in each of the following areas:
      - Customer service and support
      - Project management
      - Project implementation and rollout
   c. Average length of service for project team members
   d. Estimated number of resources that would be dedicated to the City for the duration of the project
   c. Number of projects currently being performed by Vendor
3. Project History
   a. Provide past five-year history of projects undertaken and completed that were similar to this project; include duration, completion dates, and accuracy of cost estimates
   b. Provide past five-year history of projects undertaken and not completed that were similar to this project; indicate reason(s) project was not completed
4. Pending Litigation & Liquidated Damages
   a. Any pending litigation within the past five years
   b. Any liquidated damages within the past five years

Vendor Client References

Each Vendor proposing as a Primary Contractor must provide at least three references, which may be contacted concerning the Vendor's performance implementing and deploying a 311 Call Center system. Vendors should reference only clients with fully implemented projects. References should have received a product and services similar to those proposed to the City of Cleveland. The Vendor must reply to this section using the Vendor Client Reference template provided in Appendix D of this RFP.

State whether the Vendor's firm was the Primary Contractor, and what specific roles the Vendor had. Provide the original estimate to execute the project and the corresponding actual final cost to satisfy the project objectives.

Proposed Solution and Professional Services

The Vendor's proposal must provide a comprehensive description of the proposed solution that builds on the high-level overview provided in the Executive Summary of the proposal. The Proposed Solution and Professional Services section should include, at minimum, a detailed discussion of the Vendor's:

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- Understanding of the general requirements of the City of Cleveland for both the software product and the provision of professional services;
- General description of the proposed software product, and specific information regarding
  - Minimum hardware, network, and operating system requirements
  - Schedule of system maintenance/new releases over the past two years for the system being proposed (including a summary of new release content, reason for product update, impact to clients, whether optional or required)
  - Any planned or in-process modifications or enhancements to the system being proposed over the next 12 months, including expected date of release
  - Proposed post-implementation system support and/or available support options
  - Availability of a formal users group for the product, regularly scheduled meetings to communicate with customers, e-publications or e-bulletin board
- Proposed project organization and structure, including an organization chart with areas of responsibility
- Proposed installation support services the Vendor will provide
- Proposed project management services the Vendor will provide
- Proposed high level implementation plan, including
  - Milestones and major tasks
  - High level schedule for completion
  - A "generic" implementation plan template in Microsoft Project
- Proposed testing strategy to verify performance and compatibility with City's environment
- Proposed training plan (technical, end user, system administrator) with a description of course materials and reference information provided for each type of training
- Proposed plan for stakeholder communication
- Deliverables to be provided

Proposed Project Resources and Staffing

For this section, the Vendor must define the resources, and the type and level of service to be provided by the resources to satisfy the City's requirements with respect to implementing and deploying a 311 Call Center system. At minimum, the Vendor must define:

- Expertise required to complete tasks and deliverables
- Number of technical and non technical resources (Vendor and City) that will be required to complete tasks

The proposed project staffing must include all key staff (i.e., those persons dedicated for at least 50% of their time) to be assigned to this project. The staffing plan should show all proposed individuals, including their major areas of responsibility during the project, and percent of time to be dedicated to the project.

Resumes of all key personnel proposed for this project must be included. The resumes should highlight each individual's:

- Experience with the Vendor
- Experience with projects related to 311 Call Center system implementation
- Experience with projects similar in size and scope to this project

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- Experience with public sector projects

Description of experience must include specific responsibilities and number of years.

If project management responsibilities will be assigned to more than one individual during the project, resumes must be provided for each person. Each project referenced in a resume should include the customer name, customer reference (including current telephone number) and dates/duration of the project, as well as a very brief project description.

The City reserves the right to approve or reject any changes to the Vendor's Project Manager or other key personnel after contract award. The City also reserves the right to require personnel changes, with reasonable notice to the Vendor, following contract award if the City determines that such changes are in the best interests of the project.

Response to Functional and Technical Requirements

The Vendor must provide a response to each system requirement detailed in the Functional and Technical Requirements table (Appendix E) by placing an "X" in the appropriate response box.

A RESPONSE MUST BE PROVIDED FOR EACH REQUIREMENT OR AN ASSUMPTION WILL BE MADE THAT THE VENDOR CANNOT ACCOMPLISH THE REQUIREMENT.

Vendor Relationships and Agreements

Provide a list of Vendor relationships and agreements with other Vendors with respect to this project.

Vendor Local Presence

Please provide information that clearly indicates:

1) Whether the Vendor firm has an office(s) in Cleveland; (Describe the nature of the Vendor's relationship to Cleveland. Is Cleveland the location of the principal place of business? Is Cleveland the location of an office or other operation? Describe that office or operation.)
2) Whether the Vendor firm does business/co-partners with companies located in Cleveland; (Describe the nature of the Vendor's relationship to those companies. Is Cleveland the location of the principal place of business of those companies? Is Cleveland the location of an office or other operation of those companies? Describe that office or operation.)
3) Whether the Vendor firm will be using sub-vendors that are located in Cleveland; (Describe the nature of the sub-vendor's relationship to Cleveland. Is Cleveland the location of the principal place of business of a particular sub-vendor? Is Cleveland the location of an office or other operation of a particular sub-vendor? Describe that office or operation.)
4) Provide the number and percentage of people the Vendor firm employs that are Cleveland residents;
5) Provide the number and percentage of Cleveland residents the Vendor expects to be employed on this project.

8. FEE PROPOSAL FORMAT

The Vendor will provide a detailed fee proposal per Phase as outlined in the city's scope of services using the Vendor Fee Proposal Schedules template provided in Appendix F of this RFP. Items in the fee proposal should cover all cost components of the Vendor's proposed solution, and represent the total cost of [4]software and professional services to implement and deploy a 311 system that meets the City of Cleveland's stated requirements.

If the primary Contractor (Vendor) uses third party firms as part of the project, the cost of these firms must be included as part of the Primary Vendor's fee proposal. The Primary Vendor will be totally responsible for payment and other agreements made with any third party Vendors or Vendors.

[4] Vendor is expected to provide per seat licensing cost for Phase 1 and enterprise licensing cost for Phase 2.

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The fee proposal is to be submitted under separate cover. Failure of the Vendor to meet the requirements for submission of the fee proposal may result in disqualification of the proposal in its entirety.

9. COMPLIANCE FORMS AND COMMITMENT TO DIVERSITY

Vendors must review, complete and sign the City of Cleveland Contract Compliance Forms, which include:

- Office of Equal Opportunity Forms (Notice to Bidders and Schedules 1-6)
- Northern Ireland Fair Employment Practices Disclosure
- Non-Competitive Bid Contract Statement for 2008
- W-9 Request for Federal Taxpayer Identification
- Vendor Entry Form (Only firms that have not previously done business with the City of Cleveland must complete this form)

One copy of each form must be completed, signed, notarized (if required), and submitted as part of the Vendor's original proposal. All forms are available for downloading on the City of Cleveland's website (www.cleveland-oh.gov), under the Vendor Services section.

The City of Cleveland sets high expectations for business partners in the areas of Equal Opportunity and Minority and Female-Owned Business participation. Vendors will be expected to demonstrate a commitment to a diverse workforce that complies with the City's goals regarding Equal Employment Opportunity.

Additionally, Vendors are strongly encouraged to seek MBE/FBE involvement, in accordance with City of Cleveland goals (see Notice to Bidders Schedules). While these goals are not grounds for disqualification, compliance will be a factor in the final selection decision. Vendors must ensure that MBE/FBE firms proposed as sub-contractors are certified with the City of Cleveland to receive credit. A complete listing of certified MBE and FBE firms is available on the City's website under the Vendor Services section.

10. GENERAL VENDOR REQUIREMENTS

In order to obtain the best possible solution and services, the City does not wish to dictate the specifics of a proposed solution. The City, instead, encourages Vendors to be creative in proposing a solution that will best meet the City's stated requirements, and advance the project.

Project Communication

The selected Vendor will be expected to provide the City with performance reports commencing after the first two weeks of contract performance. These reports will contain, at minimum:

- Planned versus actual accomplishments for the reporting period and an explanation for any variances between them;
- Information regarding open issues/questions, identification of the person(s) to whom these are assigned, and a target resolution date; and
- Potential problems, delays, or adverse conditions and suggested mitigation, including clear identification of any assistance required by the Vendor from the City or other parties.

Performance reports must be submitted via e-mail at the end of each complete reporting period (to be determined by the City) to the City Project Manager.

The Vendor will be expected to attend meetings and/or teleconferences with project representatives, as reasonably requested by the City. The Vendor will be responsible for providing the City Project Manager with meeting minutes within two (2) business days of such meeting and/or teleconference,

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which should describe action items, decisions made, and outstanding issues, concerns, or questions concerning performance raised by the City and/or the Vendor.

Commitment to Best Practices

The Vendor must articulate how emerging and/or future trends and technologies relating to 311 Call Centers will fit into the proposed project plan. The Vendor will relate how it keeps current with emerging trends, and how it will provide best practices information to the City, with respect to this project.

11. TERMS AND CONDITIONS

Term

The Terms and Conditions, substantially in the form contained herein, shall be included in the Agreement between the City of Cleveland and the successful Vendor. Please review for compliance.

Subcontracting

None of the services covered by this Agreement shall be sub-contracted, except as set forth in Section 1 hereof, without the prior written approval of the City of Cleveland. Any work or services subcontracted hereunder shall be specified by written contract or agreement and shall be subject to each provision of this Agreement.

Assignment

The Vendor shall not assign any interest in this Agreement, and shall not transfer any interest in the same, whether by assignment or notation, without the prior written consent of the City of Cleveland.

Compliance with Laws and Policies

This Agreement is subject to, and Vendor shall comply with, all statutes, ordinances, regulations and rules of the Federal Government, the State of Ohio, the County of Cuyahoga and the City of Cleveland.

The Vendor shall utilize best efforts to recruit and maximize the participation of all qualified segments of the business community in sub-contracting work, including the utilization of small, minority (MBE) and female business enterprises (FBE). This includes the use of practices such as assuring the inclusion of qualified Small Business Enterprises in proposal solicitation and dividing large contracts into smaller contracts when economically feasible.

Hold Harmless

The Vendor shall protect, defend and hold harmless the City of Cleveland from any and all loss, claims, expenses, actions, causes of action, costs, damages and obligations, financial or otherwise, including attorney fees and legal expenses, arising from any and all acts of the Vendor, its agents, employees, licensees, invitee, that result in injury to persons or damage to property.

Indemnification and Insurance

The Vendor shall indemnify the City of Cleveland from all loss, claims, expenses, actions, causes of action, costs, damages and obligations, financial or otherwise, including attorney fees and legal expenses, arising from all acts of the Vendor, its agents, employees, licensees, that result in injury to persons or damage to property.

1. The Vendor, at its sole cost and expense, shall procure and maintain Workers Compensation insurance coverage. The Vendor shall furnish a copy of a document evidencing such Workers Compensation coverage to the City of Cleveland prior to commencement of services under this Agreement.
2. The Vendor, at its sole cost and expense, shall procure and maintain at all times during the term of this agreement, Comprehensive General Liability Insurance in an amount of not less than One

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Million Dollars ($1,000,000). The City of Cleveland shall be named as an additional named insured.

3. The Vendor shall carry during the performance of the Agreement and shall keep in full force, Professional Liability Insurance.
4. The professional liability insurance should have: limits of five million dollars ($5,000,000) for any one incident and if not written on an occurrence basis, shall be maintained for a period not less than 2 years following the completion of the work.
5. The Vendor shall furnish to the City of Cleveland, Certificates of Insurance certifying the above types and amounts of insurance. Such Certificates shall include a Notice of Cancellation clause with notification being sent to the City of Cleveland.
6. The Vendor shall furnish coverage for all damage to the City's existing information technology system, including but not limited to, coverage for damage to the local and wide area network and loss of data integrity in the amount not less than $1,000,000.00 per occurrence.
7. The Vendor shall furnish coverage for any valuable documents being removed from the City's facilities in the amount not less than $500,000.

Force Majeure Clause

The Vendor shall not be charged with default nor the City be held liable because of delays in completion of the work or payment therefore due to any of the following:

a) Acts of the Federal Government, including controls or materials, equipment, tool or labor essential to completion of the work by reason of war, national defense or any other national emergency.
b) Changes in the method of performing work covered by the contract, upon order of the City to the extent that any delay is the direct result of any such change.
c) Causes not reasonably foreseeable by the parties of this contract at the time of the execution of the contract, which are beyond the reasonable control of, and through no fault or negligence of, the Vendor or the City. This shall include, but not be restricted to, acts of God or the public enemy, freight embargoes and court actions; acts of another Vendor in the performance of some other contract with the City, fires, floods, epidemics, quarantines and strikes; weather of unusual severity such as hurricanes, tornadoes and cyclones; nuclear radiation or radioactive contamination; and other like factors of unusual severity which directly affect or prohibit work under the contract.

Conflict of Interest

No officer, employee or agent of the City of Cleveland who exercises any functions or responsibilities in connection with the planning and carrying out of the program, nor any immediate family member, close business associate or organization which is about to employ any such person, shall have any personal financial interest, direct or indirect, in the Vendor or in this Agreement and the Vendor shall take appropriate steps to assure compliance.

The Vendor agrees that it will not contract with any Sub-Vendor in which it has any personal financial interest, direct or indirect. The Vendor further covenants that in the performance of this Agreement, no person having any conflicting interest shall be employed.

Non-Exclusive Contract

This is a non-exclusive contract and the City may purchase the same or similar item(s) from other Vendors at any time during the pendency of this contract.

Liquidated Damages

The City will require liquidated damages for any delay or failure of the Vendor to meet the Project Schedule for delivery of Project Major Milestones at a rate of $1,500 per calendar day or any part

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thereof. In the event of such delay or failure, the City shall notify the Vendor in writing (e.g. fax or e-mail) of any claim for liquidated damages pursuant to this Section. If the Vendor has not corrected the delay and put the project in compliance with the Project Schedule for delivery of Major Milestones within 10 days of receipt of the City's Notice, the liquidated damages shall begin to accrue until compliance is reached. Further, liquidated damages shall not accrue if the delay is excusable and not caused by the Vendor or their agents and sub-Vendors. The City shall have the right to deduct any assessed liquidated damages from monies otherwise due to the Vendor.

Disputes

Both the City and Vendor agree to make every reasonable effort to resolve disputes.

Any dispute may be brought forward by either party to the other in the form of a written Notice of Dispute. Such notice shall state the facts surrounding the claim in sufficient detail to identify the claim, together with its character and scope. Such notice shall also include any proof to substantiate any dispute and a means by which to resolve the dispute in the best interest of both parties. Such Notice of Dispute shall be forwarded in writing to the following representatives of the parties as follows:

A maximum of ten working days is allowed at each of Step 1 and Step 2 (unless extended in writing by both parties) before the dispute resolution procedure is automatically elevated to the next higher step.

STEP 1

For the City, the City's Project Leads. For the Vendor, the Vendor's authorized designee.
If an agreement cannot be reached, the dispute shall be elevated to Step 2.

STEP 2

For the City, the City's Program Manager or his/her designee. For the Vendor, the Vendor's authorized designee.

These representatives shall communicate with each other to readily resolve items in dispute. Nothing herein shall preclude either party from pursuing its remedies available at law.

Reports, Information and Audits

The Vendor, at such times and in such form as the City of Cleveland may require, shall furnish the City of Cleveland such reports as may be requested pertaining to the services undertaken pursuant to this Agreement, the costs and obligations incurred or to be incurred in connection therewith, and any other matters covered by this Agreement. The Vendor shall retain all financial and administrative records for a period of seven years after the expiration or termination of this Agreement, and shall permit the City of Cleveland or any of its representatives or auditors access to such records.

Proprietary Materials

The City of Cleveland acknowledges that in the course of performing services, the Vendor may use products, materials, or propriety methodologies. The City of Cleveland agrees that it shall have or have obtained no rights in such propriety products, materials, and methodologies except pursuant to a separate written agreement executed by the parties.

The Vendor acknowledges that in the course of performing services for the City of Cleveland, the materials and information obtained, used and/or produced for the City of Cleveland are the exclusive properties of the City of Cleveland and may not be disseminated in any manner without prior written approval of the City of Cleveland, Program Management Office.

Ownership of Property

The Vendor agrees that at the expiration or in the event of any termination of this Agreement, that any custom programming code, data, research, schematic concepts, reports, and other similar items produced in connection with this Agreement shall become the property of the City of Cleveland and Vendor shall promptly deliver such items to the City of Cleveland, Program Management Office. Vendor may retain a copy of such items.

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Warranty

The Vendor warrants that the services to be provided by it hereunder will be performed in a good, timely and professional manner by qualified staff and in accordance with generally accepted professional standards. The Vendor further warrants that the design and recommended solution are workable and capable of meeting the Project Objective.

Confidentiality

Subject to applicable public record laws, the vendor, its agents and employees will keep and retain any and all information and records generated under this Agreement in strictest confidence and will neither use such information or records nor disclose such information or records to anyone without the explicit written permission of the City of Cleveland, Director of Finance or the Program Management Office. The Vendor warrants that it has and will continue to have safeguards in place to assure that such information and records are kept confidential by the Vendor, its agents and employees.

Termination

The City of Cleveland may terminate this Agreement by giving thirty (30) days notice in writing from the City of Cleveland to the Vendor. If this Agreement is terminated by the City of Cleveland as provided, the Vendor will be paid an amount, which bears the same ratio to the total compensation, as the services actually performed bear to the total services of the Vendor, covered by this Agreement less payments of compensation previously made.

In the event that the Vendor shall materially breach the terms and conditions of this Agreement, and such material breach shall not have been cured within ten (10) days after the Vendor's receipt from the City of written notification specifying such material breach then, in such event, the City may either withhold payments then due to the Vendor, or may terminate this Agreement upon written notification, and/or seek any right or remedy available at law, or in equity. The City shall also have the following rights and remedies, which may be exercised singularly or in combination.

a) The right to procure other services as substitutes for services procured from the Vendor hereunder, or to perform such services itself, and recover direct damages from the Vendor incurred in obtaining and/or performing such services.
b) The right to recover direct damages incurred, in excess of any damages recovered pursuant to this section, as a result of the defaulting party's failure to perform.

In the event that the City shall choose to withhold payment, the City shall, in writing, notify the

vendor of the reasons for such action and of the conditions precedent to the resumption of payment to the vendor. In no event will any payment pursuant to this section exceed the compensation provided for herein.

The Vendor shall have the right to terminate this Agreement in the event that the City shall materially breach in its fulfillment of the terms and conditions of this Agreement, and such material default shall not have been cured within thirty (30) days after the City's receipt from the Vendor of written notification specifying such material breach.

In the event that this Agreement is terminated by either party, the Vendor will provide the City with all work in progress, as is, as of the date of termination and the City shall provide to the Vendor reasonable payment for said work in progress.

Contract Documents

An Agreement between the City of Cleveland and the successful Vendor will include the RFP document and the Vendor's Proposal.

In the event of a conflict or variance between any of the documents comprising the Contract, such conflicts or variations and interpretations shall be resolved by giving precedence in the following order:

a. The Agreement scope, terms, and conditions

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b. The RFP

c. The Proposal

Independent Contractor

The Vendor shall perform all work and services described herein as an independent contractor and not as an officer, agent, servant or employee of the City of Cleveland. Vendor shall have exclusive control of and the exclusive right to control the details of the services and work performed hereunder and all persons performing the same and shall be solely responsible for the acts and omissions of its officers, agents, employees, Vendors and Sub-Vendors, if any. Nothing herein shall be construed as creating a partnership or joint venture between the City of Cleveland and Vendor. No person performing any of the work or services described hereunder shall be considered an officer, agent, servant or employee of the City of Cleveland, nor shall any such person be entitled to any benefits available or granted to employees of City of Cleveland.

Notices

This Agreement requires that all notices, approvals, authorizations, waivers, instructions or determinations shall be effective only when given in writing and signed by the Director of the Department or the Director's authorized designee.

This Agreement requires that all notices shall be personally served or sent by certified mail, postage prepaid and return receipt requested, addressed to the parties:

To City of Cleveland:

____
____
____
____

To Vendor:

____
____
____
____

Waiver

This Agreement shall be construed in a manner that a waiver or any breach of any provision of this Agreement shall not constitute or operate as a waiver of any other breach of such provision or of any other provisions, nor shall any failure to enforce any provision hereof operate as a waiver of such provision or of any other provision.

Law to Govern

The Agreement is entered into and is to be performed in the State of Ohio. City of Cleveland and Vendor agree that the law of the State of Ohio shall govern the rights, obligations, duties and liabilities of the parties to this Agreement and shall govern the interpretation of this Agreement.

Amendment

This Agreement may be modified or amended only by a written agreement duly executed by the parties hereto or their representatives.

Entirety

This Agreement and the Exhibits attached hereto contain the entire Agreement between the parties as to the matters contained herein. Any oral representations or modifications concerning this Agreement shall be of no force and effect.

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Severability

This Agreement shall be severable, if any part or parts of this Agreement shall for any reason be held or unenforceable by a court of competent jurisdiction, all remaining parts shall remain binding and in full force and effect

No Limit of Liability

The limits of insurance specified above shall in no way constitute the upper limits for which vendor is responsible under its indemnification obligations.

Right to Inspect; Right to Audit Books

Any authorized representative of the City at all reasonable times and with reasonable notice, shall have the right to inspect documents related to the work during the preparation. Further, any authorized respresentative of the city shall be able to with reasonable notice examine accounting books, and records relating to thr project.

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12. APPENDICES

APPENDIX A – TERMS AND CONDITIONS COMPLIANCE CHECKLIST

Proposal responders are to mark either the Agree, Agree with Exception, or Does Not Agree column. Agree indicates the proposal responder understands and agrees to comply full. Exceptions must be fully explained on the line provided with the item and the space. The City reserves the right to reject any proposal for noncompliance with one or more of the specifications and the right to reject any proposal for any reason.

Terms and Conditions Compliance Checklist (Check appropriate response)				
#	**Title**	**Agree**	**Agree With Exception**	**Do Not Agree**
	Term			
	Subcontracting			
	Assignment			
	Compliance with Laws and Policies			
	Hold Harmless			
	Indemnification and Insurance			
	Force Majeure Clause			
	Conflict of Interest			
	Non-Exclusive Contract			
	Liquidated Damages			
	Disputes			
	Reports, Information and Audits			
	Proprietary Materials			
	Ownership of Property			
	Warranty			
	Confidentiality			
	Termination			
	Contract Documents			
	Independent Contractor			
	Notices			
	Waiver			
	Law to Govern			
	Amendment			
	Entirety			
	Severability			
	No Limit of Liability			
	Right to Inspect; Right to Audit			

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APPENDIX B – PROPOSAL CHECKLIST

PROPOSAL CHECKLIST (Complete and Include with Proposal Submission)		
Item Description	**Form**	**Included? (Y/N)**
Management Letter	N/A	
Vendor Background Information	See Appendix C	
Company Financial Statements	N/A	
Vendor Client Reference 1	See Appendix D	
Vendor Client Reference 2	See Appendix D	
Vendor Client Reference 3	See Appendix D	
Solution and Professional Services Description	N/A	
High Level Work Plan and Task Schedule	N/A	
Staffing Plan (Include Resumes)	N/A	
Functional and Technical Requirements	See Appendix E	
Vendor Fee Summary	See Appendix F	
Vendor Fees Per Task	See Appendix F	
Unit Price Schedule	See Appendix F	
Schedule 1 Contract Employment Report	See Appendix B – OEO Form	
Schedule 2 Schedule of Minority and Female Participation	See Appendix B – OEO Form	
Schedule 3 Statement of Intent to Perform as a Subcontractor	See Appendix B – OEO Form	
Schedule 4 Application for Certification as a Joint Venture	See Appendix B – OEO Form	
Schedule 5 MBE/FBE Inability/Unavailability Certification	See Appendix B – OEO Form	
Schedule 6 All Other Subcontractors	See Appendix B – OEO Form	
Northern Ireland Fair Employment Practices Disclosure	See Appendix B	
Non-Competitive Bid Contract Statement for 2008	See Appendix B	
W-9 Request for Federal Taxpayer Identification	See Appendix B	
Vendor Entry Form (if applicable)	See Appendix B	
Completed Proposal Checklist	Appendix A (This Form)	

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APPENDIX C – CITY OF CLEVELAND CONTRACT COMPLIANCE FORMS

Vendors must review, complete and sign the City of Cleveland Contract Compliance Forms including:

- Office of Equal Opportunity Forms (Notice to Bidders and Schedules 1-6)
- Northern Ireland Fair Employment Practices Disclosure
- Non-Competitive Bid Contract Statement for 2008
- W-9 Request for Federal Taxpayer Identification
- Vendor Entry Form (for firms that have not previously done business with the City of Cleveland)

These forms must be completed, signed and submitted as part of the Vendor's original proposal. All forms are available for downloading on the City of Cleveland's website (www.cleveland-oh.gov), under the Vendor Services section. It should be noted that Vendors may be asked to re-submit these forms upon request by the City.

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APPENDIX D – VENDOR BACKGROUND INFORMATION

	Information Requested	Vendor Response, Comments or Explanation
OVERVIEW		
1	Vendor Name	
2	Address	
3	Telephone Number	
4	Contact Person	
5	E-Mail Address	
6	Parent Company (If Applicable)	
7	Address	
8	Telephone Number	
9	Provide information about any local branch offices or support centers that might serve an account in Cleveland, OH, including number of employee and type of services provided	
10	Provide name of each principal	
11	Provide the year the company was established and any former firm names	
13	Provide the type of company (public or private)	
14	Provide the financial statements and annual report for past 3 years	
15	Provide the state and type of incorporation	
16	Provide the number of years the company has engaged in 311/CRM-type system implementation	
17	Provide information on related services offered by the company	
PERSONNEL		
18	Provide the total number of FTEs in the company	
19	Provide the total number of FTEs that engage in Customer Support	
20	Provide the total number of FTEs that engage in Project Management	
21	Provide the total number of FTEs that engage in System Implementation and Rollout	
22	Provide average years of experience of professional staff	

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	Information Requested	Vendor Response, Comments or Explanation
23	Estimated number of resources that would be dedicated to the City for the duration of the project	
24	Number of projects currently being undertaken by company	
IMPLEMENTATION HISTORY		
25	Number of year experience the company has in system implementation	
26	Number of Public Sector/Municipal clients (specify clients)	
27	Number of clients in the Greater Cleveland area (specify clients)	
28	Number of clients currently using system proposed for the City	
29	311/CRM implementation projects the Vendor has completed successfully within the past five years (include duration, completion date and accuracy of cost estimate for each)	
30	Public Sector 311/CRM implementation projects the Vendor has completed successfully within the past five years (include duration, completion date and accuracy of cost estimate for each)	
31	311/CRM implementation projects the Vendor has undertaken, but not completed within the past five years (include reason project was not completed)	
PENDING LITIGATION		
32	Number of Pending Litigations that the company has had in the past five years. Please attach a separate document with the details of each situation (client name, date and description/cause)	
33	Number of situations where the company has been subject to Liquidated Damages in the past five years. Please attach a separate document with the details of each situation (client name, imposed amount, imposed date, collected amount, date collected, description/cause)	

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APPENDIX D – VENDOR CLIENT REFERENCES

VENDOR CLIENT REFERENCE #1	
Information Requested	**Vendor Response, Comments or Explanation**
Proposing Vendor Name	
Reference Company/Organization Name	
Reference Address	
Reference Contact Name	
Contact's Position	
Contact's Telephone Number	
Type of Company/Organization (Industry)	
Number of Employees	
Professional Services Performed	
Sub contractors used	
Identify any Vendor Staff that worked on this reference company's project, that are proposed for the City's 311 Citizen Call Center project	
Original Cost Estimates	
Actual Final Costs	
Comments	

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VENDOR CLIENT REFERENCE #2	
Information Requested	**Vendor Response, Comments or Explanation**
Proposing Vendor Name	
Reference Company/Organization Name	
Reference Address	
Reference Contact Name	
Contact's Position	
Contact's Telephone Number	
Type of Company/Organization (Industry)	
Number of Employees	
Professional Services Performed	
Sub contractors used	
Identify any Vendor Staff that worked on this reference company's project, that are proposed for the City's 311 Citizen Call Center project	
Original Cost Estimates	
Actual Final Costs	
Comments	

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VENDOR CLIENT REFERENCE #3	
Information Requested	**Vendor Response, Comments or Explanation**
Proposing Vendor Name	
Reference Company/Organization Name	
Reference Address	
Reference Contact Name	
Contact's Position	
Contact's Telephone Number	
Type of Company/Organization (Industry)	
Number of Employees	
Professional Services Performed	
Sub contractors used	
Identify any Vendor Staff that worked on this reference company's project, that are proposed for the City's 311 Citizen Call Center project	
Original Cost Estimates	
Actual Final Costs	
Comments	

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APPENDIX E – FUNCTIONAL AND TECHNICAL REQUIREMENTS

The City of Cleveland's functional and technical requirements for the 311/CRM system are listed in this appendix. The Vendor must respond to each of the requirements by placing an "X" in the column of the appropriate response (see table below for response code definitions). For any requirement without a response, the City will assume the Vendor cannot provide the functionality.

Response Code	Definition
Y – Yes	Requirement can be implemented "out of box" without customizations or modifications to the existing application
N – No	Requirement will not be implemented
Cu – Customization	Requirement can be met by changing existing software or through use of software tools (NOTE: In Comments column, describe the customization and the estimated level of complexity – High, Medium, or Low)
F – Future	Requirement will be met by packaged software currently under development, in Beta test, or not yet released (NOTE: In Comments column, indicate expected release date and any anticipated additional cost)
3 – 3rd Party	Requirement will be met by 3rd party software package that is included in this proposal (NOTE: In Comments column, indicate name of proposed 3rd party software package and proposed interface/integration services)
Co – Configuration	Requirement can be met through changes to setting of tables, switches and rules without modification to source code (NOTE: In Comments, describe any changes to "out of box" workflow functionality)

City of Cleveland Requirements for 311/CRM System								
#	**Requirement**	**Response to Requirement**						**Comments**
		Y	**N**	**Cu**	**F**	**3**	**Co**	
Functional Requirements								
1	Ability for entry of all service requests into a centralized database with integrated intake, routing, resolution and reporting modules							
2	Ability to show progress of requests entered by each call center staff member							
3	Ability to allow prioritization of requests							
4	Ability to capture key dates and times during request processing							
5	Ability to handle multi-departmental requests							
6	Ability to check for past due activities and provide automatic notification via system or e-mail to departments							
7	Ability to research a request for information using all appropriate resources							
8	Ability to restrict viewing and input capability via security permissions							
9	System contains a variety of standard management reports, charts, graphs and information "dashboards"							
10	Ability to create and configure additional reports via a report writing tool such as Crystal Reports							
11	System is user configurable in terms of request scripting, options, workflow							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	setups, and responses							
12	Ability to view history of edits and updates to requests, and provide easily retrievable audit trail information							
13	Provides for seamless integration with Microsoft 2007 Outlook e-mail							
14	Can facilitate communication between call center staff to ensure consistency of information							
15	Can interface with current request/work order software in use by various City departments (Accela, ADP, PeopleSoft, GIS, FoxPro)							
16	Ability to provide an open architecture for user and system interfaces based on current and industry-accepted standards, methods, and protocols such as HTTP, XML, SOAP, FTP, etc.							
17	Ability to provide non-proprietary extensibility using standard, commonly available web-based or Microsoft-based tools and languages.							
18	Ability to integrate with standard Microsoft Office products, including MS Word, MS Excel, MS Access and MS Outlook.							
19	Ability to provide wizards and templates for document creation.							
20	Ability to track the following information (but not limited to) about each call for inquiry or service request							
21	ID (i.e., uniquely identifies the record)							
22	Inquiry/service request type (i.e., out of a predefined range)							
23	Severity level or priority (i.e., out of a predefined range)							
24	Source of inquiry/service request, including:							
25	Phone call							
26	E-mail							
27	Web							
28	Fax							
29	Live walk-in							
30	Correspondence (regular mail)							
31	Status (i.e., out of a predefined range)							
32	Number of days since creation							
33	Number of days since last citizen contact							
34	Due date and time							
35	Total time spent working on inquiry/service request							
36	Total time spent by specific service agent or user							
37	Date of action							
38	Time of action							
39	Action type (i.e., out of predefined range), including:							
40	Creation							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
41	Follow-up activity							
42	Closure							
43	Reopening							
Note: *Every city department using CRM will have anywhere from1- 3 workstations for the use identified in lines 41-45. City departments are not centralized in one building.*								
44	Has application modules that are fully integrated with one another to avoid redundant data entry							
45	Has a consistent look and feel across modules							
46	Is scalable to allow for future growth of internal and external users							
47	Has a user-friendly read-only data dictionary							
48	Includes all support software, tools and utilities needed for configuration, installation, and operation at no additional cost							
49	Has ability to import/export standard desktop application files including, but not limited to Microsoft Office Suite							
50	Complies with all current government standards and web-based transaction encryption standards							
51	Provides ability to perform online archive process							
52	Provides ability to maintain and update test environments							
53	Provides field level edit checks for transactions during data entry							
54	Ability to allow for multiple users and distributed system access							
55	Ability to allow one or more users to view the same record at the same time							
56	Ability to automatically assign a unique tracking number for each request.							
57	Ability to automatically assign a date and time stamp for each request.							
58	Ability to automatically record the person who processed the call, based on user ID.							
59	Ability to enter external keys for established city departmental systems.							
60	Ability to automatically determine duplicate requests by type, date range, and location using GIS data. This includes the ability to depict whether the duplicate request is open, closed, in the resolution process, etc.							
61	Ability to maintain recurring requests that may be automatically entered into the system based on dates set up in the recurring request schedule.							
62	Ability to apply locks at the record level for update processing to ensure correct updating of the data							
63	Ability to provide flexible means to cross reference and search knowledge base information, including key words and phrases.							
64	Ability to support the use of wireless devices for viewing and updating service requests and case requests.							
65	Ability to integrate with an IVR system to provide telephonic data to end users and citizens.							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
66	Ability to send information to customers immediately via e-mail, fax, or automated correspondence and fulfillment.							
67	Ability to allow one or more users to query information and run reports at the same time							
68	Ability to send message alerts to all users with a banner messaging system							
69	Provides customizable online documentation and training materials, including online tutorial, quick reference guide, and context-specific Help and Search capability							
Application Architecture								
70	Provides all screens, reports and transactions through a web browser							
71	Provides a graphical user interface							
72	Provides easy deployment to desktops (either web based or deployment tools to push software to desktop)							
73	Provides customizable user interfaces							
74	Provides data and transaction logic validation through use of centralized or distributed business rules							
75	Ability to provide separate fields for storing first name, middle name, last name, and title of the requestor.							
76	Ability to allow for at least five phone numbers and type designators per request.							
77	Ability to allow for at least two email addresses and type designators per request.							
78	Ability to allow for the input of a company or department associated with the requestor.							
79	Ability to record a fee for service, if there is one associated with the request.							
80	Ability to record an individual's name that may be assigned to the call within the selected department.							
81	Ability to record an expected completion date for the request.							
82	Ability to provide entry for multiple addresses per transaction. The system must provide for at least 4 unique addresses per transaction. Each address entry must be assigned a type code (e.g. reporting address, mailing address, billing address, problem location, etc.)							
83	Ability to standardize address entry for consistency.							
84	Ability to suggest or automatically change address entries that do not conform to standards.							
85	Ability to enforce the use standard abbreviations for roads (i.e. street, avenue, trail, etc.).							
86	Ability to suggest street name spellings, if a possible incorrect spelling is							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	detected.							
87	Ability to automatically fill zip code information, based on the address or location entered.							
88	Ability to allow and validate partial address or location entry.							
89	Ability to enter free-form text descriptions. The entry of text will be unlimited in length. The text description must be scrollable to accommodate viewing lengthy entries.							
90	Ability to enter a short description for any entry, if desired. By definition, a short description will be limited in length, but allow at least 50 characters.							
91	Provides support for inter-process communication including, but not limited to (a) attachment of standard object types in an object library, and (b) cut and paste capability from data fields and screens to other applications							
92	Ability to capture, recover and/or duplicate OCR (optical character recognition) information.							
93	Ability to interface with barcode technology to track physical items.							
94	Provides ability to attach imaged documents							
95	Supports mass changes to definable groupings of transactions							
96	Accommodates separate instances of databases and database number keys							
97	Ability to support real time and batch update processing.							
98	Ability to create a centralized internal knowledge base for users (reference text, hints, tips, how to information, telephone directory).							
99	Provides user-defined (a) exits, (b) tables, (c) fields, (d) screens, (e) reports, (f) forms, (g) hot keys, (h) menus, (i) business rules and workflows							
System Administration (Technical)								
100	System shall access scripts within a workflow-based, dynamically generated capability designed to guide the service agent through a client interaction.							
101	System shall provide the ability to develop and maintain scripts.							
102	System shall provide scripting functionality that is automatically invoked based on business rules and presented through screen pops.							
103	System shall alert agents of how long the citizen was in the queue and introduce scripting to use this data to empathize for long waits.							
104	System shall access scripts with branching logic that enable service agents to consider alternative actions.							
105	Ability to customize transactions to fit the needs of the city. Customization must be parameter-driven.							
106	Ability to define fields of information as mandatory (required), or optional. This ability must be provided for every type of transaction, or sets of transactions, if the transactions are similar.							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
107	Ability to provide drop-down lists within a transaction that may be maintained with the values used by the City of Cleveland to describe various problems. The lists that display to the operator will vary by transaction type.							
108	Ability to add fields for information to a transaction that the client can define for their own use. (User defined fields).							
109	Ability to define and maintain business rules for a particular field of information (field edits).							
110	Ability to define default values for a field. This includes the ability to automatically populate fields based on the value of another field.							
111	Ability to define the format for assigned tracking numbers or document numbers. This includes the ability to reset tracking and document numbers on a scheduled basis.							
112	Ability to define and maintain transaction codes and department codes for the city.							
113	Ability to provide System Administration functions. System Administration functions include all parameter driven set up, including security functions.							
114	Ability to define a system administrator, who will have access to all functions in the systems, including system administration and security, as well as all transaction types.							
115	Ability to allow multiple groups and roles that govern individual access to the system and transactions within the system. Users of the system will be placed in the appropriate group and assigned a role. The assignment of a group/role will determine whether or not the individual may access a transaction, and if the access is update or view only.							
116	Ability to identify 'customer' of the system as a citizen, contractor, business owner, elected official, etc.							
117	Ability to track specific information about the customer. Example: track a contractor's license information (i.e., date, number and type).							
118	Ability to allow system administrators or other authorized personnel to update text-based reference, topic, and keyword information displayed on the information reference screen.							
119	Includes an administrative function to notify and log any problems							
120	Administration module is executable from any workstation connected to the network							
121	Provides ability for administrator to track user behavior and database utilization							
Database Management System (Technical)								
122	Uses a high level database backend such as Oracle or MS SQL Server							
123	Database fields default to spaces or zeroes, unless a user-defined value is present							

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City of Cleveland Requirements for 311/CRM System								
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		Y	N	Cu	F	3	Co	
124	Uses appropriate database rules and constraints to enforce and maintain referential integrity							
125	Includes utilities for database performance monitoring and tuning, including but not limited to tools for table and file maintenance							
126	Includes application and system configuration tables accessible by all modules							
127	Provides for simultaneous access to data by concurrent users							
128	Provides the ability to lock database records at a row and field level							
129	Provides data modeling, data definition and data dictionary components							
130	Provides a database that is integrated with all tools supplied for application development, ad hoc dataset access and ad hoc reporting							
131	Supports online database structure modifications without user downtime							
132	Allows for data replication including but not limited to copying an instance of any database to a laptop or separate locations							
133	Provides utilities for making changes to layered software and hardware without user downtime							
134	Transaction locking for databases (commit process, enqueue/dequeue or database lock/unlock) is restricted to normal transaction entry and/or several transactions in a batch process							
135	Provides standard structured query language (SQL) capability for database queries							
136	Provides ability to set up log event triggers to automatically notify administrator when user defined database condition or set maximum/minimums are exceeded							
137	Ability to prohibit record deletions. Use statuses to indicate records that were created in error.							
138	Ability to provide cancel/accept feature for any data entry screen or document creation.							
139	Ability to record all queries and changes made to a customer record. When a change is made, the name of the user making the change is to be recorded with the date/time of the change, the details of the change and the reason for the change.							
140	Ability to track all log-ins and log-ins failures.							
141	Ability to track the number of customer-access attempts via all access channels.							
142	Ability to view correlated topic information simultaneously.							
143	Ability to index and store a series of questions (scripts) for each transaction type to assist operator/citizen communications.							
144	Ability to link to an external system to display knowledge base information that is maintained by a City Agency or other jurisdiction.							
145	Ability to import information already compiled in other formats into the							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	knowledge base.							
146	Ability to establish thresholds that are defined by the user for the use of exception handling and audit trail purposes.							
147	Provides documented best practices including but not limited to optimum database configuration and client maintenance							
148	Provides for backups							
149	Provides for transaction control including rollback and commit functionality							
150	Provides restore and roll forward to point of failure functionality							
151	Provides low level locking							
152	Provides unique and non-unique indexing							
153	Ability to index and secure knowledge base information by department.							
154	Provides automatic enforcement of referential integrity							
155	Ability to maintain an integrated database that is used across functionalities (e.g., GIS, etc.)							
156	Provides a set of management tools							
Network and Operating Environment (Technical)								
157	Ability to deploy the application in the client server model or through a browser plug-in.							
158	Ability to provide a flexible archiving function wherein requests can be archived based on department specific rules, which may include various dates and status settings associated with the requests.							
159	Ability to access archived data within a reasonably short timeframe.							
160	Provides ability to copy and/or archive data to external storage media based on user-defined selection criteria and times							
161	Provides ability to maintain multiple operating environments for development, test, training and production							
162	Provides ability to define event triggers with an escalation path to be forwarded to a user-defined communication method, including but not limited to (a) e-mail addresses, (b) cell phones, (c) PDA's							
Security (Technical)								
163	Uses a single user sign-on for all modules with security configured for each module							
164	Applies security at the database level vs. the application level							
165	Displays the last date/time the user logged onto the system at the time of logon							
166	Does not display or print passwords during user logon							
167	Allows administrator to suspend a user ID from further use							
168	Allows an administrator to suspend all user access when a user is terminated							
169	Requires users to periodically change their password based on a table-driven							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	time parameter							
170	Times-out or suspends users after a period of idle time and requires password re-entry before continuing							
171	Restricts access to files containing security parameters							
172	Defines a system wide parameter to force all passwords to be changed upon demand							
173	Sets a minimum password length according							
174	Provides for encrypted storage of passwords without a means to unencrypt							
175	Records date and time the last password change occurred							
176	Allows administrator to reset password for subsequent change by the user							
177	Requires passwords composed of letters, numbers and special characters							
178	Synchronizes the application password to the server password							
179	Allows administrator to add and modify user security information using online screens with immediate profile update							
180	Captures information about each unauthorized access attempt, e.g. user ID, workstation, date, time, transaction, attempted type of access, etc.							
181	Allows administrator to review and report on attempted violations by batch or online							
182	Allows administrator to generate online inquiry and batch reports to review access profiles given to users defined to the system							
183	Maintains history of security access for a user when changes are made to the user's security profile							
184	Records who changes security profiles and when changes are made (user name, date and time stamp)							
185	Assigns application access rights across entire suite of applications at a single point of entry							
186	Ability to set threshold for the number of invalid logon password attempts							
187	Ability to set up approval authority by service request type, as needed.							
188	Ability to set up approval authority by task, as needed.							
189	Ability to activate/deactivate changes pending approval.							
190	Ability to set up escalation process according to the level of the problem and corresponding levels of authority.							
191	Ability to re-route approval authority based on predefined escalation process.							
192	Provides for access control by level (i.e., system, database, module, field, record, report, approval, transaction, table, department, individual, etc.), which will apply to online activities, batch processing, report writer or retrieval software and system utilities							
193	Ability to group users into classes and to assign class rights that will be applied							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	to each user in the class							
194	Provides summarized and detailed reports on user access, usage and audit logs, etc.							
195	Ability to secure system to prevent unauthorized use.							
196	Ability to protect the system against virus attacks.							
197	Ability to prevent external hacking.							
198	Provides a debugger or audit trace with on/off capability							
Capacity and Performance (Technical)								
199	System completes an average of 80% of all online update transactions in under one second over any 60-minute period, during peak usage							
200	Completes an average of 99% of all online update transaction in under five seconds over any 60-minute period, during peak usage							
201	Completes 100% of simple, single-screen online inquiry transactions in under one second, during peak usage							
202	Tracks system uptime and transaction response times in order to demonstrate operation within acceptable levels							
Backup and Restore Capabilities (Technical)								
203	System provides full recovery and backup capabilities for all transactions							
204	Provides the ability to restore transactions from the database transaction log							
Reporting (Technical)								
205	Ability to produce reports using wizards or templates.							
206	Ability to provide management reporting for service request reports.							
207	Ability to print requests, complete with all information associated with the requests, including history, and notes.							
208	Ability to report requests by type, status, location, date/time, department, priority, and other user defined fields.							
209	Ability to set service level agreements that can be measured.							
210	Ability to automatically escalate issues, according to customizable procedures (i.e., missed targets).							
211	Ability to report analysis of service levels to help pinpoint problem areas based on schedule delays and missed completion dates using dates and status of requests and cases.							
212	Ability to create and report an audit trail for all data changes (for example, date and time stamp, user name, from/to values, attachment of documents).							
213	Ability to create reports that aid in determining what information can be archived.							
214	Ability to view reports online and print preview (printer friendly).							
215	Ability to create, modify, save, and distribute standard reports.							

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City of Cleveland Requirements for 311/CRM System								
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		Y	N	Cu	F	3	Co	
216	Ability to create, modify, save, and distribute ad hoc reports.							
217	Ability to print and distribute reports remotely, locally and at the agency, department and central location.							
218	Ability to define reporting access on multiple levels.							
219	Ability to distribute reports manually, by fax, and electronically (email).							
220	Ability to forward reports, letters or messages via email to an individual or group of individuals.							
221	Ability to regenerate/reprint a report that was previously generated.							
222	Ability to connect to the CRM database to develop reports using third party software such as Crystal reports.							
223	Ability for report data to be formatted and exported to Microsoft Office products such as Word and Excel							
224	Provides user-friendly end-user report writer							
225	Ability to generate charts and graphs based on report data within the system							
226	Ability to generate reports directly to HTML or pdf formats							
227	Ability to view previously generated reports by all users or by specific users							
228	Ability to provide enterprise-wide reporting capability showing performance across all departments that use the system.							
229	Ability to forecast and perform what-if scenarios based on historical, current and projected data.							
230	Ability to create statistical reporting, including analysis of actual versus planned activity.							
231	Ability to provide statistical reports that show a detailed snapshot across various performance measures during the time period selected.							
232	Ability to provide daily transaction counts for various transaction types.							
233	Ability to report requests by origin, such as in person, email, phone, fax, or web.							
234	Ability to provide an ad hoc reporting facility that will allow parameter driven selection, ascending or descending sorting of specified fields, and conditional logic.							
235	Ability to create report based upon user defined grouping criteria (i.e., geography, chronology, and type of work).							
236	Ability to incorporate text and/or images (GIS information or pictures) within a report.							
237	Ability to incorporate maps into reports of analytical data.							
238	Ability to produce tabular reports based on user defined criteria.							
239	Ability to create status reports based on user defined criteria.							
240	Ability to include statistical charts and graphs on the reports.							
241	Ability to generate reports with computed fields (i.e. variances, percentage and							

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City of Cleveland Requirements for 311/CRM System								
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		Y	N	Cu	F	3	Co	
	statistics).							
242	Ability to aggregate data into hourly, daily, monthly and annual statistics.							
243	Ability for users to define the time interval for a report (daily, month-to-date, month end, quarterly, year-to-date, and annually).							
244	Ability to include summary and detail data on a report containing service request number, type, location, input data, area, status, group name, and comments.							
245	Ability to group reporting data by any field with subtotaling and sort orders.							
246	Ability to add notes electronically to reports.							
247	Ability to easily generate query logic.							
248	Ability to search the database for transactions that include specified keywords or phrases.							
249	Ability to search the database for transactions that fall within user specified parameters or user specified conditional logic (and/or).							
250	Ability to isolate and report requests that involve fees or other financial information.							
251	Ability to create cost based reports.							
252	Ability to schedule reports to run automatically							
253	Ability to provide reporting by exception							
254	Ability to provide print preview of all reports prior to printing and print screen functionality							
255	System management module includes statistical reports detailing numbers of users, request counts and resolutions, etc.							
256	Provides ability to report from multiple databases							
257	Provides graphical report writer							
Workflow (Technical)								
258	System provides best practice workflow templates							
259	Ability to route an escalated case to a senior call taker based on skill set							
260	Ability to create citizen segmentation rules							
261	Ability to create service level agreement rules							
262	Establish new user groups, deactivate or delete existing users or groups							
263	Create inter-department routing processes							
Integration/Interface (Technical)								
264	Ability to integrate with VOIP or other telephony technology.							
265	Ability to provide an open architecture (non-proprietary) database							
266	Ability to accommodate necessary interfaces as the City deploys new systems.							
267	Ability to interface with Access, SQL Server, Sybase, Informix or utilize ODBC type database connections for bidirectional data flow.							

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City of Cleveland Requirements for 311/CRM System								
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268	Ability to interface with Computer Aided Dispatch Software (CAD)							
Geographic Information System/GIS (Technical)								
269	Ability to view a service request location on a map in an associated window if the location is validated against GIS							
270	Ability to import/export GIS (x,y) information							
271	Ability to access GIS data from the intake, resolution, or query functions							
272	Ability to display GIS attribute by unique entity or ranges							
273	Ability to query from the mapping screen itself using a simple drawing tool or by pre-selected query of a GIS layer based on its attribute information							
274	Ability to perform basic map viewing functions including display, query, and analyze dynamic map data in the CRM-CM map display window							
275	Ability to zoom in, zoom out, and pan a map images							
276	Ability to locate, link and/or attach GIS maps / overlays or images to a customer service request as prescribed by the user							
277	Ability to directly associate calls, and services requests to specific features or assets, which are stored in GIS (e.g., street centerlines, poles, and intersections)							
278	Ability to group by any combination of the following:							
279	☐ user defined boundaries (ward, district, precinct)							
280	☐ service request types							
281	☐ status							
282	☐ priority							
283	☐ department							
284	☐ name of the individual requesting the service							
285	☐ location							
286	☐ work crews and proximity to specific locations or functions (block events)							
287	☐ condition of assets							
288	Ability to enter a request via the Internet or Intranet allowing the requestor to specify the location of the incident on a map							
289	Utilize the GIS to notify the call taker if a particular service request falls outside of cuty limits							
290	Ability to pinpoint location of service call on a map, by address matching to a street centerline or a parcel base and then fine tuning the location using map features (addresses matching to street centerline and parcel base must both be available in the software)							
291	Ability to display history of asset maintenance on a map, by either single or multiple asset types							
292	Ability to map GIS geocode service request data							
293	Ability to display maps online							

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City of Cleveland Requirements for 311/CRM System								
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294	Ability for users to start and define the query in the CRM map window by either selecting a pre-defined geo-area or selecting an area by drawing a polygon							
295	Ability for users to modify scale, size and print maps generated from the CRM application to display service request query result locations							
296	Ability for users to query service requests previously entered into the system using various selection criteria and see the query result locations on a map							
297	Ability to print maps.							
298	Ability to upload and display topographical or aerial maps to help city personnel locate and understand the nature of a request.							
299	Ability to use a map call-up feature and/or existing City GIS data using native ESRI data structures standards (coverages, shapefiles, and SDE feature classes)							
300	Ability to format maps with ease of use (for example, adding layers and assigning colors or symbols).							
301	Ability to establish multiple maps based on hierarchical levels of mapping to any/all processes							
302	Ability to identify and query nearby requests on a map which are coded by service request from call center, request for service and/or case views							
303	Ability to view open requests via a GIS display for all cases, symbolized by one or more attributes							
304	Ability to use GIS mapping to assist CSR's in identifying related calls, by displaying related calls or events, by displaying relative information on a map coded by user defined criteria							
305	Ability to predefine the map extent at which each layer is visible on the display (e.g., street names, parcels, cases)							
306	Ability to use GIS mapping to assist managers to consolidate service requests and organize work crews							
307	Ability to generate/incorporate a map directly from the GIS and attach, print or plot it to a service request or case record							
308	Ability to update reference inventory and/or assets on a GIS data layer as prescribed by specific task(s). This includes the ability to edit the GIS data layers containing the assets by authorized personnel							
309	Ability to display history of asset maintenance on a map, by either single or multiple asset types							
310	Ability to map GIS data (e.g., centerline or parcels) using one or more attributes from an external table							
311	Ability to display maps online							
312	Ability for users to start and define the query in the CRM map window by either selecting a pre-defined geo-area or selecting an area by drawing a polygon							
313	Ability for users to modify scale, size and print maps generated from the CRM							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	application to display service request query result locations							
314	Ability for users to query service requests previously entered into the system using various selection criteria and see the query result locations on a map							
315	Ability to print maps.							
316	Ability to upload and display topographical or aerial maps to help city personnel locate and understand the nature of a request.							
Mobile Requirements								
317	Ability to access service request activity information from a wireless device.							
318	Ability to update service request activities from a wireless device.							
319	Ability to sort assignments by priority, date, or location for more effective planning.							
320	Ability to choose the appropriate outcome of activities from a list and update the CRM system on the next synchronization.							
321	Ability to send a cancellation alert to notify workers when activities are re-assigned.							
322	Ability to create any of the service request types owned by a user's group from the field.							
323	Ability to re-assign a work assignment from the field.							
324	Ability to perform pre-defined queries from the field against the CRM system database for those needing to view historical service request data based on type, location or participants.							
325	Ability to view, edit and add to related service request information such as caller/participant data, questions and answers relating to the task and location information.							
326	Ability to synchronize data with the system based on a system defined time value, to ensure that CRM users can access virtually real-time data at their fingertips.							
327	Ability for mobile messaging functionality to allow users to send/receive text messages to/from any users registered with the CRM system or to any valid email address							
328	Ability of the CRM mobile application to provide security on a number levels							
329	Ability for CRM system administrators to create mobile users within the CRM system and these changes are replicated out to mobile users upon their next sync.							
330	Ability to manage device security through the use of user groups.							
331	Ability for multiple users to use a single device; only present with a view of their personal data based on their user logon.							
332	Ability for the CRM mobile application to run on Microsoft Windows-based mobile devices.							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
333	Ability to support multiple types of wireless devices: Compaq, Dell, and Blackberry.							
334	Ability to extend entry of service requests to web page for citizen use.							
335	Ability to optionally validate service request locations on the web.							
336	Ability to support keyword search to find service request type on the web.							
337	Ability to display a confirmation page after submission of service request on the web.							
338	Ability to send a database email confirmation once the service request is received from the web.							
339	Ability for citizen to perform proximity search for city maintained objects (i.e., parks, schools, polling places, etc.) on the web.							
Service Requests Requirements								
340	Ability to establish “case queues” for each department for routing of requests.							
341	Ability to automatically route the individual service request to the responsible department upon the completion of the information collection process.							
342	Ability to route a request to other department(s) and individuals during the life cycle of the request.							
343	Ability to record the date, time and person who assigned or transferred a request to a department or individual.							
344	Ability to provide a history of case activity routing.							
345	Ability to change a service request type and re-route or transfer to a different department or individual.							
346	Ability to provide flexible and on demand sorting of the case activities by fields such as transaction type, date, and priority.							
347	Ability to reference and track multiple activities on a case by type, category/classification (trade), or area.							
348	Ability to dynamically refresh the case queue display as new requests are routed and received.							
349	Ability to designate or flag requests as new requests.							
350	Ability to view any portions of a case assigned to any department.							
351	Case activity statuses will contain, but not be limited to:							
352	☐ Open							
353	☐ In progress							
354	☐ Suspended							
355	☐ On hold (pending other events)							
356	☐ Complete							
Additional								
357	Ability to provide a public web site with a single entry point that will be							

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City of Cleveland Requirements for 311/CRM System								
#	Requirement	Response to Requirement						Comments
		Y	N	Cu	F	3	Co	
	accessed from the City of Cleveland home page.							
358	Ability to provide web-enabled forms which citizens may use to request services and report problems.							
359	Ability for the public web site to allow the citizen to enter a word or phrase to navigate to the correct link, or view a list of departments.							
360	Ability for the public web site to interface to the CRM tool's database and route the transaction to the appropriate department.							
361	Ability for the public web site to provide instructions for non-English speaking individuals.							
362	Ability to tailor web entry forms for public use to a subset of transactions used by the City of Cleveland. The City will determine which transactions are available for public web reporting.							
363	Ability for web entry forms for the public to use the same business-defined editing rules as transactions entered by a city operator. (I.e. prompting citizens for questions pertaining to problem type.)							
364	Ability to post web entries as real-time transactions to the CRM database.							
365	Ability to validate data and automate processes within the web entry forms to assist customer self-services access.							
366	Ability to integrate web entry forms with multi-queue workflow.							
367	Ability to provide web-enabled forms that may be input by the Mayor's Office, internal Cty departments and the City Council to request services and report problems via the Intranet							
368	Ability for the web site to allow the Mayor's Office, internal City departments and the City Council to enter a word or phrase to navigate to the correct link, or view a list of departments via the Intranet.							
369	Ability for the web site to interface to the CRM tool's database and route the transaction to the appropriate department via the Intranet.							
370	Ability to store scanned document images and to attach the images to a specific request (transaction). i.e Laser Fische							
371	Ability to attach electronic documents to a specific transaction.							
372	Ability to assign a date/timestamp to scanned document images to record when the image was scanned.							
373	Ability to record the user ID and name of the person who received and scanned the original documents.							

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APPENDIX F – FEE PROPOSAL SCHEDULES

In the following fee proposal scheudles the vendor is required to provide costs for required software for a 311 CRM system. The vendor's proposed licensing costs must include, enterprise, per seat, per and/or per server (socket) licensing options. The vendor's proposed software maintenance and support costs must include the following:

- 24x7 Toll Free telephone technical support for help or error reporting or error corrections
- Supplemental, standard or product release will be provided to the city at no cost under the support aggrement. The vendor is required to specify in detail the responsibility of installation for these releases and any other third party software installation the the vendor provides.supplemental release is defined as a minor release of the vendor's software that contains primarily error corrections to an existing standard release and may contain limited improvements that do not affect the overall structure of the vendor's software.
    - A supplemental release is defined as a minor release of the vendor's software that contains primarily error corrections to an existing standard release and may contain limited improvements that do not affect the overall structure of the vendor's software.
    - A standard release is defined as a major release of the vendor's software that contains product enhancements and improvements
    - A product release is defined as a major release of the vendor's software considered to be the next generation of an existing product or a new product offering.

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311 SYSTEM IMPLEMENTATION VENDOR FEE SUMMARY					
Vendor Name	**Direct Labor Hours**	**Direct Labor Multiplier**	**Direct Labor Total**	**Reimbursables**	**Percentage of Total**
Prime Vendor	-				
Primary Vendor Name		$-	$-	$-	
Non MBE/FBE Subcontractor					
subcontractor 1	-	$-	$-	$-	
subcontractor 2	-	$-	$-	$-	
subcontractor 3	-	$-	$-	$-	
Subcontractor Subtotal	-	$-	$-	$-	
MBE Subcontractor					
MBE 1	-	$-	$-	$-	
MBE 2	-	$-	$-	$-	
MBE Subtotal	-	$-	$-	$-	
FBE Subcontractor					
FBE 1	-	$-	$-	$-	
FBE 2	-	$-	$-	$-	
FBE Subtotal	-	$-	$-	$-	
Grand Total		$-	$-	$-	

Lines may be added to the form as required to account for additional subcontractors

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VENDOR FEES PER TASK				
Professional Services Tasks	**Direct Labor Hours**	**Direct Labor Multiplier**	**Direct Labor Total**	**Comments**
Pilot Project Planning				
task 1	-	$-	$-	
task 2	-	$-	$-	
task 3	-	$-	$-	
Planning Subtotal	-		$-	
System Design				
task 1	-	$-	$-	
task 2	-	$-	$-	
task 3	-	$-	$-	
System Design Subtotal	-		$-	
System Installation & Legacy System Data Load				
task 1	-	$-	$-	
task 2	-	$-	$-	
task 3	-	$-	$-	
System Installation Subtotal	-		$-	
(Legacy)System Integration				
task 1	-	$-	$-	
task 2	-	$-	$-	
task 3	-	$-	$-	
Legacy System Subtotal	-		$-	
System Testing				
task 1	-	$-	$-	
task 2	-	$-	$-	
task 3	-	$-	$-	
System Testing Subtotal	-		$-	
System and Operational Training				
task 1	-	$-	$-	
task 2	-	$-	$-	
task 3	-	$-	$-	
Training Subtotal	-		$-	
Grand Total				

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UNIT PRICE SCHEDULE					
Item Number	**Item**	**Quantity**	**Unit Price**	**Total Cost**	**Comments**
	Application Software				
	Item 1		$	$	
	Item 2		$	$	
	Item 3		$	$	
			Subtotal	$	
	Development Tools				
	Item 1		$	$	
	Item 2		$	$	
	Item 3		$	$	
			Subtotal	$	
	Maintenance				
	Item 1		$	$	
	Item 2		$	$	
	Item 3		$	$	
			Subtotal	$	
	Other				
	Item 1		$	$	
	Item 2		$	$	
	Item 3		$	$	
			Subtotal	$	
		Grand Total		**$**	

Lines may be added to the form as needed to account for additional item categories and items

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Please indicate the types of pricing/installation models offered by your organization by placing an ‘X’ under the available column. If a model is not offered, please indicate this by placing an ‘X’ under the not offered column.

Deployment Models	**Available**	**Not Offered**
Rapid Deployment Model for Pilot Phase*		
Client Server Model		
Other (please specify)		

*If you offer a Rapid Deployment Model please provide a cost proposal and a detailed description of the services that are included (e.g., the number of service requests, interfaces, service level agreements, etc.).

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APPENDIX G – CASE SCENARIO SUMMARY DESCRIPTION

The City of Cleveland 311 CRM Proposal is asking Vendors to respond in writing to five (5) created case scenarios. The case scenarios define important processes or sub-processes that the new CRM solution must address. The Evaluation Committee will use the responses to the case scenarios to judge the ability of the prospective vendor's proposed solution to meet the City's general system, functional, reporting and technical requirements. The Vendor must prepare a written response and supply screen samples, where applicable, for each case scenario and must address each key point listed. The Vendor's written responses must reference the scenario ID of the case scenario.

Each of the five (5) case scenarios has three sections:

- Background – to provide a context for the business scenario by providing information about a process or task done by the City
- Scenario Description – to provide the scope of the response for the specific business scenario.
- Key Points – to indicate specific topic areas within the case scenario that should be mentioned within the response.

The Vendor should respond by providing a written description of how the CRM software supports the entire process or functionality described in the case scenario. The Vendor's response is to include, but not be limited to, the key points. In responding to the key points, Vendors should clearly state if the functionality is delivered by the software off the shelf or the software should need to be modified to satisfy the functionality describe in the key point. A comprehensive response that includes a full description of all the features, functionality and benefits of software in regards to each case scenario topic is requested.

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Answer a High Volume of Snow Emergency Calls

City of Cleveland

Case Scenarios

Scenario ID: CS-1

Area: Department of Public Services

Process: Receive a high volume of snow emergency calls

Background: The City Of Cleveland has rules about when to declare a snow emergency.

After a significant snowfall the City of Cleveland receives a large volume of calls inquiring if, a snow emergency has been declared. The volume of calls is much higher than the average and can tie up the services of one or more city personnel for several hours.

A citizen calls to ask if a snow emergency has been declared and may also ask about snow emergency rules. The caller also asks when their street will be plowed.

The call taker explains when the snow emergency is in effect and explains snow emergency rules or refers the caller to the city's web site.

The call taker terminates the call.

Scenario Description:

Demonstrate how your software functions to process this type of call expeditiously, while saving enough information to produce statistical reports later.

Demonstrate all reporting pertaining to this type of call.

Key Points:

- Input the information into the system.
- Designate the type of high volume call.
- Record the date and time of the call.
- Close the call.
- Produce reports reflecting this type of call.

Requirements Satisfied by the Request:

- Assign transaction type
- Input Information
    - No name or address required
- Keep a count by date and time of a specific type of high volume call

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Report a Pothole through Web and/or Phone Access

City of Cleveland

Case Scenarios

Scenario ID: DPW - 2

Area: Department of Public Services

Process: Report a pothole through web access

Background

In order to improve service to citizens and reduce the number of phone calls in and out of city departments, web based interaction is necessary.

Some types of city services are currently available through the web, such as pothole repair, street light repair, and reports of graffiti.

A citizen accesses the web to report a pothole that needs to be repaired. They indicate their name, address, phone, email, and location of the pothole, either a specific address or an intersection.
Name of complainant should be optional.

If they supplied an email/home address, the citizen receives an email/letter advising them that the repair has been completed.

Scenario Description

Demonstrate how your software provides web-based requests for services.

Demonstrate all of the types of web-based service requests your software supports.

Demonstrate how a citizen navigates the web site in order to view the services available and to isolate the type of request they wish to pursue.

Demonstrate how your software allows web-based requests to be tailored to collect information specific to the type of request.

Demonstrate how your software communicates a tracking number to a citizen making a web-based request.

Demonstrate how a citizen tracks the progress of their request (either web-base or otherwise) through the web site.

Demonstrate how your software integrates web requests so that they receive the same level of service as requests entered via phone or in-person.

Demonstrate standard and ad hoc reporting of web-based requests.

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Demonstrate how your software includes web requests along with phone and in-person requests in standard and ad hoc reporting.

Key Points:

- Web based requests for services
- Drop down menu with optional text box is preferred.
- Tracking of progress of a request through the web
- Tailoring of web based requests to the type of transaction
- Easy and intuitive navigation of the web site

Requirements Satisfied by the Request:

- Ability to request city services through the web
- Ability to assign a tracking number to a request
- Ability to communicate the tracking number to the citizen
- Allow a citizen to track the progress of a request through the web
- E-mail notification when repairs are completed

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Concern about City Related Service

City of Cleveland
Case Scenarios

Scenario ID: MO - 1

Area: Mayor's Office

Process: Concern about City related service

Background:

A citizen calls the Mayor's Office to issue a complaint about a service provided by the City of Cleveland.

The Mayor's Office has a designated staff member to handle incoming complaints and concerns.

The staff member determines if the complaint involves a city service. If it does not, the citizen is given advice on whom to call and the call is terminated.

The staff member records a brief summary of the issue along with the citizen's name, phone number, and address or can choose to remain anonymous.

The staff member reviews the complaint and assesses which city department(s) is responsible for resolving the issue. The tracking system is queried to determine if any past complaint activity has associated with the person or property.

Once identified, the information is entered into the tracking system and sent to the appropriate city department(s) for resolution. The department is assigned a specific time it will take to resolve the issue.

The staff member records all activity and information in the Complaint Log.

The staff member contacts the citizen (usually by letter) after the handoff and provides a status update on his/her concern. If available, the citizen is given an approximate completion time.

The Mayor's Office follows up with the departments to ensure that the concern has been addressed. The follow-up call or email will be placed within a reasonable amount of time given the complexity of the request.

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The department(s) handling the issue contacts the Mayor's Office once it has been resolved, usually by phone or email. The results are entered into the tracking system.

Scenario Description:

Demonstrate how a Knowledge Base may help the staff member determine whether or not the request applies to a city service.

Demonstrate how your software functions to input the request and process the request by passing the issue on to one or more other city departments, either by transferring the request to another's system queue or by generating requests.

Demonstrate how one can find out if this same type of request or other requests have been associated with this citizen in the past.

Demonstrate how notes about resolving the issue are recorded by other city departments and made available to the Mayor's Office.

Demonstrate how the Mayor's Office can keep track of outstanding issues and be reminded to follow up with the other city departments.

Demonstrate how the Mayor's Office is informed that the issue has been resolved.

If available, demonstrate how the resolution of the issue can be included in an email to the citizen. Also, explain how the system would prevent mulltiple requests being generated for the same request thus preventing multiple e-mails to the citizen.

Demonstrate how the Mayor's office can record final notes about the resolution of this issue and close the case.

Demonstrate reporting capabilities to view open and completed cases of this type for a specified timeframe.

Demonstrate how specified transactions can be represented on a pin dot map to show graphically what type of transaction is coming from where.

Key Points:

- Knowledge Base of city services.
- Ad hoc reporting such as transaction type and citizen, transaction type and ward, transaction type and neighborhood.
- Input of request into the system.
  - Includes citizen name and address and phone/email, descriptive information, and location.
  - Anonymity of the caller should be optional.
- Customization of a case for specific information.

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- Access to the same case by multiple city departments.
- Free-form notes for documentation.
- Close of case request.
- Status reporting for cases, based on date range and transaction type.
- Pin dot mapping of transactions.

Requirements Satisfied by the Request:

- Assign transaction type.
- Knowledge Base specific to transaction type.
- Request Input
  - Name
  - Location Descriptive Information
  - Details of request
- Case queue assignment to multiple departments.
- Case statuses.
- Updates to one service request/case by multiple departments.
- Input of service request/case notes.
- Automatic assignment of cases.
- Tracking of open cases.
- Status and performance reporting, ad hoc and standard.
- Ability to attach photos or other necessary items.

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Standard Reports

City of Cleveland
Case Scenarios

Scenario ID: RA - 1

Area: Reporting and Analysis

Process: Standard Reports

Background:

The City of Cleveland will use the CRM application to input and monitor (track) requests for service to ensure that requests are handled in a timely and effective manner.

The City of Cleveland will require the following types of reports that should be available as standard package reports and may simply be selected and produced by the client with no need to tailor or customize.

- Service Request Status Reports
- Service Request Ageing Reports
- Statistical Reports
- Audit Trails
- Performance Dasboard

The CRM application may produce other standard reports not listed here.

Scenario Description

Describe the capability provided by your software to produce standard reports.

Provide a list of standard reports that may be produced.

Provide an example of every standard report.

Demonstrate how your software allows the client to select and produce a standard report(s) for:

- Service Request Status Report – All open service requests
- Case Ageing Report – All cases still open that are more than 30 days old, more than 60 days old.
- Statistical Report – Number of service requests by transaction type recorded in a quarter, number still open, number closed (resolved), length to resolve by department/
  by request type.

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- Audit Trail – Services requests recorded by a specific operator

Demonstrate the ability to sort a standard report in another desired sequence.

Demonstrate the ability to print the standard report.

Demonstrate the ability to save the results of the standard report.

Key Points:

- Types of standard reports produced
- Content and layout of standard reports
- Selection criteria for standard reports
- Sort criteria for standard reports
- Printing and saving standard report results

Requirements Satisfied by the Request:

- Provision of standard reports
- Report selection criteria
- Report sorting criteria
- Print reports
- Save report results
- Ability to export report (e.g. to Microsoft Office)

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Create Ad Hoc Report

City of Cleveland
Case Scenarios

Scenario ID: RA - 1

Area: Reporting and Analysis

Process: Create an ad hoc report

Background:

Departments within the City of Cleveland produce reports to provide information to other governing bodies, boards, and agencies. Depending on the nature and needs of the report information may differ and standard reports provided by the software may not include the necessary information.

For example, the Department of Public Service produces a report on a quarterly basis that details all projects and requests for this department that need review and decision from the Mayor's Office. The report must list for the requested timeframe:

- Request transaction type
- Project or request description
- Name of the party who made the request or initiated the project
- Date the request was made (date used to pull requests)
- Status of the request
- Expected completion date
- Actual completion date (if complete)
- Notes pertaining to the request

Scenario Description:

Describe the capability provided by your software to produce ad hoc (client-defined) reports.

Describe the capability provided by your software to save ad hoc report criteria for future use.

Demonstrate how your software allows the client to build an ad hoc report, using the background provided.

Demonstrate how your software allows the client to sort the report in a variety of sequences (transaction type, request date ascending and descending, name of requestor, etc.)

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Demonstrate how your software utilizes the security matrix to allow or prohibit the client to produce a report (i.e. must have access to the transaction type to produce the report).

Demonstrate the ability to print the ad hoc report.

Demonstrate the ability to save the results of the ad hoc report.

Key Points:

- Data selection for ad hoc reports
- Creation of ad hoc reports
- Ad hoc report profiles (save criteria for future use)
- Flexibility for sort criteria
- Printing and saving ad hoc report results
- Ability to produce ad hoc reports based on security

Requirements Satisfied by the Request:

- Creation of ad hoc reports
- Data retrieval parameters (transaction types and dates)
- Data selection for reports (choose fields to display on the report)
- Ability to save and retrieve criteria for ad hoc reporting to be used again
- Ability to sort reports in any order
- Print reports
- Save report results
- Reporting security
- Ability to export report (e.g. to Microsoft Office)

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APPENDIX H – CITY OF CLEVELAND INTENT TO PROPOSE FORM

Any vendor planning on submitting a proposal **MUST** sign and submit the Intent to Propose form provided below. This form should be sent via email to: KRoyWilson@city.cleveland.oh.us. **The Intent to Propose should be received by the City no later than 5 p.m. on April 28, 2008.**

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APPENDIX H1 - INTENT TO PROPOSE FORM

Department of Finance
Division of Information Technology and Services

Project: 311 Citizen Relationship Management Call Center

It is the intention of ______________________ to submit a proposal on the
(Name of Company)

above named project for the City of Cleveland. We accept the terms, conditions, and Request For Proposal (RFP) guidelines. Our proposal will be submitted no later than 5:00 PM EST by the City's announced due date.

Signed:

____
Signature

____
Printed Name (Title) Date: __________________

Company Name: ____

Phone Number: __________________ Email: _______________________________

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