



Request for Proposals

Electronic Payment Solution

PROPOSALS WILL BE RECEIVED UNTIL

12:00 Noon, Wednesday, April 11, 2018

in

**Purchasing Department, City Hall Building
101 North Main Street, Suite 324 Winston-Salem, NC 27101**

ADVERTISEMENT FOR PROPOSALS

Sealed proposals endorsed **Electronic Payment Solution** for the City of Winston-Salem will be received by the City/County Purchasing Department in Suite 324, City Hall Building, 101 North Main Street, Winston-Salem, NC, **until 12:00 Noon, Wednesday, April 11, 2018**. Instructions for submitting proposals and/or receiving the complete RFP document specifications may be obtained during regular office hours at the same location, or by contacting Jerry Bates via email jerryjb@cityofws.org (Email is preferred) or phone 336-747-6939. The City reserves the right to reject any or all proposals.

Jerry Bates
Purchasing Director

This document IS NOT the complete proposal. To obtain the completed proposal specifications contact Jerry Bates via email jerryjb@cityofws.org, by phone 336-747-6939, or visit the Purchasing Department, City Hall Building, Suite 324, 101 North Main Street, Winston-Salem, NC during regular office hours.

I. Purpose of Request for Proposal (RFP)

The City of Winston-Salem (City) is requesting proposals from qualified vendors to provide a comprehensive, full-featured, turnkey Electronic Payment Solution (EPS) that includes eBill presentment, online payment system replacement, Interactive Voice Response (IVR), Short Message Service (SMS) and an end-to-end reconciliation process. Simultaneously with this EPS project, the City will be moving from a self-hosted website to a cloud-based website solution for www.cityofws.org, replacing its current Customer Service Relationship Management application and implementing an Advanced Metering Infrastructure (AMI) solution.

Ideally, the successful bidder should have experience integrating their solution with Cayenta’s Customer Information System (CIS) and System Innovators’ iNovah Enterprise Revenue Management (cashiering). However, the City will consider all proposals with or without this experience. The City intends to select a “primary” integrator who is qualified to establish a single Statement of Work (SOW) for the Electronic Payment Solution and the required enhancements to iNovah, Cayenta CIS and related interfaces.

The City would like to move our Cayenta Customer Self-Service (CSS) portal from an on-premise solution to a cloud-based solution. About 90% of all payments are for utility bills created by Cayenta CIS. The goal is to improve electronic billing/payment adoption rates by simplifying the process to start/stop recurring payments, implementing notifications (e.g. email, SMS, IVR), allow payments to be made from mobile devices, updating the IVR payment capabilities and adding the ability to pay bills using text messages. In addition to Electronic Bill Presentment and Payment (EBPP), the hosted CSS functionality will also include the ability to make account changes and update Cayenta CIS with minimal input from Administrative staff.

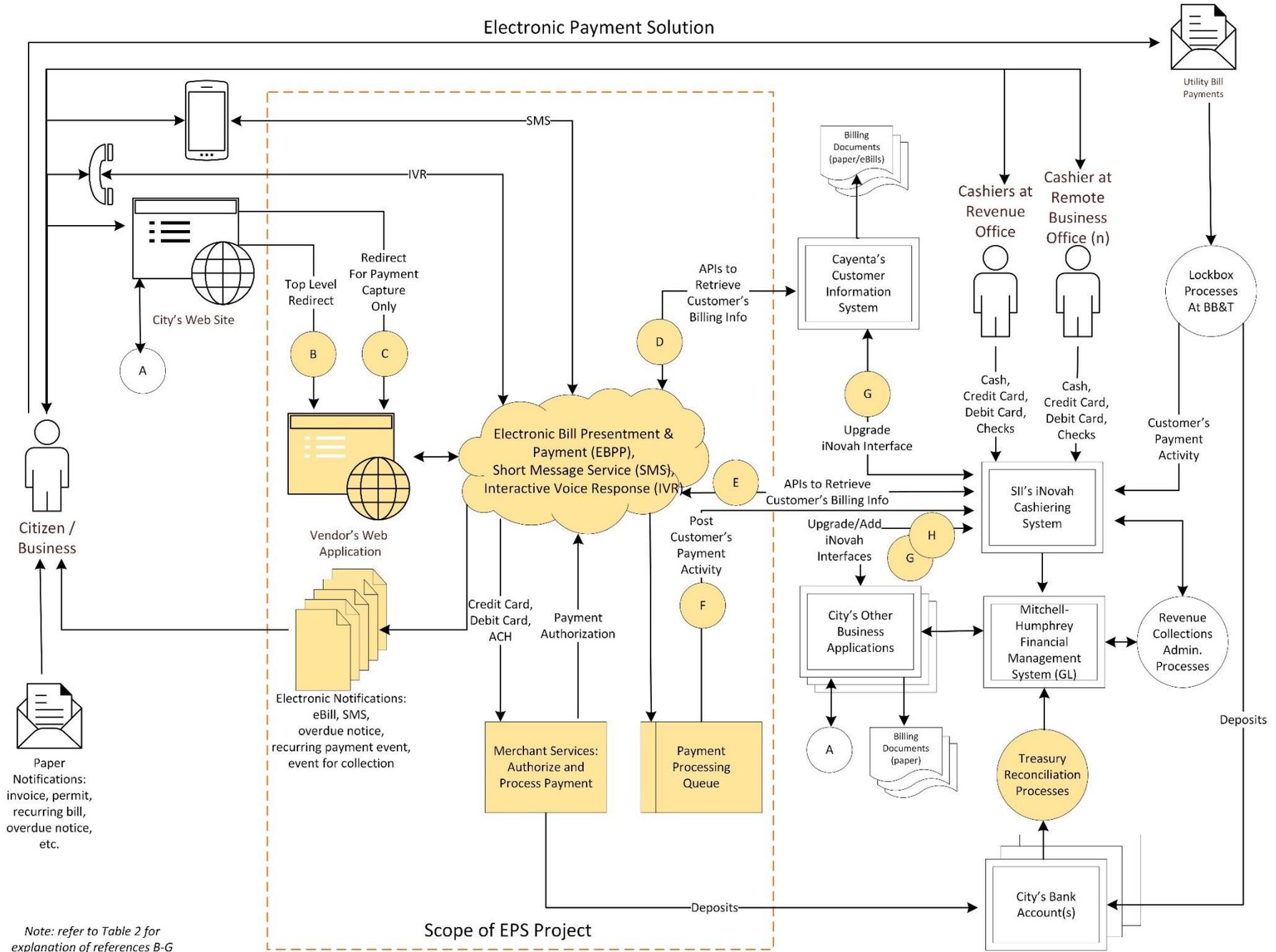
The City would like to replace an in-house written Web Payment Reception (WPR) middleware solution that accepts and processes credit card payments using Trust Commerce. In addition to utility bills, WPR processes payments for many other applications hosted on the City’s website. The proposed Electronic Payment Solution must be capable of supporting all of the following receivable types and respective volumes (See Appendix G for additional details and growth projections):

Table 1 – Total Transactions By Receivable Type (12 Months)					
Receivable	iNovah Cash/CC/Check	WPR CC/eCheck	IVR Credit Card	Utility ACH Draft	Total Payments
Utilities/Stormwater	393,485	208,436	74,544	36,844	713,309
Parking Ticket	3,603	5,009	-	-	8,612
Loan	3,112	-	-	-	3,112
Assessment	529	-	-	-	529
General Invoice	9,200	-	-	-	9,200
Business License	387	91	-	-	478
Bonded Escrow	3,378	522	-	-	3,900
Building Permit	4,172	3,429	-	-	7,601
Electronic Plan Review	-	128	-	-	128
Yard Cart Purchase/Sticker Renewal	7,515	4,966	-	-	12,481
Fire Permit/Fine	-	559	-	-	559
Point of Sale (Ticket, Book, etc.)	1,291	40	-	-	1,331
Recreation	1,024	-	-	-	1,024
Totals	423,696	223,180	74,544	36,844	762,264

The City would like to establish iNovah as the single system-of-record for all payments and detailed reconciliation information. This will require enhancements to the existing Mitchell Humphrey Financial Management System (FMS) General Ledger (G/L) interfaces to allow Treasury staff to retrieve detailed transaction information for reconciliation of summary level G/L entries.

The Electronic Payment Solution diagram on the following page represents the City's conceptual view of the integration of the EPS with the City's business applications and associated processes. Highlighted objects on diagrams contained in this RFP represent the scope of the EPS project. **IN SCOPE**

Electronic Payment Solution



II. RFP General Information

Due Date	04/11/2018
Transmittal of Response	Jerry Bates Purchasing Director City/County Purchasing Department 101 North Main Street STE 324 Winston-Salem, NC 27101 (336) 727-8000 jerryjb@cityofws.org
Electronic File Format	Microsoft Word and/or Adobe PDF
Questions	Questions may be submitted on or before March 15, 2018 . All questions must be submitted in writing to the street address and/or the email address listed above. Questions will be answered within one (1) week of receipt or by March 22, 2018 and circulated to all whose interest is known as of that date.
Responsibility for Ensuring Receipt	Responders are responsible for ensuring receipt of questions and of information.
Schedule	02/20/2018 – Release of RFP 03/15/2018 – Deadline for Written Questions 03/22/2018 – Response to Questions 04/11/2018 – Proposals Due 05/09/2018 – Initial Evaluation Completed 05/23/2018 – Demonstration(s) 07/16/2018 – Recommendation to Council
Contract Term	The initial contract term for the following services will be for a period of one year with an option to renew for four additional years: <ul style="list-style-type: none"> • EPS Software Subscription • EPS Maintenance & Support • Transaction Processing Fees

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III. System Requirements

Implement Cloud-based Cayenta CSS: The City is using Cayenta CIS and is interested in implementing an updated version of Cayenta’s customer self-service (CSS) and EBPP portal that includes the functionality listed in Appendix D for Customer Self-Service and EBPP. The Electronic Payment Solution will integrate with Cayenta’s API directly for EBPP and CSS functionality.

Replace IVR: The new Electronic Payment Solution will include IVR capability. See Appendix H for IVR Usage Statistics. The City is interested in replacing the current solution with a cloud-based solution that provides the following functionality using touch-tone or spoken commands:

- Obtain Account Balances for any iNovah receivable type
- Check Account History for any iNovah receivable type
- Make Payments on any iNovah receivable type

Replace WPR: The new Electronic Payment Solution will replace WPR. See Table 1 for a list of receivable types that utilize WPR for Web Payments. This will require integration with three (3) web applications, which are used to select a fee/bill to pay. Please reference Appendix B for additional information about WPR. The functional specifications of these interfaces will be defined during the SOW conference (see Section IV). The EPS will integrate with the City’s web applications for payment processing (See Table 2). New interfaces will be developed between the EPS and the following web applications that have an existing WPR interface:

- Business Licenses and Building Permits (same web application)
- Electronic Plan Review
- Recreation

In order for iNovah to be the system-of-record for all reconciliation, all transactions must be posted to iNovah and then the source systems. To accomplish this goal, two new iNovah interfaces will be required for the following applications:

- Electronic Plan Review
- Yard Cart Purchase (Cart and Sticker)

Upgrade iNovah Interfaces: The City would like to upgrade the technology used to integrate iNovah to several source systems from older Oracle PL/SQL stored procedures to the latest version of the System Innovators API. These include the following systems:

- Cayenta CIS
- Mitchell Humphrey FMS A/R
- FICS Mortgage Servicer
- Yard Cart Renewal (Sticker Only)

Automate Revenue Reconciliation: The City is immersed in a project to analyze the business processes within Revenue and Treasury divisions of the Finance Department. A portion of the process analysis that primarily focuses on the Utility transaction types appears in Appendix C. Several process requirements have been identified that will require changes to existing system interfaces. This includes the following (but is not limited to) functionality to simplify the reconciliation processes and better associate payment transactions with bank deposits:

- EPS and iNovah Bank Deposits: all payment transactions associated with a deposit will be “grouped” together to coincide with bank deposits and be searchable by the bank deposit number
- iNovah Interface to FMS G/L: all payment transactions will be recorded in the FMS G/L with summary level entries by financial account and searchable by the FMS batch ID
- iNovah Merchant Services: iNovah will use the EPS for Merchant Services for Credit Card payment transactions to reduce the complexity of the City’s bank deposit reconciliation processes

- Automated Reconciliation: to the extent possible, the reconciliation processes will be performed in an automated fashion with only exceptions being identified for manual intervention

Integrate with Business Applications: The Electronic Payment Solution will indirectly integrate with the City's business applications via the respective iNovah API integrations. The City would like to expand the number of receivable types that are available on the Web and IVR by including any receivable type that is available from iNovah (now or in the future) with minimal changes to the integration between the EPS and iNovah. Where applicable, the City will continue to utilize existing capabilities within the web applications for systems other than Cayenta CIS (e.g. Building Permits, Electronic Plan Review and Recreation). Table 2 on the following page provides links to the City's existing web applications and identifies associated EPS project scope for each receivable type.

The City has prepared a Functionality Matrix that lists additional requirements for the EPS Project (See Appendix D).

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Table 2 – Existing Web Applications and EPS Project Scope by Receivable Type									
Receivable	Application Link	Scope	Top Level Redirect (B)	Redirect Payment Capture Only (C)	Retrieve Customer Billing Info (D)	Retrieve Customer Billing Info (E)	Post Customer Payment Activity (F)	Upgrade iNovah Interface (G)	Add iNovah Interface (H)
Utilities/ Stormwater	Cayenta	Replace with cloud-based CSS; upgrade the existing iNovah interface with Cayenta CIS	In Scope		In Scope		In Scope	In Scope	
Parking Tickets	AIMS	EPS will replace this web application; use the existing iNovah interface with AIMS	In Scope			In Scope	In Scope	No Change	
Loans	FICS	No current web application; upgrade the existing iNovah interface with FICS	In Scope			In Scope	In Scope	In Scope	
Assessments	FICS	Lookup web application will not be replaced; upgrade the existing iNovah interface with FICS	In Scope			In Scope	In Scope	In Scope	
General Invoices	FMS	No current web application; upgrade the existing iNovah interface with FMS	In Scope			In Scope	In Scope	In Scope	
Business Licenses	Cityworks	EPS will interface with this web application (See Appendix B); use the existing iNovah interface with Cityworks		In Scope		In Scope	In Scope	No Change	
Bonded Escrow	Cityworks	No current web application; use the existing iNovah interface with Cityworks	In Scope			In Scope	In Scope	No Change	
Building Permits	Cityworks	EPS will interface with this web application (See Appendix B); use the existing iNovah interface with Cityworks		In Scope		In Scope	In Scope	No Change	
Electronic Plan Review	idtPlans	EPS will interface with this web application (See Appendix B); add iNovah interface with idtPlans		In Scope		In Scope	In Scope		In Scope
Yard Cart Purchase/ Sticker Renewal	Custom Applications; Purchase Renewal	Purchase: EPS will replace this web application; add iNovah interface with Yard Cart Purchase	In Scope			In Scope	In Scope		In Scope
		Renewal: EPS will replace this web application; use the existing iNovah interface with Yard Card Sticker	In Scope			In Scope	In Scope	No Change	
Fire Permit/Fine	Custom Application	EPS will replace this web application using iNovah POS	In Scope			In Scope	In Scope		
Point of Sale (Tickets, Books, etc.)	Custom Applications	EPS will replace this web application using iNovah POS	In Scope			In Scope	In Scope		
Recreation	eTrak	This web application is under construction; EPS will interface with this web application (similar to WPR); use the existing iNovah interface with eTrak		In Scope		In Scope	In Scope	No Change	

Note: Reference the EPS diagram in Section I to see where columns B-G are included in the City’s conceptual view of the EPS.

IV. Proposed Phased Delivery Approach

In order to reduce risk and follow best practices for a project with such a large scope of work, the City will focus the timeline into three (3) phases. The multi-phase scope of work and corresponding project plan will include three phases and each phase will be six (6) to nine (9) months in duration. It is the City’s desire to spread the project’s deliverables across a reasonable timeline to allow for the inclusion of additional requirements as yet to be defined (e.g. new City website, AMI implementation).

The first phase will include the must-have components of the project:

- Availability of Cayenta CSS functionality to Utility customers via web, mobile application, etc.
- Replacement of IVR

The second phase will focus on:

- Replacement of the current Web Payment Reception (WPR) system with a cloud-based EBPP system
- Upgrade the iNovah interfaces

The third and final phase addresses:

- Integration of the City’s other business applications into the standardized payment processes

During each phase, there will be a continuous:

- Transaction-specific sub-project to automate the revenue reconciliation of the respective payment transactions with the corresponding bank deposits

EPS Requirement	Phase			Scope
	I	II	III	
Cloud-based Cayenta CSS				Implement cloud-based Cayenta CSS and EBPP
Replace IVR				Implement a new IVR solution
Replace WPR				Integrate EBPP methodology into payment types within current scope of WPR
Upgrade iNovah Interfaces				Incorporate newer API technology into the interface designs
Integrate Business Applications				Extend model and processing standards to other business applications
Automate Revenue Reconciliation				Automate reconciliation of phase-specific payment types during each phase

The EPS provider will facilitate a Statement of Work (SOW) Conference with the City and our business partners. The working session will be held at the City and include representatives from each partner included in the solution, which will have a multi-phase delivery approach. The initial phase will primarily focus on the implementation of the utility billing/payment components and replacing the IVR solution. Subsequent phases will be defined during the Statement of Work Conference.

Vendors are expected to utilize their skills and expertise to propose a feasible and practical implementation plan that allows the City to create a 2-3 year Electronic Payment Solution Roadmap. Three other projects will affect the components of the roadmap, which are the replacement of the City’s Web Content Management Platform for www.cityofws.org, replacement of our current Customer Service Relationship Management application and the implementation of an Advanced Metering Infrastructure (AMI). Specifically, the City expects that the EPS notification functionality (e.g. email, SMS, IVR) will be capable of integrating with the above mentioned applications. However, the notification integration effort is out-of-scope of this RFP.

V. Proposal Format

The City requires that the Vendor's proposal be submitted in the format outlined in this section. The City reserves the right to require additional information or materials after the proposals are submitted. Keep responses simple and economical, providing a straightforward and concise description of the proposed solution to satisfy the requirements of this request. Display the Vendor's name in a prominent location on all submitted materials. Describe all products and services unambiguously and with precision. Costs incurred preparing and submitting a response to this request are entirely the Vendor's responsibility and not chargeable to the City.

Proposals must be submitted in a **sealed container/envelope** containing **one original** proposal showing original signatures and seals, **and four (4) copies** of the complete proposal. **In addition to the five (5) paper copies, the Proposer must also include one USB flash drive** containing only the information included in the hard copy version of the proposal in a PDF format and the drive must be clearly labeled with the Company Name and RFP name. Submittals **will not be accepted by fax or electronic mail**.

1. **EPS Overview:** Provide a description of the proposed solution with a focus on superior features or documented benefits that distinguish your solution from your competitors. Of special interest to the City is how and when exceptions are handled within the proposed automated reconciliation processes to minimize manual intervention by staff (e.g. rejected draft ACH payments, failure to post payments to the source application).
2. **System Requirements:** Complete the functionality matrix listed in Appendix D. In addition, describe how your solution will meet each of the requirements listed in Section III System Requirements.
 - Implement Cloud-based Cayenta CSS
 - Replace IVR
 - Replace WPR
 - Upgrade iNovah Interfaces
 - Automate Revenue Reconciliation
 - Integrate with Business Applications
3. **Methodology:** Describe your methodology/approach to create a single Statement of Work for the entire EPS Project including the required changes to iNovah and Cayenta. How will your organization facilitate the on-site SOW conference?
4. **EPS Roadmap:** Please provide a product roadmap of your proposed solution which at a minimum includes the following:
 - High-level overview of the architecture of the solution including which open standards technology or language the solution uses (i.e., .NET, Java, JavaScript, etc.).
 - Strategic decisions or direction your firm is making or taking related to the product being proposed
 - Timeline for the next 2-3 releases for both major and minor releases
5. **Customer Base:** What is the total number of:
 - Cloud-based customers currently supported by your company?
 - Active hosted Cayenta CSS customers currently supported by your company?
 - Cloud-based customers with API interfaces to/from iNovah supported by your company?
6. **Project Timeline:** Provide a summarized list of milestones necessary and sufficient for the entire project lifecycle to implement the vendor's proposed solution. Provide a summary project schedule or timeline based upon the vendor's best judgment and experience with an implementation beginning with the earliest

date that you can begin implementation. The vendor should clearly identify all significant assumptions, tasks and decisions that are necessary to implement the solution.

7. **Roles and Responsibilities:** Provide a clear description of roles and responsibilities for all participants/stakeholders in the project; i.e., vendor, City and City's business partners.
8. **Escalation:** What is your process for monitoring, escalating, and resolving issues that will arise during the project?
9. **Pricing:** List in detail all hardware, software licenses and services for the solution(s) for which you are proposing and the fixed cost price for each. Standard 3rd party integration fees must be included. Please include a TBD place holder for any 3rd party costs that are required but are nonstandard or not known. Please use the following example format to present the costs for the proposed solution for the next Fiscal Year beginning July 1, 2018 and ending June 30, 2019 and the next four consecutive Fiscal Years:

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Project Costs						
EPS Software Subscription 1 st Year						\$0
System Components:						
Cloud-based Cayenta CSS						\$0
Replace IVR						\$0
Replace WPR						\$0
Upgrade iNovah Interfaces						\$0
Automate Revenue Reconciliation						\$0
Integrate with Business Applications						\$0
Services:						
Facilitation of SOW Conference						\$0
Project Management						\$0
Training						\$0
Other Costs (Describe)						\$0
Total One-time Costs						\$0
Ongoing Costs						
EPS Software Subscription						\$0
Maintenance and Support						\$0
Other Costs (Describe)						\$0
Total Costs	\$0	\$0	\$0	\$0	\$0	\$0

The City is requires that the initial contract term be for a period of one year with an option to renew for four additional years at the quoted pricing. It is the vendor’s responsibility to clearly indicate year-to-year increases for all pricing quoted.

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10. **Transaction Fee Schedule:** Proposer to provide best estimate of fees to be incurred by the proposed solution. Please include additional line item costs as required.

Utility Fee Schedule

- Electronic Check
\$ _____ Per Transaction
\$ _____ Return Fee
- Credit Card
\$ _____ Per Transaction
\$ _____ Chargeback Fee
- Debit Card
\$ _____ Per Transaction
\$ _____ Chargeback Fee

Non-Utility Fee Schedule

- Electronic Check
\$ _____ Per Transaction
\$ _____ Return (ACH Reject) Fee
- Credit Card
\$ _____ Per Transaction
\$ _____ Chargeback Fee
- Debit Card
\$ _____ Per Transaction
\$ _____ Chargeback Fee

Other Fee Schedule (Insert/Delete Items As Required)

- Account Access
\$ _____ Per Month
- Paperless Billing
\$ _____ Per Bill
- IVR Transaction
\$ _____ Per Transaction

11. **Pricing Options:** Provide pricing model options and/or volume based pricing tiers offered, if any.
12. **3rd Party Software:** List any third party application software or services that are needed for the proposed solution to operate and define their function. Please include all applicable version numbers and describe the overall software licensing requirements for which the City would be responsible. Include copies of quotes/estimates for all 3rd party costs, which must not include any added markup or increase from the EPS provider.
13. **Security:** Describe the security measures used by the proposed EPS solution, including but not limited to the following information:
- Data Center Security Certification and Audits
 - Disaster Recovery
 - Location of Data and Physical Access to Data
 - Transport Encryption and at Rest Encryption
 - Monitoring and Event Logging
 - DDOS Protection
 - Vulnerability Protection and Testing Methodology
 - Penetration Testing and Audits
 - Data Loss Protection (DLP)

14. **Training:** Describe your on-site and/or online training including one example class syllabus for each type. If additional training services are available, then please include a training price list for classes not included in the proposed solution.
15. **Public Records Compliance:** The City must adhere to the North Carolina Public Records Law which states that every public agency shall create an index of computer databases. Does your database schema contain any proprietary information that would prevent you from providing a copy of the database schema for the solution?
16. **References:** Provide a list of references that have implemented a similar solution that are approximately the size of the City (population between 125,000 and 249,999). The reference list must include the following:
 - Name of client, address, telephone number, and point of contact
 - Date work was performed
 - Brief description of work performed
 - Software versions for Cayenta CIS and iNovah
17. **Software Updates:** Describe the software maintenance update/upgrade processes?
 - When are these scheduled?
 - How often do upgrades occur?
 - Does the customer schedule the upgrade or does the upgrade occur at same time for all customers?
 - Who is involved in the testing and acceptance process?
 - Who performs the actual update/upgrade?
18. **Agreements:** Please provide a sample of all agreements that will be required. For example:
 - Service Level Agreement (SLA)
 - Software Licensing Agreement
 - Support and Maintenance Agreement

VI. Selection Process

All proposals received within the established due date/time will be evaluated and considered based upon the completeness of the responses to the defined specifications. The City of Winston-Salem reserves the right to award this contract to the vendor deemed best suited to achieve the requirements outlined in this RFP.

The following weighted scale will be utilized by the Bid Selection Review Panel to evaluate each proposal:

Factor	Criteria	Weight
1	Experience / Methodology	5.0
2	Functionality	50.0
3	Price	5.0
4	M/WBE	20.0
5	Local Vendor	20.0

The Bid Selection Review panel consists of the following Roles:

Revenue Collector
Treasurer
Utilities Assistant Director
Manager Business Inclusion and Advancement
EPS Project Coordinator, Information Systems
IS Project Coordinator, Information Systems
Senior IS Analyst, Information Systems
Business Process Analyst, Information Systems
Revenue Collections Supervisor

The EPS Project Steering Committee consists of the following executives:

Chief Financial Officer
Revenue Collector
Treasurer
Chief Information Officer
Utilities Director

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In determining which proposal will best serve the City of Winston-Salem, particular emphasis will be given to the following factors:

Criteria	Definition	Section
Factor 1: Experience / Methodology		
<i>Willingness to Implement a single SOW</i>	<i>Has the vendor demonstrated management commitment to tackle the project as the prime system integrator, i.e., agrees to a single statement of work for the overall project deliverables?</i>	V.3
<i>Project Timeline Viability</i>	<i>Has the vendor demonstrated an understanding of the services requested by Winston-Salem by proposing a methodology and project timeline that will deliver a successful implementation of those services?</i> <i>- Does the implementation approach make sense?</i> <i>- Does it align to Winston-Salem's current capabilities and environment?</i> <i>- Does project schedule align with Winston-Salem expectations and business calendar?</i>	V.6, V.8, V.13
<i>Technical and Industry Experience</i>	<i>Has the vendor demonstrated relevant experience in public sector, as well as, the technologies requested by Winston-Salem?</i> <i>Has the vendor demonstrated the specific skills and experience to deliver the solution to Winston-Salem?</i>	V.4, V.16
<i>Supplier Viability</i>	<i>Is the vendor considered to be organizationally and financially stable as an overall company?</i>	V.7, V.14, V.17
<i>Experience in Providing Comparable Services (References)</i>	<i>Did the references indicate that the vendor has the required applicable experience and has the vendor delivered satisfactory results for similar project requirements?</i>	V.5, V.15
Factor 2: Functionality		
<i>Electronic Payment Solution Architecture Viability</i>	<i>Does the proposal describe an overall solution architecture that will support the functionality and level of service that Winston-Salem expects:</i>	V.1
<i>Recognition of Critical Requirements</i>	<i>Does the proposal present an understanding on the part of the vendor of the critical Winston-Salem requirements? Are these requirements appropriately addressed in the vendor's responses to the respective specifications in RFP Appendix D for:</i> <i>Cloud-based Cayenta CSS</i> <i>Replace IVR</i> <i>Replace WPR</i> <i>Upgrade iNovah Interfaces</i> <i>Automate Revenue Reconciliation</i> <i>Integrate with Business Applications</i>	V.2, V.12
Factor 3: Price		
<i>One-time project costs</i>	<i>Does the pricing proposal provide reasonable one-time costs (hardware, software, implementation, etc.)?</i>	V.9
<i>Ongoing support costs</i>	<i>Does the pricing proposal provide reasonable ongoing costs (maintenance, etc.)?</i>	V.9
<i>Transaction Fees</i>	<i>Does the pricing proposal provide a reasonable transaction fee schedule?</i>	V.10, V.11

Factor 4: M/WBE

<i>MWBE Participation</i>	<i>Does the vendor's proposal indicate that they are able to comply with the City's M/WBE participation requirement, via: (1) submitted their M/WBE certificate in their proposal, OR (2) will award required portion of the project to a named M/WBE certified subcontractor, OR (3) has certified they made a good faith effort to comply but were unable to locate a qualified M/WBE subcontractor</i>	See pages 24-33
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Factor 5: Local Vendor

<i>Local Vendor Participation</i>	<i>Does the vendor's proposal indicate that they are able to comply with the City's local participation requirement by having an office either: (1) within the City of Winston-Salem OR (2) within the state of North Carolina?</i>	See pages 3-4
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