**REQUEST FOR PROPOSAL (“RFP”) FOR CRM MODERNIZATION SOFTWARE AND IMPLEMENTATION SERVICES**

**Specification No. 119440**

Required for use by:

**CITY OF CHICAGO**

**(Department of Innovation and Technology)**



This RFP distributed by:

**CITY OF CHICAGO**

**(Department of Procurement Services)**

All proposals and other communications must be addressed and returned to:

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Department of Procurement Services

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A Pre-Proposal Conference will be held on Friday, September 20, 2013 at 10:00 a.m. Central Time at Department of Procurement Services, 121 N. LaSalle Street, City Hall, 11th Floor - Room 1103, Chicago, Illinois 60602.

Attendance is Non-Mandatory, but encouraged.

PROPOSALS MUST BE RECEIVED NO LATER THAN 4:00 P.M., CENTRAL

TIME, ON FRIDAY, NOVEMBER 8, 2013.

**RAHM EMANUEL JAMIE L. RHEE**

**MAYOR CHIEF PROCUREMENT OFFICER**

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# General Invitation

## Purpose of the Request for Proposal

The City of Chicago ("City"), acting through its Department of Innovation and Technology ("DoIT"), is pleased to invite the submission of proposals for the modernization of the City's Constituent Relationship Management ("CRM") system and processes to not only replace the City's current technology, but to provide a holistic, transformative solution to help the City of Chicago provide world-class resident relationship management services. The City sees the new CRM solution as the platform for this vision. However, this is strictly a tool. The Selected Respondent must deliver a comprehensive solution that empowers the City to provide convenient, user-friendly access for residents to connect, communicate, and collaborate with the City and with each other.

The Emanuel Administration has set high standards for open, participatory government that is accessible to all Chicagoans. The City wants to fundamentally transform the manner in which it interacts with its residents and is seeking a long-term partner who shares and can help deliver on that vision. Through this initiative, the City wants to redefine the resident experience with City government. This transformation includes the following components:

* A best-in-class, consistent level of customer service
* Consistent access to City services through multiple communication channels
* A transparent approach to providing resident-centric data
* A high-touch, personalized interaction when communicating with the City
* Continuous improvement of service delivery and responsiveness to residents through monitoring and measuring performance
* Web portal designed around a resident’s needs and perspective

The City is looking for software and consulting services that will:

* Transform the way residents experience government services
* Increase accountability for service fulfillment
* Enhance transparency into City operations
* Provide resident access to real-time data
* Fit both the new and old ways in which residents communicate and participate
* Create innovative bi-directional relationships with residents
* Foster collaboration between City departments and among residents
* Allow residents to participate in problem-solving and improved service delivery
* Facilitate data-driven decision making both by the City and its communities
* Identify opportunities for improvement of City services

By means of this solicitation, the City seeks a partner to help transform the way Chicagoans interact with their government and to improve each resident’s experience interacting with the City. Vendors with proven CRM software and demonstrated experience designing public-facing programs and processes that leverage that technology are invited to respond to this RFP. The City is interested in a software as a service (“SaaS”) deployment and is not interested in hosting the solution on premises.

For the purposes of this RFP, Chief Procurement Officer ("CPO") means the Chief Procurement Officer of the City of Chicago. Chief Information Officer ("CIO") means the Chief Information Officer of the City of Chicago. The "Foundational Departments" are 311 City Services, Department of Buildings, Department of Family and Support Services, Department of Streets and Sanitation, Department of Transportation, and Department of Water Management. "Respondent" means a company or individual that submits a proposal in response to this RFP. "Selected Respondent" means the awardee of the contract. The Scope of Services outlined in Section 2 of this RFP will be referred to as "Services." The set of documents submitted by a Respondent will be referred to as a "Proposal."

## Description of Business Needs

### Overview

The current CRM technology was installed in January of 1999. The City seeks to replace this system with a state-of-the-art technology solution and resident engagement strategies that will facilitate the City's commitment to collaboration and innovation and help Chicagoans better connect with all that the City has to offer. There are several key drivers for this change, including:

* Increasing the profile for 311 initiatives
* Providing a comprehensive, centralized, user-friendly knowledge base
* Increasing residents’ use of self-service options and digital technologies
* Improving intake scripting to provide consistent messages
* Providing a consistent approach to address residents' service requests
* Improving querying and reporting capabilities
* Improving call-related measurement tools and tracking of end-to-end call flows

### Web Portal

The 311 web-portal is the public face for City services. The City wants to use this initiative to build and leverage the City’s brand. As part of this project, the City expects to develop a resident web portal that will rival best-in-class private sector offerings, such as Coca-Cola, Starbucks, and Amazon.com. The need is for real-time or near real-time interactivity, integration with social media and mobility, and an intuitive, easy to navigate user interface. It should be a tool to help City employees better serve our residents and to build loyalty and trust. It must provide collaboration tools that allow residents to share ideas, solve problems, and empower our residents to help make decisions. The focus must place a priority on making it convenient for the resident to communicate more openly with the City.

### Multi-Channel Design

Forging improved relationships and actively engaging the residents of Chicago is a primary goal of this project. In 2012, approximately 7% of all service requests were self-service requests from mobile devices, the City website, and other third party APIs. As part of this project, the Selected Respondent will work with the City and residents to design applications and develop a public face for 311 that fits both the new and standard ways that Chicagoans communicate. As the reliance on digital channels grows, the City needs to ensure consistent service delivery across all the channels. Whether residents prefer using mobile, phone, text, tweet, or web self-service/email, they can submit their ideas, questions, requests, suggestions, and feedback through any channel and know that the city is listening. To enable this objective, it is critical to integrate customer service processes and data, so that City staff work with the most comprehensive and updated resident view, regardless of which channel a resident uses. The following table outlines the City of Chicago's 2012 service requests by intake channel and demonstrates the opportunity for improvement in self-service requests.

Securing resident buy-in with the City's proposed engagement model is a critical success factor. The City's long-term partner will work with the City to design strategies for:

* Educating and informing residents about the City's CRM initiative,
* Identifying bi-directional channels to collect and process feedback,
* Developing tactics to utilize to build "common ground" with residents, and
* Encouraging adoption of and participation by the residents in all channels.

This multi-layered education and outreach design will be a collaboration between the City, Selected Respondent, civic groups, and residents to build awareness and excitement regarding resident engagement initiatives.

### Transparency and Accountability

Mayor Emanuel has pushed for open data and predictive analytics to make government services more efficient. Chicago’s Data Portal posts more than 500 data sets that are available to the public to make their government more accessible to them. The City envisions that the new CRM system will provide extensive data that will feed various other City systems to support advanced analytics. The City has also forged collaborations with civic-minded technology organizations and individual developers to build applications that harness this data into relevant, accessible tools that improve the day to day life of City residents. This initiative will provide an improved platform to continue these critical initiatives.

The City expects that the new CRM technology will provide the data to drive analytics that will foster collaboration between departments with the residents and facilitate data-driven decision making and process improvements in City departments. The City’s new CRM solution will leverage existing call center resources, help standardize call-taking policies and procedures, and provide the Mayor’s Office, the City Council, and City management with detailed metrics on how efficiently calls for services are being handled. It will give local elected officials the ability to monitor the delivery of services to their residents. The solution will foster accountability and allow managers to spot trends, establish customer service goals, and analyze the work of their departments to facilitate informed decision-making regarding the allocation of resources and improvements in operations, thereby improving the provision of City services to residents.

## Current State

311 City Services is part of the City's Office of Emergency Management and Communications. As the City's centralized customer service agency, 311 City Services operates the 311 Call Center, that serves as the point of entry for residents, business owners, and visitors that need easy access to information regarding City programs, services, and events. It is the also the intake point for all customer service requests (“CSRs”) for the City and serves as the back-up center for 911. The 311 Call Center is a 24 by 7 by 365 operation with a staff of 74, including 69 call takers and several supervisors. In 2012, the call center received approximately 3.4 million calls and tracked more than 1.7 million requests for 502 distinct service types which were routed to more than 30 City departments for fulfillment. The following table outlines the City of Chicago's 2012 service request volume.

| **2012 City of Chicago Service Request Volume** | | |
| --- | --- | --- |
| **Department** | **# of Service Requests** | **# of Type Codes** |
| Streets and Sanitation | 674,739 | 72 |
| Transportation | 345,435 | 106 |
| Water Management | 216,546 | 81 |
| Family & Support Services | 204,976 | 16 |
| Buildings | 70,645 | 20 |
| Animal Care and Control | 58,999 | 15 |
| Other Government Agencies | 58,783 | 39 |
| 311 City Services | 37,411 | 4 |
| Business Affairs and Consumer Protection | 26,933 | 18 |
| Aviation | 24,683 | 5 |
| Zoning and Land Use Planning | 19,710 | 12 |
| Police | 6,824 | 6 |
| Mayor's Correspondence Group | 6,263 | 1 |
| Health | 6,170 | 28 |
| Alderman | 5,294 | 2 |
| Mayor's Office for People with Disabilities | 3,946 | 9 |
| Community Development | 3,011 | 10 |
| Outside Agencies | 2,580 | 4 |
| Revenue | 1,550 | 7 |
| Budget and Management | 1,324 | 8 |
| Mayor's Volunteer Network | 1,130 | 2 |
| Speaker's Bureau | 862 | 2 |
| Requests for CSR Assistance | 242 | 19 |
| Fire | 170 | 2 |
| Commission on Human Relations | 122 | 6 |
| Extreme Weather Notification | 119 | 1 |
| General Services | 105 | 2 |
| Innovation & Technology | 39 | 2 |
| Task Force | 2 | 1 |
| Law | 2 | 1 |
| Office of Emergency Management and Communications | 1 | 1 |
| **Grand Total** | **1,778,616** | **502** |
|  |  |  |
| **Foundational Departments** | **1,549,752** | **299** |
| **Percent of Total** | **87%** | **60%** |

The requirements in this RFP were developed through a thorough analysis of the needs of 311 City Services and the following five operational departments: Buildings, Family and Support Services, Streets and Sanitation, Transportation, and Water Management (collectively, the “Foundational Departments”). The Foundational Departments comprised 87% of the total service request volume in 2012 and represent the needs of both infrastructure and human services departments.

The City operates in a multi-platform technology environment described in detail in the [City Hardware and Software Standards document](http://www.cityofchicago.org/city/en/depts/doit/supp_info/hardware_softwarestandards.html) available on the City’s website. Respondents must familiarize themselves with this document and align their technical responses with the described standards where appropriate.

The Selected Respondent will be required to interface the new CRM solution with the City’s current telephony, work-order, GIS, and other City systems. The Selected Respondent’s Proposal will be comprehensive and include all transformative strategic planning, business analysis, business process redesign, knowledge base design, hosting, configuration, integration, documentation, training, knowledge transfer, project management, and other implementation services necessary to create a modern, world-class 311 operation and improved platform for superior service delivery for not only today, but also the future.

# Scope of Services

The CRM Modernization Project encompasses CRM software and implementation services to deliver a transformative resident relationship management solution for the City of Chicago. This section details the scope of the project, including software and implementation services. The specific submittal requirements to demonstrate the Respondent’s ability to meet these expectations are contained in [Section 4 – Proposal Requirements](#_Proposal_Requirements).

As indicated in [Section 1](#_General_Invitation) of this RFP, the City wants the Selected Respondent to not only implement the CRM software, but more importantly to deliver a suite of comprehensive services that align with the Mayor’s vision to provide a truly innovative, transformative resident experience when they interact with the City. The software requirements are detailed in [Section 2.1](#_CRM_Software) and the implementation related services are detailed in [Section 2.2](#_Implementation_Services) below.

## CRM Software

### Functional and Technical Requirements

The City has created a list of functional and technical requirements for the CRM solution in the following categories:

1.0 Service Request Management

2.0 Resident Self-Service

3.0 Workflow

4.0 Knowledge Base Management

5.0 Reporting

6.0 GIS

7.0 Mobile

8.0 General IT

9.0 Integration

10.0 Social Media

11.0 Security

The detailed requirements are included as [Exhibit 1 – Functional and Technical Requirements](#_Appendix_A_–_1) to this RFP. The City does not expect or require that a single solution meet all of the requirements; however, Respondent is required to indicate whether their solution meets the requirements “out of the box,” meets the requirements with configuration, will meet the requirements in a future release, or does not meet the requirements.

In addition, Respondent shall provide additional information on the functional and technical features of their CRM solution. [Exhibit 2 – Interrogatories](#_Appendix_C_–) provides a list of questions enumerating the required information. Respondent must complete both the matrix of requirements in [Exhibit 1](#_Appendix_A_–_1) and answer the open-ended questions in [Exhibit 2](#_Appendix_C_–).

### Software License Counts

The City seeks to procure the following number of licenses. Please use these amounts in developing the Cost Proposal submission.

| **User Type** | **Named Users** | **Concurrent Users** |
| --- | --- | --- |
| 311 Call Center Operators and Supervisors | 75 | 75 |
| Full Entry Departmental Users | 830 | 250 |
| Super Users | 45 | 15 |
| IT/System Administrative users | 10 | 5 |

Note: The 75 licenses for 311 Call Center operators and supervisors need to be dedicated licenses.

If the Respondent would like to offer an alternative licensing model that they believe is financially beneficial to the City, they are welcome to submit that model in addition to the user licensing model requested above.

### Interfaces and Integration

#### Software Integration

The software must be able to integrate with City systems, including but not limited to:

* Active Directory
* ESRI GIS
* Infor EAM
* Hansen
* Banner
* FileNet
* Field Force Manager
* Oracle Business Intelligence Enterprise Edition
* Adaptive Enterprise Solutions
* Socrata
* Outlook

Detail on each of these systems is provided in [Section 2.2.3 – System Interfaces and Integration](#_System_Interfaces_and) below.

#### Telephony

The City has no plans to replace the telephony in the 311 Center. The CRM solution must work within the context of the current telecommunications technology. The following is information regarding the existing telephony system:

* Telecom system name - Vesta
* Software version number - 3.0 (SP3)
* Hardware version - M5316
* Projected hardware and software version number - M5316, Vesta 4.0
* Vendor responsible for maintaining the system - AT&T

### Maintenance and Support

The City is exclusively interested in implementing a SaaS solution. Maintenance and support shall be provided through the subscription agreement between the Selected Respondent and the City. The maintenance agreement will not commence until the application has been placed in production and accepted by the City in writing. The maintenance agreement must provide ongoing system support and maintenance, including upgrades, bug fixes, and patches, and other technical support necessary for City staff to operate the solution, including help desk support on general system use, configuration settings, reporting, etc.

#### Software/System Documentation

The Selected Respondent will provide detailed system and user documentation to City staff responsible for the operation and support of the system. The Selected Respondent shall provide digital, searchable technical and user manuals to the City. Additionally, the Selected Respondent will also provide the City with complete digital, searchable system implementation documentation concerning installation, configuration, testing, interfaces, and data conversion. The Selected Respondent shall also provide PDF copies of all documentation listed above and unlimited downloads to updated copies.

The Selected Respondent shall provide, in a timely manner, system documents that describe all software in sufficient technical and functional detail, so that this information can be used by City personnel to maintain the system and resolve identified problems.

#### Performance Standards

The system will be expected to meet performance standards that will be defined in the final contract. Respondent should provide documentation of their standard Service Level Agreements (“SLAs”) as part of their response.

In the event the Selected Respondent does not meet the contractual performance requirements, the Selected Respondent will pay the City of Chicago damages. The liquidated damages for failing to adhere to defined SLAs may be defined during contract negotiations.

## Implementation Services

The City requests all necessary implementation services to provide a CRM system that meets the City’s needs. Many of the required services the City wants go beyond what a “typical” CRM implementation involves. The City will not be satisfied with a standard, out of the box CRM implementation. The City needs to tap into the management consulting expertise of the Selected Respondent to deliver on the vision articulated in [Section 1](#_General_Invitation_and).

This section outlines the City’s parameters and expectations around these implementation services and is in no way meant to delineate all of the tasks expected to complete the implementation. Respondents should consider all factors when developing their approach, implementation plan, and cost proposal. Specific detailed examples that include a coherent methodology for aligning these services with the CRM software deployment is a critical success factor. The City places a value on the delivery of these services.

### Phased Implementation

Due to the volume of service requests and types, the size of the City as an organization, and the complexity within the departments, the City believes a phased approach to implementation is most appropriate. The City has identified the following three phases:

* **Phase 1 (Pilot)** – 311 City Services and the Department of Water Management have been identified as the pilot departments. In 2012, they had 253,957 service requests (approximately 15% of the annual volume) covering 85 service request type codes.
* **Phase 2 (Foundational Departments)** – After the pilot is concluded, the following departments will have their service requests configured and will transition to the new system:
  + Department of Buildings
  + Department of Family and Support Services
  + Department of Transportation
  + Department of Streets & Sanitation

The call center and Foundational Departments represent, based on 2012 data, 87% of all incoming service requests and 60% of the service request type codes.

* **Phase 3 (Remaining Departments)** – All service requests covering the remaining 25 departments will be transitioned in Phase 3. Refer to [Exhibit 7 – Service Request Volume](#_Exhibit_7_–) for the list that includes the remaining departments.

The City’s goal is to minimize the amount of time that two systems are operating concurrently and ideally avoid this completely.

The City appreciates the Respondent’s experience with organizations of similar size and scope and is open to other recommended approaches. The City is open to recommended alternatives based on Respondent’s experience and knowledge gained from past CRM implementations.

### Strategic Planning, Business Analysis, and Related Services

#### Strategic Planning

The Selected Respondent will work with the City to develop a transformative strategy to stay ahead of the residents’ demands for technology, convenience, service expectations, and relationship building. This strategy must break down the departmental silos that exist and create synergies with work order management tools that are being deployed. In addition, the strategy must support the launch of an integrated social media and mobile platform that will accompany the CRM deployment.

The Selected Respondent will work with the City to identify bi-directional channels to collect and process feedback and to develop tactics to utilize to build “common ground” with residents. Whether residents prefer using mobile, phone, text, tweet, or web self-service/email, they can submit their ideas, questions, requests, suggestions, and feedback through any channel and know that the City is listening and will respond. As the reliance on digital channels grows, the City needs to ensure consistent service delivery across all communications channels and strive towards multi-channel service consistency. To enable this objective, it is critical for the Selected Respondent to integrate customer service processes and data, so that City staff work with the most comprehensive and updated resident view, regardless of which channel they use.

#### Education and Outreach

Another key component of the Mayor’s vision is developing the education and outreach strategy to drive adoption of this initiative. The City values an innovative approach to educating their residents and requires the Selected Respondent to develop an education and outreach campaign and a method and means to measure the effectiveness of the education and outreach campaign. This will include specific steps and tactics to collect, measure, and monitor resident satisfaction with the new CRM solution, and a plan to leverage this information to update, if applicable, the outreach strategy.

Ultimately, the City wants a 360-degree view of the resident while ensuring that all relevant privacy and security guidelines are followed. The City believes that by understanding more about the unique needs of their residents, they will be able to provide an elevated level of service by anticipating resident needs instead of merely reacting to them.

The City is receptive to trying new ideas as evidenced by City sponsorship of hackathons, crowdsourcing/crowdfunding, hosting an “unconference,” or coordinating “meet-ups.” As the City desires using a multi-channel approach to process residents’ inquiries, they are interested in understanding Respondent’s approach to leveraging similar tools from an outreach perspective.

#### Service Request Type Analysis

Over time, the City has added, modified, and deleted type codes. There are more than 600 distinct type codes, 502 of which were used in 2012. For more details on the City’s service request volume, see [Exhibit 7 – Service Request Volume](#_Exhibit_7_–). As the current system has evolved, there has not been a systematic analysis of type codes and business processes. The Selected Respondent will engage all in-scope departments in a systemic review and rationalization of type codes to eliminate redundancy and improve operations.

All service request types will require analysis and some level of redesign of their business processes for intake, transferring, updating, and closing service requests. Any place where an end user interfaces with the system should be analyzed and processes to track work updated, including scripted questions for each service type.

#### Service Request Fulfillment and City SLAs

Analysis and redesign of processes for fulfillment of these service requests is outside of the scope of this project. This work will be accomplished as part of another initiative. Analysis and redesign of the City’s SLAs for service types are outside of the scope of this project.

#### Duplicate Detection

Accurate duplicate detection and creating relationships among service requests is critical functionality for the City. Different service types have different duplication variables. The Selected Respondent will need to work with City subject matter experts to define the most appropriate duplication detection algorithms for high volume request types. Respondent should estimate that there will be somewhere between 5 and 10 different duplicate detection algorithms.

#### City GIS

There are many GIS layers that the City has identified as being useful for identifying the appropriate service request type, pin-pointing the exact location for a service request, providing information for resident status reports, and providing useful information to work crews for more efficient fulfillment. As a sample, the list of layers may include:

* Sister agency properties
* Electrical circuits/grids atlas
* Building parcel information
* Sewer atlas
* Water atlas
* ComEd outages
* Peoples Gas outages
* Permit locations and dates (to see where there are active CDOT, DWM, ComEd, Peoples Gas, permits are active)
* Block ID
* WindyGrid
* Active CDOT, Water, and Sewer construction projects
* Contractor’s maintenance
* Global Grid

Not every layer is appropriate or necessary for all service types. The Selected Respondent will be expected to work with subject matter experts to determine what layers should be turned on and off for various service types and/inquiries in order to facilitate effective intake and fulfillment.

#### Knowledge Base Design, Organization, and Implementation

The City’s current CRM system does not include a knowledge base system. The Selected Respondent will work with City subject matter experts to design, organize, and implement the solution’s knowledge base.

The City intends to develop two separate knowledge base views: resident-facing and internal (City-use) only. While the content may be substantially identical, it is critical that the two separate views of the knowledge base be developed and maintained.

The Selected Respondent will work with identified City staff to develop policies, procedures, and protocol for maintaining the knowledge base after implementation.

#### Scripting

Currently the City’s 311 agents have very limited call scripting capabilities that are utilized when processing incoming resident requests. The Selected Respondent will develop detailed call scripting to provide a consistent, uniform experience to callers as the 311 Call Center is the primary channel residents currently use to communicate with the City.

#### Custom Reporting

The City anticipates the need for some level of custom reporting. The City has invested in building a data warehouse to provide data through the City’s business intelligence solution—Oracle Business Intelligence Enterprise Edition (OBIEE). The City has deployed data marts using custom star schemas and “off-the-shelf” data marts. The selected respondents will be expected to provide a data mart solution to support custom reports not available within the application’s reporting system.

### System Interfaces and Integration

The Selected Respondent will be responsible for building integrations with the following incumbent City applications.

| **#** | **Application** | **Application Type** | **Vendor** | **Department** | **Directionality** |
| --- | --- | --- | --- | --- | --- |
| 1 | Esri ArcGIS | Mapping | ESRI | City-Wide | Into CRM only |
| 2 | Infor EAM (formerly Datastream) | Work Order Management | Infor | DWM | Bi-directional |
| 3 | Hansen | Permitting and Work Order Management | Infor | DOB, CDOT, S&S | Bi-directional |
| 4 | Banner | Water Billing | Ventex | DWM | Bi-directional |
| 5 | FileNet | Enterprise Content Management | IBM | City-Wide | Bi-directional |
| 6 | DWM GIS | Mapping | ESRI | DWM, CDOT | Into CRM only |
| 7 | Field Force Manager | GPS | Xora | City-Wide | Bi-directional |
| 8 | OBIEE | Business Intelligence | Oracle | City-Wide | Into OBIEE only |
| 9 | Adaptive Enterprise Solutions | Enterprise Case Management | Adsystech | DFSS | Bi-directional |
| 10 | Socrata Open Data Portal | Data Portal | Socrata | City-Wide | Into Socrata only |
| 11 | Outlook | Email and Calendar | Microsoft | City-Wide | Into Outlook only |
| 12 | Active Directory | Directory Service | Microsoft | City-Wide | Bi-directional |

Currently service requests are sent to Infor EAM (formerly Datastream) and Hansen work order systems, locked during fulfillment, and then closed when the work is complete. The Selected Respondent will work with subject matter experts to determine what data and at what points in the fulfillment process data should pass back into the CRM System in order to optimize resident satisfaction and operational efficiency.

### Configuration, Testing, and Acceptance

The Respondent will be required to detail for the City the potential configuration options that are available to meet the requirements.

The Respondent will be required to produce a configuration document as a project deliverable prior to the system’s final configuration.

The Respondent will be required to configure all necessary proposed functionality for the City and is expected to work closely with the City’s functional experts to finalize the configurations and transfer knowledge.

The Respondent will be required to provide a testing strategy and plan (including scripts) as a project deliverable to the City. The final testing plan will be signed off by the City prior to the execution of tests.

The Respondent should provide four system environments: development/configuration, testing, training, and production.

The Selected Respondent will work with the City to ensure that at the time of cutover, the system is functioning with performance superior to that of the current CRM system.

### Training and Knowledge Transfer

#### Training Plan

The Selected Respondent shall provide the City with a comprehensive training program that includes instructor-led training to facilitate successful implementation and knowledge transfer of the proposed CRM solution. The City is interested in training services that use employee time efficiently and effectively transfers practical knowledge about the use of the new CRM solution. The Respondent shall propose an approach that includes significant opportunity for knowledge transfer throughout implementation and enhanced system understanding by the use and development of “in-house trainers.”

##### Train-the-Trainer Training Plan

In addition to the instructor-led training program, please provide a comprehensive training program that leverages a train-the trainer methodology for comparative purposes.

#### Instructor-Led Training

The Selected Respondent shall provide thorough training in each of the following areas for the designated number of people. Respondent shall specify duration for each of these training sessions.

##### End-User Training (630 in the Foundational Departments, 75 call takers and supervisors in the 311 Call Center and 200 in other departments)

Each department or business unit will rely on end users to work directly with the system each day. To ensure that end users are qualified to use the proposed solution, the Selected Respondent shall develop on-site training classes during which an instructor shall use software and training guides to teach end users how to use the solution, including, at a minimum:

* Creating, modifying, and canceling a service request
* Accepting and routing a service request to the appropriate personnel
* Resolving a service request
* Querying service request status
* Accessing the knowledge base
* Creating and modifying queries and reports

##### Super User Training (20 in Foundational Departments and 25 in other departments)

Each department or business unit will need staff capable of performing day-to-day administrative tasks. These Super Users will not be called upon to perform enterprise-wide tasks, but will oversee many aspects of their department’s implementation and continuing support. At a minimum, the Selected Respondent shall ensure that these Super Users are proficient in each of the following:

* Service request configuration
* Scripting and workflow configurations
* Report creation and dashboard configuration
* Knowledge base maintenance

##### SLAs, Reporting, and Analytics (up to 100 managerial staff City-wide)

The new system will offer opportunities for operational management and improvement previously not available to the City. Management staff will need to understand how to effectively leverage this capacity. Training should cover:

* How to set appropriate and effective SLAs in the solution;
* Measurement and monitoring adherence to SLAs
* Standard management reports
* Custom report creation in OBIEE
* Dashboard creation and maintenance

##### Knowledge Base Design and Implementation Training (up to 50 staff City-wide)

The City has not used a formal knowledge base system. 311 City Services and departmental staff will be responsible for designing and maintaining the knowledge base. These staff will need an understanding of best-practice methodologies for knowledge base design and maintenance to ensure that the system is built and maintained effectively.

##### Functional System Administrator Training (up to 5)

Above the level of Super User, a group of individuals will be responsible for system administration, configuration, and security management for the enterprise as a whole. In addition to proficiency at the Super User level, they will need to know:

* User and group management
* Permissions and security management
* Enterprise-wide configuration settings
* Data backups
* Method for copying configuration settings and data across environments (i.e., Production to Training)

##### Train-the-Trainer Training (up to 10 staff City-wide)

The City will be responsible for training new hires and new business units that adopt the CRM solution after the initial go-live. The Selected Respondent shall conduct on-site training classes for in-house training staff who will lead, facilitate, and deliver the instructor-led portions of the training on the CRM system. This training shall include the trainer’s role and responsibilities, the planning and teaching process, CRM system knowledge, and exams that will test learning. This course will provide City personnel with all of the required tools, templates, etc. to deliver the training to their colleagues. The City would consider using these trainers in tandem with Respondent trainers for the end-user training outlined above. City trainers must be proficient by the end of the initial end-user training.

##### Customer Service Training (70 Call Center Operators (Optional))

The implementation of a new system provides a good opportunity for refresher training in customer service. The Respondent will offer an advanced course in call center customer service for all call center operators.

#### Other Training Considerations

Training should be conducted in the City environment using City data, configuration settings, terminology, business processes, and scenarios. This training should be provided on a just in time basis to minimize knowledge loss from the date of training until go live. 311 Call Center operators and some departmental field crews work 24/7. The training plan must take into account shift work.

Supplemental training and help tools should include:

* Online content
* Video instruction
* Interactive classes

End-user training will be focused on functional positions and workflow processes. All personnel comprising a specific functional position in a department will be trained on the system’s use specific to their needs.

The Respondent’s training shall include evaluation of trainees to ensure that they have learned the course content and can perform all necessary functions on the system. The Respondent shall notify the City of any employees that fail this evaluation, and provide them additional training as required. The Respondent shall repeat a training session at no additional cost to the City if a majority of the trainees have not attained the skills from the training session or fail the evaluation at the end of the training.

The Respondent shall provide trainees with workbooks, training aids, and online functional or technical system manuals prior to or during the training session at no additional cost.

The Respondent shall provide a detailed outline of each training session’s objectives and content at least 2 weeks prior to the training session for the City for review.

The Respondent shall provide trained and experienced instructor(s) and ensure that they do not perform other duties during the training period that will interfere with instruction. Instructors will provide a survey to trainees to evaluate presentation and course materials for effective feedback to the City.

### Data Migration

The City has more than fourteen years of historical CSR data. As part of the City’s data warehouse initiative, the City will migrate all of the historical CSR data into the warehouse.

At a minimum, all service requests created in the 12 months prior to cutover and all open service requests must be brought in and housed in the CRM solution for trending and reporting purposes. The proposed solution must provide a process to migrate components of existing historical data from the current applications into the proposed solution. The data will be provided to the Selected Respondent in the form of a CSV or XML file.

Call Center staff members rely heavily on a phone directory of outside agencies and City departments and staff to resolve information request calls. For more than half of the general inquiry calls, the call taker either provides a phone number or transfers the call. The City will need to import this directory into the new CRM knowledge base and potentially interface with the City directory application.

The phone directory will need to have two levels of access – one for public phone numbers and one for private phone numbers.

To enhance the customer experience and promote the use of mobile and web channels, the City would like to migrate customer profile information from the water billing and City sticker application databases. This data would be used to populate preliminary CSR accounts for residents to facilitate account set up and promote resident adoption.

The migration shall include programmatic data cleansing and transformation to ensure accurate reporting from the new system. The migration plan shall ensure a smooth and efficient transition from the City’s current system to the new CRM solution with minimal disruption to operations.

The sources of the data that need to be migrated into the selected CRM solution include, but are not limited to:

| **Data Source** | **Description of Data** |
| --- | --- |
| Motorola CSR System | 1 year and all open service requests |
| In-House Custom Database | Phone Directory |
| Banner | Customer Profiles |
| City Sticker Application | Customer Profiles |

### 311 Web Portal Implementation

At the core of this CRM deployment will be the design of a state of the art resident web portal. The CRM software will be an important tool in the development of the portal, but the City wants the portal to be more than an information and service request repository. The portal must play a role in providing the residents with collaboration tools that allow them to not only interact with the City, but with each other. The portal should act as a one-stop-shop for resident inquiries and to conduct transactions with the City. The portal must also provide the City with data that supports the City’s open data initiatives. As part of this effort, the City, working with the Smart Chicago Collaborative, will conduct focus groups with various groups of residents to collect their feedback.

The Respondent must incorporate the current City website design standards into the new web portal. A copy of the [City Hardware and Software Standards document](http://www.cityofchicago.org/city/en/depts/doit/supp_info/hardware_softwarestandards.html) is available on the City’s website.

#### ADA Compliance

The 311 web portal must be compliant with Section 508 of the American with Disabilities Act. The Respondent must submit a Voluntary Product Accessibility Template ("VPAT") for their product(s) as part of their response.

The proposed software solution should be developed in line with W3C's Web Content Accessibility Guidelines, industry technical standards for web content and applications.

For additional details on the components and functionality of this portal, please review Section 2.00 (Resident Self-Service) in [Exhibit 1 – Functional and Technical Requirements](#_Appendix_A_–_1).

### Social Media Integration

The City would like the Selected Respondent to build applications for:

* CHI TEXT (the City’s existing 311 texting application)
* Facebook
* Twitter

The API for these items will be provided by the City.

### Change Management

Employees have been using existing processes for many years. The City understands the importance of change management services to the successful implementation of the CRM solution. The City intends to select a vendor to deliver these services under a separate procurement. While change management services are outside the scope of this procurement, the Selected Respondent will be required to work closely with the City’s change management vendor to ensure systemic adoption of the new solution.

# General Information and Guidelines

## Respondent Organization and Related Requirements

The Services contemplated are professional in nature. The Selected Respondent, acting as an individual, partnership, corporation, or other legal entity, must be of professional status, licensed to perform in the State of Illinois, licensed for all applicable professional discipline(s) requiring licensing, and governed by professional ethics in its relationship to the City. All reports, information, or data prepared or assembled by the Selected Respondent under a contract awarded pursuant to this RFP are confidential in nature and will not be made available to any individual or organization, except the City, without the prior written approval of the City. Any contract resulting from this RFP document will contain a provision requiring confidentiality on the part of the Selected Respondent.

The Respondent must be financially solvent and each of its members if a joint venture and its employees, agents, and subcontractors of any tier must be competent to perform the Services required under this RFP document.

## Communications between the City of Chicago and Respondents

### Submission of Questions or Request for Clarifications

Respondents must communicate only with the Department of Procurement Services (“DPS”). All questions or requests for clarification must be submitted to Charlita Fain via email to [charlita.fain@cityofchicago.org](mailto:charlita.fain@cityofchicago.org) utilizing the appropriate [Clarifying Questions Template](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html). The subject line of the email must clearly indicate the RFP specification number.

All scope related questions and requests for clarification must be received no later than 4:00 p.m. Central Time, Tuesday, September 24, 2013. All questions and requests for clarification must be submitted using the [Clarifying Questions Template](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html) available on the DPS website. No telephone calls or e-mails will be accepted after this date, unless the questions are general in nature.

### Downloadable RFP Documents and Other Information

Respondents may download the RFP in PDF format, Exhibit 1 in Microsoft Excel format, Exhibit 2 in Microsoft Word format, and any future addenda from the City’s DPS website at the following URL address: [www.cityofchicago.org/bids](http://www.cityofchicago.org/bids).

**Paper copies will not be provided.**  This is a technology RFP and the City expects Respondents to have full access to technology. The City also intends to cut its costs while adhering to environmentally conscious practices; therefore, the City will not provide hardcopies of this RFP or clarifications and/or addenda.

After downloading the RFP, the Respondent must contact the Bid & Bond Room by emailing the Respondent’s electronic business card or contact information to [bidandbond@cityofchicago.org](mailto:bidandbond@cityofchicago.org) referencing Specification No. 119440. Submission of electronic contact information will enable Respondents to receive any future clarifications and/or addenda related to this RFP.

The City accepts no responsibility for the timely delivery of materials or for alerting the Respondent on posting to the DPS website information related to this RFP.

Under no circumstances shall failure to obtain clarifications and/or addenda relieve a Respondent from being bound by any additional terms and conditions in the clarifications and/or addenda, or from considering additional information contained therein in preparing a Proposal. Furthermore, failure to obtain any clarification and/or addendum shall not be valid grounds for a protest against award(s) made under this RFP.

### Non-Mandatory Pre-Proposal and MBE/WBE Networking Session

The City will hold a Pre-Proposal Conference at Department of Procurement Services, 121 N. LaSalle Street, City Hall, Room 1103, Chicago, Illinois 60602 at 10:00 a.m. Central Time on Friday, September 20, 2013. All parties interested in responding to this RFP are urged to attend in person. The City will answer questions and clarify the terms of the RFP at the Pre-Proposal Conference. You are encouraged to send questions one week prior to the conference. The City may respond both to questions raised on the day of the conference and to questions emailed prior to the conference. Also, to facilitate MBE/WBE compliance, there will be a networking session held immediately after the Pre-Proposal Conference to foster relationships between certified MBE and WBE firms and non-certified potential Respondents. Anything stated at this Pre-Proposal Conference is not intended to change the solicitation document. Any official changes will be in writing in the form of an addendum issued by the Department of Procurement Services.

## Deadline and Procedures for Submitting Proposals

To be assured of consideration, Proposals must be received by the City of Chicago in the City’s Bid & Bond Room (Room 301, City Hall) no later than 4:00 p.m. Central Time on Friday, November 8, 2013. The Bid & Bond Room can be reached at telephone number (312) 744-9773.

The City may, but is not required to accept proposals that are not received by the date and time set forth in this RFP. Only the Chief Procurement Officer is empowered to determine whether to accept or return late Proposals. No additional or missing documents will be accepted after the due date and time, except as may be requested by the Chief Procurement Officer.

Failure by a messenger delivery service or printing service to meet the deadline will not excuse the Respondent from the deadline requirement. Hand-carried Proposals must be placed in the depository located in the Bid & Bond Room located in Room 301, City Hall. The time of the receipt of all Proposals to this RFP will be determined solely by the clock located in the Bid & Bond Room in City Hall. It is the Respondent’s sole responsibility to ensure that the Proposal is received as required.

Proposals must be delivered to the following address:

**Jamie L. Rhee, Chief Procurement Officer**

City of Chicago

Department of Procurement Services

Bid & Bond Room

Room 301, City Hall

121 North LaSalle Street

Chicago, Illinois 60602

**Attention: Charlita Fain, Assistant Procurement Officer**

The Respondent must submit one (1) hardcopy original Proposal and seven (7) electronic copies of the Proposal in Portable Document Format (“PDF”) on CDs or flash drives. **Respondent must also submit one (1) hardcopy original Cost Proposal and one (1) electronic copy of the Cost Proposal in a separate, sealed envelope. The electronic copy of the Cost Proposal should be in both Excel and PDF format.** The original documents must be clearly marked as “ORIGINAL,” and must bear the original signature of the Respondent’s authorized signatory that can bind their organization to all commitments outlined in the Proposal on all documents requiring a signature. The Respondent must enclose all documents in sealed envelopes or boxes.

The outside of each sealed envelope or package must be labeled as follows:

Proposal Enclosed

Request for Proposals (RFP) for: CRM Modernization Solution

Specification No.: 119440

Due: 4:00 P.M., Friday, November 8, 2013

Submitted by: (Name of Respondent)

Package \_\_\_ of \_\_\_

The City’s opening of the Respondent’s sealed envelope(s) or package(s) containing a Proposal shall neither be deemed nor constitute acceptance by the City of the Respondent’s Proposal. The City reserves the right to open and inspect all such sealed envelope(s) or package(s), regardless if the same were submitted by the due date and time specified herein, for any purpose, including without limitation, determining the particular RFP to which the Respondent has responded, determining if a Proposal was submitted by the date and time specified in this RFP, and determining a Respondent’s return address.

## Procurement Timetable

The timetable for the RFP solicitation process is summarized below. Note that these are target dates and are subject to change at the discretion of the City.

|  |  |
| --- | --- |
| **Key Activity** | **Target Date** |
| City Issues RFP | September 12, 2013 |
| Non-Mandatory Pre-Proposal Conference | September 20, 2013 |
| Proposal Questions Due | September 24, 2013 |
| Answers to Questions Issued | October 15, 2013 |
| Proposals Due | November 8, 2013 |

## Term of Contract and Exceptions

The City anticipates a five year initial agreement term with up to three, three-year options exercisable at the City’s sole option. A copy of a sample City of Chicago Professional Services Agreement is included in [Exhibit 5 – Sample Professional Services Agreement](#_Exhibit_5_–). The City may from time to time revise its terms and conditions. Respondents must identify any objections to this Agreement in their response to this RFP.

## Partnering

This subsection is meant to help clarify questions regarding prime and subcontractor partnering. There are no limits on firms partnering to prepare proposals to meet the requirements in this RFP or on the number of proposals in which firms can participate. For example:

* A firm that is acting as prime contractor may submit multiple responses as a prime contractor utilizing different subcontractors and/or software solutions.
* A firm acting as a prime contractor on one Proposal may act as a subcontractor on another Proposal.
* A firm may be listed as a subcontractor on more than one Proposal.
* A single software product may be proposed on multiple Proposals.

The Proposal must clearly indicate the name of the prime contractor and all proposed subcontractors.

## RFP Information Resources

Respondents are solely responsible for acquiring the necessary information or materials to prepare their Proposal in response to this RFP. Information for preparing a response to this RFP can be located on the City’s website as follows:

* 1. [City’s Procurement Site](http://www.cityofchicago.org/Procurement)
  2. Pre-Bid/Proposal Conference Attendees
  3. Addenda and Exhibits, if any
  4. All forms and information required to submit a Proposal in response to this RFP including:
  + [City of Chicago M/WBE Special Conditions](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html)
  + [M/WBE Assist Agency List](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html)
  + All Required Forms including Schedules C and D
  1. Search [MBE/WBE Directory Database](https://chicago.mwdbe.com/FrontEnd/VendorSearchPublic.asp?TN=chicago)
  2. Technology Standards
  3. [City Hardware and Software Standards](http://www.cityofchicago.org/city/en/depts/doit/supp_info/hardware_softwarestandards.html)
  4. [City GIS Technology, Platform and Environment](http://www.cityofchicago.org/gis)
  5. [City Information Security Policy](http://www.cityofchicago.org/content/dam/city/depts/doit/supp_info/InformationSecurityPolicyv50Accessible.pdf)\*
  6. [City Confidentiality and Use Policy](http://www.cityofchicago.org/dam/city/depts/doit/supp_info/ConfidentialityandAcceptableUsePolicyV50Accessible.pdf)
  7. [Illinois Local Records Act](http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=699&ChapterID=11)

\* [Exhibit 9](#_Exhibit_9_–) includes the City’s new Information Security Policies that will be in effect prior to the proposal due date. The Selected Respondent will be required to abide by the City’s Information Security Polies, the Data Protection Policy with Contractors contained in [Exhibit 8](#_Exhibit_8_–), and other City policies, and laws, rules and regulations that apply with respect to the nature of the various types of data transmitted to and stored by the selected respondent’s solution.

NOTE: To prevent Internet Explorer compatibility issues with Word and Excel files, please right-click on these types of files (Clarifying Questions Template and MBE/WBE Waiver Document) and select “save target as” before saving to your local drive.

## Transparency Website: Trade Secrets

Consistent with the City's practice of making available all information submitted in response to a public procurement, all bids, any information and documentation contained therein, any additional information or documentation submitted to the City as part of this solicitation, and any information or documentation presented to City as part of negotiation of a contract or other agreement may be made publicly available through the City's Internet website.

However, Respondents may designate those portions of the Proposal which contain trade secrets or other proprietary data ("Data") which Respondents desires remain confidential.

To designate portions of the Proposal as confidential, Respondent must:

A. Mark the cover page as follows: "This Proposal includes trade secrets or other proprietary data.”

B. Mark each sheet or Data to be restricted with the following legend: "Confidential: Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this bid."

C. Provide a CD-ROM with a redacted copy of the entire Proposal or submission in .pdf format for posting on the City's website.  Respondent is responsible for properly and adequately redacting any Data which Respondent desires remain confidential.  If entire pages or sections are removed, they must be represented by a page indicating that the page or section has been redacted.  Failure to provide a CD-ROM with a redacted copy may result in the posting of an un-redacted copy.

Indiscriminate labeling of material as "Confidential" may be grounds for deeming a Proposal as non-responsive.

All Proposals submitted to the City are subject to the Freedom of Information Act. The City will make the final determination as to whether information, even if marked "confidential," will be disclosed pursuant to a request under the Freedom of Information act or valid subpoena. Respondent agrees not to pursue any cause of action against the City with regard to disclosure of information.

# Proposal Requirements

Respondents are advised to adhere to the submittal requirements of the RFP. Failure to comply with the instructions in this RFP may be cause for rejection of the non-compliant Proposal. Respondent must provide information in the appropriate areas of their Proposal that are outlined throughout this RFP. Submission of a Proposal in response to this RFP constitutes acceptance of all requirements outlined in this RFP. By submitting a response to this RFP, Respondent acknowledges that if its Proposal is accepted by the City, its Proposal and related submittals may become part of the contract.

If Respondent proposes alternative technical solutions for the City’s consideration in response to this RFP, then the Respondent must submit separate and complete proposals for each such proposed alternative solution. Please note that the City is only interested in a SaaS solution.

## Required Proposal Format

Respondent must submit one (1) hardcopy original Proposal and seven (7) electronic copies of the Proposal in PDF format on CDs or flash drives. **Respondent must also submit one (1) hardcopy original Cost Proposal and one (1) electronic copy of the Cost Proposal in a separate, sealed envelope. The electronic copy of the Cost Proposal should be in both Excel and PDF format.** The original documents must be clearly marked as “ORIGINAL,” and must bear the original signature of Respondent’s authorized signatory that can bind their organization to all commitments outlined in the Proposal on all documents requiring a signature. Respondent must enclose all documents in sealed envelopes or boxes.

Proposals must be prepared on 8 ½" X 11" letter size paper (preferably recycled), printed double-sided, and bound on the long side. The City encourages using reusable, recycled, recyclable, and chlorine free printed materials for bids, proposals, reports, and other documents prepared in connection with this solicitation. Expensive papers and bindings are discouraged, as no materials will be returned.

Sections should be separated by labeled tabs and organized in accordance with the subject matter sequence as set forth in Section 4.2 below. Each page of the Proposal must be numbered in a manner so as to be uniquely identified.

## Required Proposal Content

Respondents are advised to adhere to the submittal requirements of the RFP and in particular this section. The Proposal must include the information outlined in the following subsections. Please prepare your Proposal by using each heading in this section on required proposal content and in the same order as listed below. Failure to comply with the instructions of this RFP may be cause for rejection of the non-compliant Proposal.

While the City recognizes that Respondents provide costs in varying formats, compliance with the enclosed [Cost Proposal Form](#_Exhibit_4_–) is critical to facilitating equitable comparisons and failure to comply may result in rejection of the Proposal. In addition to the required [Cost Proposal Form](#_Exhibit_4_–), Respondent may submit alternative pricing models. In order to better align and compare proposals, the City reserves the right to request revised pricing from all Respondents.

### Cover Letter

Respondent must submit a cover letter signed by an authorized representative of Respondent committing Respondent to provide the software and services as described in this RFP in accordance with the terms and conditions of any contract awarded pursuant to the RFP process.

### Executive Summary

Respondent must provide an executive summary that addresses the various categories outlined in this subsection. Please note that these are meant to be summaries of the more detailed responses called for in the remainder of this [Required Proposal Content](#_Required_Proposal_Content) section.

#### Understanding and Proposed Solution and Implementation Services

Respondent should explain its understanding of the City's intent and objectives, describe its proposed solution, and explain how their proposed solution achieves those objectives. To help the City achieve its vision, Respondent must articulate the following in its Proposal:

* A strategy to keep up with customer demand for technology, convenience, service expectations, and relationship building
* An approach to how they can break down silos and create synergies with the public safety and departmental work order management tools that are being/will be deployed
* How they would support the launch of integrated social media and mobile applications
* How they would enhance enterprise-wide data sharing and the City’s Open Data/transparency initiatives
* An approach to empower residents with education and tools necessary to make the City’s bureaucracy work for them.
* How they can help the City achieve a 360-degree view of the resident while ensuring privacy and security guidelines are met
* Their approach for monitoring, measuring, and tracking resident satisfaction
* Their approach for engaging residents to build collaboration tools and touch point approaches that enhance the resident experience

In addition, Respondent shall discuss its approach to the following:

* Plan for implementing and supporting the proposed CRM system
* Proposed project timeline including milestones
* Approach to project management
* Strategies, tools and safeguards for ensuring project success
* Hardware and software considerations
* Training and knowledge transfer
* Ongoing maintenance and support
* Additional factors for the City's consideration

#### Team Overview

Provide a brief summary of the qualifications, experience, and background of the entities that comprise Respondent’s team and its Key Personnel (as herein defined) in performing the Services as detailed in [Section 2 – Scope of Services](#_Scope_of_Services);

#### Respondent Profile

Provide the following information about the Respondent:

* Respondent’s legal name
* Number of years Respondent has been in business
* Its headquarters address
* Its principal place of business
* Its legal form (i.e., corporation, joint venture, partnership)
* Names of its principals or partners
* Whether Respondent is authorized to do business in the State of Illinois.

#### Principal Contact

Indicate the name, address, email address, and telephone number of the principal contact for oral presentation or negotiations.

#### MBE/WBE Commitment

Summarize Respondent's commitment to comply with the MBE/WBE requirements as stated in the [Professional Services MBE & WBE Special Conditions](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html) available on the City’s website.

#### Exceptions

Provide a brief list of any major exceptions or objections to the terms and conditions in the [Sample Professional Services Agreement in Exhibit 5](#_Exhibit_5_–) that may become part of the City’s contract with the Selected Respondent.

#### Addenda Acknowledgement

Acknowledge receipt of Addenda issued by the City, if any.

### Proposed Solution

#### Software

The Respondent must present the specific products and versions that it is proposing. The response to this section must also outline the high level features and capabilities of the proposed application software and indicate whether the proposed functionality is native to the product or requires an integration with a third party software product.

Respondent shall provide in succinct narrative form, a description of the following software features:

* Modules included with a description of each module proposed
* Software licensing and deployment model
* Web-based technology
* Reporting and analysis tools
* Development and integration tool sets
* New version release schedule
* Audit trail and security capabilities
* Application architecture
* Documentation (identify specific elements of documentation that are available with the system, including system configuration and technical manuals (both online and hard copy), data element dictionary, online help, and testing scripts, etc.)

Describe what percentage of the desired functionality is met out of the box and what features are met through custom development. Describe your approach to configuration and if applicable, your approach to software development.

The Respondent should use this narrative response as an opportunity to convey their understanding of the City’s specific requirements and how their overall solution meets the City’s needs.

Please note that this narrative response will be compared to your response to similar items in the functional and technical requirements presented in [Exhibit 1 – Functional and Technical Requirements](#_Exhibit_1_–) and [Exhibit 2 – Interrogatories](#_Exhibit_2_–).

#### Hardware and Server Environments

The City has requested a SaaS solution. While the City is not responsible for the hardware and software necessary for the Respondent to provide and host the SaaS solution, there may be other hardware requirements necessary for the City to use the proposed solution. The Respondent must provide a detailed specification of any and all onsite hardware or software requirements, including servers, storage devices, handheld devices, operating systems, applications, and any other hardware or software components needed to operate, run, and use the proposed solution, if any. Please note that although the City requests that the Respondent specify all such hardware and software in its Proposal, the City reserves the right to purchase all such additional hardware and software. In addition, specify any hardware and software minimum specifications required for user devices by user group (e.g., system administrators, super users, end user, viewer, mobile device user, etc.).

Respondent must specify details on the minimum number of environments recommended to run the specified system and its backup strategy for the solution including:

1. Development/Configuration
2. Quality Assurance/Testing
3. Training
4. Production

#### Functional and Technical Requirements Matrices

The City’s detailed functional and technical requirements for the CRM solution are outlined in [Exhibit 1 – Functional and Technical Requirements](#_Appendix_A_–_1). The functional and technical requirements are the proposed functionality that the City desires. Respondent shall use the format provided and answer each requirement, adding explanatory details as necessary in the Comments field or in separately attached pages using the requirement number as a reference. The following answer key must be used when responding to each of the requirements.

|  |  |  |  |
| --- | --- | --- | --- |
| **Response to Functional and Technical Requirements** | | | |
| F | Provided Fully Functional out of the box or with configuration (no custom development) | TP | Third-party Software Required to fully provide the Requirement (Third-party Software must be proposed) |
| CU | Customization/Software Enhancement required to meet the Requirement | N | Not Included in this Proposal |

Respondent must use only one code per requirement. All requirement responses must be submitted in the format presented in the attached spreadsheets. The requirements responses submitted will become attached to the software license and implementation services agreement. Respondent is expected to provide a warranty for all positive responses (every response except "N").

Any requirement that is answered in any other way will be treated as an “N” response. For your convenience, the matrices have been included with this solicitation as a Microsoft Excel workbook. **Complete the matrix on each tab in the workbook**.

The functional and technical requirements represent functionality that is currently needed as well as functionality that is expected or is likely to be required in the future. All responses that are marked F, CU, or TP must be included in the scope of the Proposal and in the Cost Proposal. Furthermore, the module necessary to perform that functionality must be included in the scope and cost of the Proposal.

Respondent must provide estimated costs, if any, and the projected time to complete the customization for all requirement responses of "CU."

For requirement responses of “TP," the Respondent must indicate the third-party product that will be used to meet the requirement and include any additional costs in the Cost Proposal.

If a module is required for only a few functional requirements and it is not cost-effective to include in the proposal, the Respondent should mark the requirement as "N" and indicate accordingly in the comments field that this module is available, but not being included in the Proposal. The Respondent should list the price of adding such module(s) in the Cost Proposal as an optional item so the City can properly evaluate the full cost of selecting a Respondent, should the City decide to add the optional module.

If functionality is currently not available, but expected to be available in a future version of the software, the expected release date should be noted in the Comments column.

#### Interrogatives

Respondent shall provide a full and complete response to each question in [Exhibit 2 – Interrogatories](#_Appendix_C_–). Respondent should reiterate each question in their response. For Respondent convenience, the interrogatives are included with this solicitation as a Microsoft Word file.

#### Additional Functionality

Respondent shall include a description of any products and features or other value-added components available in the proposed solution that have not been specifically requested in this RFP, but that may be of benefit to the City and the residents that it serves.

#### Third Party Products

Respondent shall outline any and all third party products that the City of Chicago must procure in order to operate, run, or use the proposed solution that are not included in the Respondent’s Cost Proposal.

### Implementation Services and Approach

Respondent must describe its approach to providing the implementation and other related services outlined in [Section 2 – Scope of Services](#_Scope_of_Services). Respondent is to provide a concise narrative response that explains exactly how the Respondent plans to meet the requirements list outlined in the subsections below. Where applicable, Respondent is encouraged to provide examples of how and where similar requirements are being met (or have been met previously) on other projects. Respondent should use illustrations, diagrams, and/or attach sample material in an appendix to provide additional clarity. The Respondent should use this narrative response as an opportunity to convey their understanding of the City’s specific requirements and how their overall approach and implementation services will meet the City’s needs.

#### Implementation Plan

Provide a comprehensive implementation plan that includes all of the implementation services listed in [Section 2 – Scope of Services](#_Scope_of_Services). Include a detailed project plan for this project indicating tasks, milestones, timelines, deliverables, and resources. Included in the implementation plan shall be a listing of the City of Chicago personnel that Respondent desires to support the implementation and what percentage of their time, on an FTE (Full Time Equivalent) basis by month, will be required. Please use the following table or other similar method to detail the requested information.



#### Project Management

The Respondent’s project manager will be responsible for managing and directing all project activities, risks, communications, and deliverables within the defined scope, timeline, quality standards, and budget. The Respondent’s Project Manager shall coordinate resources for the overall project team that includes both City and Respondent resources.

Describe in detail your approach to project management. How will you ensure that the project is completed on time and within budget? Describe your tools and methods for communication, issue and risk management, scope management, etc.

#### Training and Knowledge Transfer

Describe in detail your approach to training and knowledge transfer. Provide a brief overview of a training plan that addresses the training and knowledge transfer needs outlined in [Section 2.2.5 – Training and Knowledge Transfer](#_Training_and_Knowledge). For each type of instructor-led training, the overview should include an outline of the training, the required number of days and classes needed, a list of documentation and manuals that will be included (e.g., training manuals, training videos, online training materials, etc.), and suggested timing of the training.

#### Quality Assurance/Testing

Describe your approach to quality assurance and testing to ensure that all solution components and their configuration settings will meet the City’s needs from both a functionality and performance perspective. As part of this approach, clearly identify control tasks and testing required to validate that transitions of configuration settings and data from one environment to another (e.g., testing to production) will work properly. Describe your user acceptance testing (“UAT”) approval process and how testing results are to be documented.

#### Maintenance and Support

The Respondent shall submit its software maintenance and support plan, which must include the following components:

* Procedures to resolve critical system issues
* Emergency and 24/7 support options available
* Policy regarding future enhancements and upgrades
* Frequency of software updates and new software releases (i.e., patches and major revision levels) for the solution
* Anticipated life cycle of the software being proposed
* Availability of tiered support options to handle potential escalations
* A description of extended agreements if they are available
* Hourly cost for on-site support that may be required
* Description of periods of scheduled maintenance and system availability during such scheduled maintenance periods

The Respondent must include a copy of their annual maintenance agreement in the Proposal and provide guaranteed annual pricing for five (5) years and the maximum annual pricing for all of the option years.

If the Respondent offers multiple maintenance and support options, please describe the details involved with these options and identify which option you recommend for the City.

The Respondent shall detail the City’s information technology staff required to support the system in their Proposal. List the title/role of each individual needed to support the system along with the percentage of each person’s time that will need to be spent supporting the proposed solution.

#### Service Level Agreements

Provide documentation of proposed service levels and performance standards. This should include 24/7, 99.9% system availability and all other standard SLAs provided for the proposed solution and any and all help desk and support services proposed. For each SLA, identify how you triage and include response times.

### Professional Qualifications and Specialized Experience of Respondent and Project Team Members

#### Company Profiles

##### Respondent’s Team and Role of Each Team Member

Identify the companies that comprise Respondent’s team. Summarize the specific role and degree of involvement of each participant in Respondent’s team. If Respondent is a business entity that is comprised of more than one legal participant (e.g., Respondent is a general partnership, joint venture, etc.), then Respondent must identify or cause to be identified all participants involved, their respective ownership percentages, and summarize the role, degree of involvement, and experience of each participant separately.

##### Firm Overviews and Company Profile Information

Include a firm overview for each such firm, which should include the Respondent/prime contractor and all subcontractors, including MBE and WBE firms. If the Respondent is proposing software provided by another company in a reseller type relationship, then also include an overview of the software provider. The firm overview for each prime, subcontractor, and software provider shall include a completed copy of the Company Profile Form contained in [Exhibit 3](#_Exhibit_3_–) as well as any additional information, such as relevant project experience, that Respondent feels is relevant to assist the City in its evaluation of Respondent’s Proposal.

#### Company References

Respondent must describe their previous specialized experience on all recent CRM software implementation projects for both public and private sector organizations with more than 500,000 constituents that have commenced or been deployed within the last five years. Please use the Reference Form included in [Exhibit 3 – Company Profile and Reference Form](#_Exhibit_3_–) for each such reference. Experience will not be considered unless complete reference data is provided.

All client reference information must be supported and verified. Reference contacts must be aware that they are being used and agreeable to City interview and follow-up. The City may solicit from previous clients, including the City of Chicago, or any available sources, relevant information concerning Respondent’s record of past performance.

If Respondent proposes that major portions of the work will be performed by different team members (e.g., one entity provides the software and another entity performs implementation services), Respondent must provide at least three (3) references for each such team member, preferably from similar government entities related to contracts of similar scope and magnitude as described in this RFP. No more than one (1) of these references may be from previous or current contracts between such team member and the City.

#### Staffing Plan and Key Personnel

Respondent must provide a staffing plan and organizational chart that identifies team members (including subcontractors, suppliers and service providers), their relationship among each other, their roles and responsibilities, and the key individuals with primary responsibility for each area of the overall project. Respondent must also include City resources in the organizational chart.

Respondent must provide a summary of the key personnel who will be dedicated to provide the services described in this RFP. At a minimum, Respondent must identify the project manager, lead business analysts, training manager, integration lead, information architect, and GIS lead. For each person identified, describe the following information:

* their title and reporting responsibility
* their proposed role in this project, including the functions and tasks for which they will have prime responsibility (also indicate areas of secondary responsibility if appropriate)
* their pertinent areas of expertise and past experience (particularly for CRM implementation projects)
* location where they will provide the services (local or remote)
* resumes or corporate personnel profiles that describe their overall experience and expertise

#### Licenses and Certifications

Respondent must provide copies of appropriate licenses or certifications required of any individual or entity proposed to perform the services described in this RFP in the City of Chicago, County of Cook, and the State of Illinois, for itself, its partners, and its subcontractors, including evidence that Respondent is authorized by the Secretary of State to do business in the State of Illinois. Provide copies with the proposal submittal.

#### Capacity to Perform

Describe the capabilities of the Respondent to provide the proposed products and services for the City. This should include a discussion of any uncompleted projects and/or contractual commitments to other clients that will affect the Respondent’s or any of its team members’ ability to deliver the products and services outlined in this RFP or that will affect the dedicated resources committed to the project. Respondent should provide a summary of current and future client commitments and include details on completion dates. Identify the percentage of the services that will be performed utilizing your own workforce, equipment, and facilities and the percentage of the work that will be subcontracted.

### Cost Proposal (to be submitted in a separate, sealed envelope)

Respondent shall submit a detailed outline of all project costs, including software licensing (i.e., software licensing and maintenance, subscription services, implementation services, and any and all other costs. For ease of comparing costs between Respondents, Respondent’s Cost Proposal must be presented in the format provided in [Exhibit 4 – Cost Proposal Form](#_Exhibit_4_–). Respondent shall provide additional details as necessary to fully explain the cost proposal and will highlight any costs that do not fit cleanly into the Cost Proposal Form.

In addition, Respondent may propose an alternative pricing model for consideration. The City reserves the right to request revised pricing from all Respondents. The City reserves the right to negotiate a final fixed price and all terms and conditions with one or more Respondents.

All costs must be fixed and in writing. Costs must reflect all discounts and cost reductions based on multiple licenses/sites or other considerations. The City of Chicago anticipates awarding a Notice-to-Proceed under this RFP for a firm, fixed price for software and implementation services. Respondents must provide a detailed cost breakdown of all fee rates, costs, and expenses computed in the firm, fixed price to be charged to the City under Respondent's proposal.

Respondent shall also submit a total cost of ownership analysis over a period of five years. Respondent should document all assumptions used to calculate costs that would not be included in the contract between the Selected Respondent and the City resulting from this RFP.

### Minority and Women Business Enterprises Participation Plan and Commitment

#### MBE/WBE Participation Plan and Commitment

Respondent must describe its plan for MBE/WBE participation and commit to achieving the MBE participation goal of 25% and WBE participation goal of 5% for this RFP. Respondents are encouraged to provide more ambitious MBE/WBE plans if possible.

Software licensing, SaaS licensing subscriptions, ongoing maintenance and support, and other annual fees are exempt from MBE/WBE participation. Respondents may submit their MBE/WBE participation proposals for implementation and other professional services only.

#### MBE/WBE Forms and Letters of Certification

Respondent must submit a completed [Schedule D-1: Compliance Plan Regarding MBE/WBE Utilization, Affidavit of Prime Contractor](http://www.cityofchicago.org/content/dam/city/depts/dps/ContractAdministration/StandardFormsAgreements/SCHEDULE_D1_M_WBE_NonConstruction-1-.pdf) referencing the goals stated in this RFP. Respondent must also obtain a separate [Schedule C-1: Letter of Intent from MBE/WBE to Perform as a Subcontractor, Supplier or Consultant](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html) completed and signed by each proposed MBE and WBE firm describing the services to be provided. With each Letter of Intent form, Respondent should submit a current Letter of Certification issued by the City of Chicago. The proposed MBE or WBE firm must be certified by the City of Chicago at the time of Proposal submission. The City reserves the right to require Respondents to replace any proposed MBE or WBE that is not certified with the City of Chicago.

The percentage participation for each MBE and WBE firm on the individual [Schedule C-1: Letter of Intent from MBE/WBE to Perform as a Subcontractor, Supplier or Consultant](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html) should match the percentages for each MBE and WBE firm listed on the [Schedule D-1: Compliance Plan Regarding MBE/WBE Utilization, Affidavit of Prime Contractor](http://www.cityofchicago.org/content/dam/city/depts/dps/ContractAdministration/StandardFormsAgreements/SCHEDULE_D1_M_WBE_NonConstruction-1-.pdf). All forms submitted must have original signatures. Failure to submit these documents or submitting incomplete documents may result in Respondent being declared non-responsive and may result in the rejection of Respondent’s Proposal.

All forms required in this section are available at the [City’s website](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html).

In order to determine the best way to achieve and document MBE/WBE participation, Respondent should refer to the [Professional Services MBE and WBE Special Conditions](http://www.cityofchicago.org/city/en/depts/dps/provdrs/contract/svcs/forms_and_standardagreements.html) regarding Minority Business Enterprise Commitment and Women Business Enterprise Commitment. To locate MBE and WBE firms who are currently certified with the City of Chicago in various areas of specialty, you may search the City’s [MBE/WBE Directory Database](https://chicago.mwdbe.com/FrontEnd/VendorSearchPublic.asp?TN=chicago) on the City’s website.

### Financial Statements

Respondent should provide a copy of its audited financial statements for the last three years. Respondents that are comprised of more than one legal entity must include financial statements for each entity. The City reserves the right to accept or reject any financial documentation other than the financial statements requested by this section. If Respondent is not the provider of the software solution, then Respondent should also provide a copy of the audited financial statements of the software provider.

If Respondent is unable to provide audited financial statements, Respondent shall state the reasons in its Proposal and provide financial documentation in sufficient detail to enable the City to assess Respondent’s financial condition. Sufficient alternate documentation would be unaudited financial statements from those Respondents not required to have their financial statements audited. At a minimum, the statements need to be the balance sheets and income statements (or equivalent) for the requested three years. Assets/liabilities and income/expenses must be presented in adequate detail for the City to assess the financial condition of the Respondent.

### Economic Disclosure Statement and Affidavit (EDS)

Respondent must process an online [Economic Disclosure Statement and Affidavit](http://www.cityofchicago.org/city/en/depts/dps/provdrs/comp/svcs/economic_disclosurestatementseds.html). At the end of the process, the system will generate a one page certificate of filing. Respondent shall submit a copy of two documents with their proposal: (1) Certificate of Filing printed from the system and (2) hardcopy of the executed online EDS Acknowledgement form in lieu of hardcopy EDS forms.

If Respondent is a joint venture or partnership, attach a copy of the joint venture or partnership agreement signed by an authorized officer of each partner. Each partner must submit a separate EDS and one in the name of the joint venture or partnership.

Subcontractors may be asked, at the City’s discretion, to submit an EDS during the evaluation process.

### Respondent’s Corporate History, Business License, and Authority to do Business in Illinois

#### Respondent’s Corporate History

Respondent must provide a chronological history of all mergers and/or acquisitions (if any) involving the Respondent and each legal entity comprising Respondent, including all present and former subsidiaries or divisions and any material restructuring activities, if applicable. Include any such forthcoming actions, if such disclosure has already been made generally available to the public and is permitted by law.

If Respondent is not the provider of the software solution, then Respondent should also provide a corporate history for the software provider.

#### Business License/Authority to do Business in Illinois

Respondent must provide copies of appropriate licenses or certifications required of any individual or entity performing the services described in this RFP in the City of Chicago, State of Illinois, for itself, its partners and its subcontractors, including evidence that Respondent is authorized by the Secretary of State to do business in the State of Illinois. Provide copies with the Proposal submission.

These requirements will vary depending upon the circumstances of each Respondent. See the [Department of Business Affairs and Consumer Protection’s (BACP) website](http://www.cityofchicago.org/city/en/depts/bacp.html) for additional information.

If required by law, Respondents are required to have an Illinois Business License. See the State [of Illinois, Department of Business Services’ website](http://www.cyberdriveillinois.com/) for additional information.

Additionally, visit the [State of Illinois, Division of Professional Regulation’s website](http://www.idfpr.com/DPR) for information regarding the State of Illinois’ Professional Certifications.

### Legal Actions

Respondent must provide a list and a brief description of all material legal actions, together with any fines and penalties, for the past five years in which (a) Respondent or any division, subsidiary, or parent entity of Respondent, or (b) any member, partner, etc., of Respondent if Respondent is a business entity other than a corporation, has been:

* A debtor in bankruptcy; or
* A plaintiff or defendant in a legal action for deficient performance under a contract or violation of a statute or related to service reliability; or
* A respondent in an administrative action for deficient performance on a project or in violation of a statute or related to service reliability; or
* A defendant in any criminal action; or
* A named insured of an insurance policy for which the insured has paid a claim related to deficient performance under a contract or in violation of a statute or related to service reliability; or
* A principal of a bond for which a surety has provided contract performance or compensation to an obligee of the bond due to deficient performance under a contract or in violation if a statute or related to service reliability; or
* A defendant or respondent in a governmental inquiry or action regarding accuracy of preparation of financial statements or disclosure documents.

The City reserves the right to request similar legal action information from Respondent’s team members during the evaluation process.

### Insurance

Respondent is required to provide a statement on their company letterhead stating their agreement to meet all insurance requirements by the City in [Exhibit 6 – Insurance Requirements](#_Exhibit_6_–). Prior to contract award, the selected Respondent will be required to submit evidence of insurance in the appropriate amounts.

### Exceptions

Provide a list of any exceptions or objections to the terms and conditions in the [Sample Professional Services Agreement in Exhibit 5](#_Exhibit_5_–) that may become part of the City contract with the selected Respondent. The terms and conditions attached should not be construed as the sum total of the terms and conditions that will constitute the final contract. Furthermore, the City may make changes to the attached terms and conditions in its discretion. Respondent must identify any exceptions or objections to those terms and conditions in its Proposal. If Respondent does not list such exceptions or objections in its Proposal, the City will not entertain any such exceptions or objections on these provisions during contract negotiation.

# Proposal Evaluation

## Evaluation Process

An Evaluation Committee, which will include representatives of the Department of Innovation and Technology, 311 City Services, and the Department of Procurement Services and may include representatives of the Foundational Departments of the City (“Evaluation Committee” or “EC”) will review and evaluate the Proposals, as described below.

The RFP proposal evaluation process is organized into three phases:

* Phase I – Preliminary Proposal Assessment
* Phase II – Proposal Evaluation
* Phase III –Demonstrations and/or Oral Presentations

### Phase I – Preliminary Proposal Assessment

Phase I will involve an assessment of the Respondent’s compliance with and adherence to all submittal requirements requested in [Section 4 – Proposal Requirements](#_Proposal_Requirements). Proposals that are incomplete and/or missing key components necessary to fully evaluate the Proposal may, at the discretion of the EC, be declared non-responsive and may be rejected from further consideration. The City at its discretion may waive non-material omissions or provide an opportunity to cure.

### Phase II – Proposal Evaluation

In Phase II, the EC will evaluate the extent to which a Respondent’s proposal meets the project requirements set forth in the RFP. Phase II will include a detailed analysis of the Respondent’s proposed solution, qualifications, experience, approach and methods, cost proposal, and other factors based on the evaluation criteria outlined in [Section 5.2 – Evaluation Criteria](#_Evaluation_Criteria).

As part of the evaluation process, the EC will review the information required by [Section 4 – Proposal Requirements](#_Proposal_Requirements) for each Proposal received. The EC may also review any other information that is available to it, including, but not limited to, information gained by checking references and by investigating the Respondent’s financial condition.

The City reserves the right to seek clarification of any information that is submitted by any Respondent in any portion of its Proposal or to request additional information at any time during the evaluation process. Any material misrepresentation made by a Respondent may void the Proposal and eliminate the Respondent from further consideration.

The City reserves the right to enlist independent consulting services to assist with the evaluation of all or any portion of the Proposal responses as it deems necessary.

After the Evaluation Committee completes its review of Proposals in Phase II, it may submit to the Chief Information Officer a recommended short list of Respondents (Phase III), or the EC may forego Phase III and submit a recommendation to select a Respondent, and/or recommend to reject any or all Proposals.

### Phase III – Demonstrations and/or Oral Presentations

If the EC submits a short list of Respondents for further review, then, in the sole discretion of the Chief Information Officer, those short-listed Respondents may be subject to a site visit and/or be invited to appear before the Evaluation Committee for an oral presentation and demonstration to clarify information provided in Respondents’ Proposals, and/or to ask Respondents to respond to additional questions.

Following oral presentations and demonstrations, the Evaluation Committee will make a final evaluation of the Respondents and submit its recommendation to the Chief Information Officer. Such recommendation may be to enter into negotiations with only one Respondent or may be to enter into negotiations with more than one Respondent.

Upon receipt of the EC’s recommendation, the Chief Information Officer will submit a decision (concurrence or rejection of the EC’s recommendation) to the Chief Procurement Officer. The Chief Procurement Officer shall then consider the Chief Information Officer's recommendation and exercise her authority to either notify the Respondent(s) to enter into contract negotiations or reject the recommendation and offer alternate options.

The City will require the selected Respondent(s) to participate in contract negotiations. In order to award a contract that represents the best value to the City, as determined by the Chief Information Officer and the Chief Procurement Officer, the City reserves the right to enter into concurrent competitive price negotiations with one or more qualified respondent(s). The City's requirement that a selected Respondent negotiate is not a commitment by the City to award a contract.

The City reserves the right to terminate this RFP solicitation at any stage if the Chief Procurement Officer determines this action to be in the City's best interest. The receipt of Proposals or other documents will in no way obligate the City of Chicago to enter into any contract of any kind with any party.

## Evaluation Criteria

The Evaluation Committee will review the overall responsiveness and completeness of the Proposal with respect to the requirements outlined in this RFP and Respondent's Proposal, including any and all proposed optional and additional software and services, as well as the outcome of any site visits, oral presentations, demonstrations, and negotiations, using the following criteria, which are not listed in any particular order:

### Proposed Solution

The EC will consider the Respondent’s proposed solution and the responses to the Functional and Technical Requirements ([Exhibit I](#_Appendix_A_–)) and Interrogatives ([Exhibit II](#_Appendix_B_–)), including any proposed exceptions. The EC will consider the following:

* Degree to which Respondent’s proposed solution meets the City’s business and technical requirements.
* Added value of any particular component(s) of the proposed solution.
* Capabilities of the computer technology aspects of the proposed solution, including communications, programmability, report generation, and interfaces.
* Impact of the proposed solution on the operations of the user departments, and the demonstrated ability of the solution to enhance operational efficiency and effectiveness.

### Qualifications and Experience

The EC will consider Respondent’s professional competence as evidenced by the information submitted by Respondent documenting Respondent’s:

* Ability to provide the Services described in the RFP, including capacity to achieve the project goals, objectives, and Scope of Services described in this RFP.
* Professional qualifications and specialized experience of Respondent and its team implementing CRM solutions of similar scope and magnitude (e.g., specifically with respect to large organizations and government agencies).
* Professional qualifications, specialized experience, and local availability of Respondent’s Key Personnel committed to the City account pursuant to [Section 4.2.5.3 – Key Personnel.](#Check4)
* Past and current performance of respondent (and team members) on other contracts in terms of quality of services and compliance with performance schedules and standards. The Evaluation Committee may solicit from current and/or previous clients, including the City, other government agencies, or any available sources, relevant information concerning Respondent’s record of performance.

### Overall Implementation Approach and Services

The EC will consider the quality, completeness, and feasibility of the proposed approach for implementation services, including the implementation plan, project management methods, training plan, and long term maintenance and support services. The EC will review each proposal for the Respondent’s understanding of the objectives and requirements in the Scope of Services. Each Respondent will be evaluated on its overall strategy, methodology, and approach to meeting the City’s vision and requirements.

### Cost Proposal

The EC will consider the reasonableness and competitiveness of Respondent’s cost proposal (including the completeness with which the pricing tables are submitted) and the projected life cycle costs. While Respondent’s Cost Proposal is important, it will not be the only factor in the selection process.

### MBE/WBE Participation

The EC will evaluate the level, relevancy, and quality of participation by MBE and WBE firms certified by the City of Chicago. Failure to meet this requirement may be cause for disqualification.

### Legal Actions

The EC will consider legal actions, if any, against Respondent and any division, subsidiary, or parent company of Respondent, or against any member, partner, etc., of Respondent if Respondent is a business entity other than a corporation.

### Financial Stability

The EC will consider the financial condition of Respondent and its software provider(s) if Respondent is not the provider of the proposed software. Respondent, and its software provider(s) if Respondent is not the provider of the proposed software, must be financially stable to ensure performance over the duration of the contract.

### Compliance with Laws, Ordinances, and Statutes

The EC will consider Respondent’s compliance with all laws, ordinances, and statutes governing the contract. See [City of Chicago EDS requirements](http://www.cityofchicago.org/city/en/depts/dps/provdrs/comp/svcs/economic_disclosurestatementseds.html) online.

### Conflict of Interest

The EC will consider any information regarding Respondent, including information contained in Respondent’s Proposal, that may indicate any conflicts (or potential conflicts) of interest which might compromise Respondent’s ability to satisfactorily perform the proposed Services or undermine the integrity of the competitive procurement process. If any Respondent has provided any services for the City in researching, consulting, advising, drafting, or reviewing of this RFP or any services related to this RFP, such Respondent may be disqualified from further consideration.

### Degree to which the Respondent accepts the Terms and Conditions in the City’s Sample Professional Services Agreement

Respondent must indicate the degree to which it accepts the terms and conditions in the City’s [Sample Professional Services Agreement in Exhibit 5](#_Exhibit_5_–). A Respondent that takes material objections to the City’s terms and conditions may be found to be non-responsive and its Proposal may be rejected.

# Additional Details of the RFP Process

## Addenda

If it becomes necessary to revise or expand upon any part of this RFP, clarifications and/or addenda will be sent to all of the prospective Respondents that submitted their contact information to: [bidandbond@cityofchicago.org](mailto:bidandbond@cityofchicago.org).

The City will make the list of prospective Respondents that provided their electronic contact information available prior to the Proposal due date. Prospective Respondents are automatically listed when they send the contact information to the email address above. Each addendum is incorporated as part of the RFP documents, and the Respondent must acknowledge receipt of all addenda in its Proposal.

Sending City addenda is a courtesy to the Respondent. Respondents are solely responsible for acquiring the necessary information or materials from the DPS Website.

The prospective Respondents list and any addenda will be available via the Department of Procurement Services website: <http://www.cityofchicago.org/bids>.

## City’s Right to Reject Proposals

The City of Chicago, acting through its Chief Procurement Officer, reserves the right to reject any and all Proposals that do not conform to the requirements set forth in this RFP or that do not contain at least the information required in this RFP. If no Respondent is selected through this RFP process, then the Chief Procurement Officer may utilize any other procurement method available under the Municipal Purchasing Act and the Municipal Code of Chicago to obtain the products and services described in this RFP.

## No Liability for Costs

The City is not responsible for costs or damages incurred by Respondents, member(s), partners, subcontractors, or other interested parties in connection with the RFP process, including but not limited to costs associated with preparing the Proposal and of participating in any conferences, site visits, product/system demonstrations, oral presentations, or negotiations.

## Prohibitions on Certain Contributions – Mayoral Executive Order No. 11-4

Respondents to this RFP are required to adhere to Mayoral Executive Order No. 2011-4 which is embedded in this document as a .pdf file below.



## False Statements

Respondents to this RFP are required to adhere to the Chicago False Claims Act, including the 1-21-010 False Statements, 1-21-020 Aiding and Abetting, and 1-21-030 Enforcement Act subsections.

## Participation by Other Local Government Agencies

Other local government agencies may participate on a contract(s) stemming from this solicitation. This provision will only apply if the participating government agency and the Selected Respondent(s) can reach agreement on all terms and conditions. Other participating agencies will enter into their own contracts for all goods and services directly with the Selected Respondent. Participation by other agencies shall have no adverse effect on any other agency purchasing off of a contract awarded pursuant to this solicitation. No government agency will be responsible for any obligation due to or from any other agency to or from the Selected Respondent(s), with respect to contracts entered into by those other government agencies. No government agency will be liable for the acts or omissions of any other agency.

Examples of Local Government Agencies (Sister Agencies) are: Board of Education, Chicago Park District, City Colleges of Chicago, Chicago Transit Authority, Chicago Housing Authority, Chicago Board of Elections, Metropolitan Pier and Exposition Authority (McCormick Place, Navy Pier), and the Municipal Courts.

# Exhibit 1 – Functional and Technical Requirements

The following pages contain the functional and technical requirements matrices.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| CHICAGO2   |  | | --- | |  | | | **City of Chicago - Constituent Relationship Management Requirements** |  | |  | |
|  | | **Instructions:** For each requirement, please insert an "F" if the requirement will be met with no customization. Insert a "CU" if customization will be necessary to meet the requirement. Insert a "TP" if third party software will be needed to meet the requirement. Insert an "N" if the functionality is not part of this Proposal. |  | |  | |
|  | |  |  | |  | |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| **Service Request Entry** | | | |  | |  |
| 1.01 | The solution provides the ability for the user to select the service request category type from a drop down list or auto fill. | | |  | |  |
| 1.02 | The solution provides a system generated unique service transaction number (identifier) after a service request is created. | | |  | |  |
| 1.03 | The solution provides a unique identifier for each service request beginning with the year. | | |  | |  |
| 1.04 | The solution provides a status field that includes, but is not limited to, open, in progress, suspended, field verification, on hold, complete, escalated, or other. | | |  | |  |
| 1.05 | The solution allows the status field to be automatically updated when certain workflow items are completed. | | |  | |  |
| 1.06 | The solution provides the ability to link forms (such as PDF) and other documents (e.g., pictures) to requests. | | |  | |  |
| 1.07 | The solution displays whether or not there is an attachment (at intake, in work queue, and query). | | |  | |  |
| 1.08 | The solution provides the ability for residents to submit requests anonymously based on request type. | | |  | |  |
| 1.09 | The solution allows the entry of multiple requests from a single call without reentering profile data. | | |  | |  |
| 1.10 | The solution provides the ability to auto-populate fields based on previous calls or other known data. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.11 | The solution provides the ability for users to enter a service request as a predefined service area (e.g., block, address range, grid) with multiple instances. | | |  | |  |
| 1.12 | The solution provides the ability for a service request type field to allow distinction between initial or follow-up inquiry. | | |  | |  |
| 1.13 | The solution provides the ability to capture different types of intake data, including but not limited to: date, resident profile data, issue type, issue description, time of day problem occurred, safety concern, location, etc. | | |  | |  |
| 1.14 | The solution provides the ability to force the required entry of fields based on service request type. | | |  | |  |
| 1.15 | The solution provides the ability for an agent to see service level agreements for each service request type. | | |  | |  |
| 1.16 | The solution provides the ability to capture the asset linkage data and inventory. | | |  | |  |
| 1.17 | The solution provides an easy-to-use interface that allows users quick access to frequently used functions. | | |  | |  |
| 1.18 | The solution provides hot keys for frequently used functions. | | |  | |  |
| 1.19 | The solution provides the ability to set up appointments via a calendaring feature. | | |  | |  |
| 1.20 | The solution provides a template for "actions to be taken" field(s) to provide for complete documentation of the resolution to the request. | | |  | |  |
| 1.21 | The solution provides the ability to allow entry for multiple address descriptions for the same location per service request, each able to be assigned a type code (e.g., reporting, mailing, problem location, vanity address, etc.), which can be verified against the city's GIS system, utilizing the GIS layer appropriate to the type of service request. | | |  | |  |
| 1.22 | The solution provides the ability to display existing open service requests when the agent enters an address and, should the resident be calling about an existing request, allow that information to be added to the original ticket so that a count of callers on the same request can be maintained. | | |  | |  |
| 1.23 | The solution provides the ability to display recently closed (and transferred) service requests when the agent enters an address. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.24 | The solution provides the ability to display complete call history when the agent enters an address and/or name. | | |  | |  |
| 1.25 | The solution provides the ability to add additional information regarding the exact location of the service request issue (e.g., actual location of plumbing or downed tree). | | |  | |  |
| 1.26 | The solution provides the ability to add/change information to the intake form at a later date (e.g., customer calls back or after field verification). | | |  | |  |
| 1.27 | The solution provides the ability to automatically determine duplicate requests by type, date range, and physical location/geography (e.g., alleys, location in park, open field, etc.). | | |  | |  |
| 1.28 | The solution allows duplication algorithms to be configured at the service type level. | | |  | |  |
| 1.29 | The solution provides the ability to create parent-child relationships so multiple service requests may be linked to a master request. | | |  | |  |
| 1.30 | The solution provides the ability to automatically link more than one master service request to another master service request. | | |  | |  |
| 1.31 | The solution provides the ability to create a follow-on action without generating a new service request. | | |  | |  |
| 1.32 | The solution provides the ability to map all nearby requests for manual duplication at time of intake. | | |  | |  |
| 1.33 | The solution provides a unique identifier for each resident, so that all requests and contacts from a resident may be linked (e.g., for the purpose of providing a history for that resident). | | |  | |  |
| 1.34 | The solution provides the ability to recognize repeat callers/web users and assign unique identifier appropriately. | | |  | |  |
| 1.35 | Noting that some residents may choose to remain anonymous, the solution provides the ability to require an agent to satisfy a prompt about the resident's choice. | | |  | |  |
| 1.36 | The solution provides the ability to redact resident information for reporting, printing or service fulfillment if the resident chooses to remain anonymous. | | |  | |  |
| 1.37 | The solution provides administrative tools for name correction, duplicate checking, and merging of contacts. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.38 | The solution provides an undo function for the most recently entered field. | | |  | |  |
| 1.39 | The solution requires user confirmation of a deletion. | | |  | |  |
| 1.40 | The solution provides an automatic default to today's date with the ability to override. | | |  | |  |
| 1.41 | The solution provides the ability to record activity notes related to a request, that are unlimited in length, and provides scrolling capabilities for viewing. | | |  | |  |
| 1.42 | The solution provides the ability to display notes in reverse chronological order and include author identification. | | |  | |  |
| 1.43 | The solution provides automatic date/timestamp by user ID for all activity. | | |  | |  |
| 1.44 | The solution provides the ability to record the person making an activity note entry based on user ID. | | |  | |  |
| 1.45 | The solution provides spell checking capabilities. | | |  | |  |
| 1.46 | The solution provides auto save capabilities. | | |  | |  |
| 1.47 | The solution provides the ability to set up approval authority based on request type or task. | | |  | |  |
| 1.48 | The solution provides the ability to display the resident's previous interactions using different search features. | | |  | |  |
| 1.49 | The solution provides the ability to prevent a request from being closed until all associated work is completed. | | |  | |  |
| 1.50 | The solution provides the ability to have the knowledge base content and service request form simultaneously appear on the computer monitor. | | |  | |  |
| 1.51 | The solution provides the ability to initiate a service request from within a knowledge base article using the appropriate template for service request entry based on request type. | | |  | |  |
| 1.52 | The solution provides the ability to initiate an inquiry record from within a knowledge base article to record the topic of the call. | | |  | |  |
| 1.53 | The solution provides context-sensitive online help when a procedure is incorrectly executed. | | |  | |  |
| 1.54 | The solution provides the ability to track the origin of the request. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.55 | The solution provides the ability to audit a request based on user-defined criteria. | | |  | |  |
| 1.56 | The solution provides the ability to associate a request with multiple residents. | | |  | |  |
| **Routing & Escalation** | | | |  | |  |
| 1.57 | The solution provides the ability to automatically route resident requests and items to the appropriate provider, department, or staff for prompt action, to notify the department that the request is in queue, and to allow the department to forward the request to another department or return it to 311 if necessary. | | |  | |  |
| 1.58 | The solution provides the ability to route a service request to an outside agency. | | |  | |  |
| 1.59 | The solution provides the ability to establish SLAs for each of the steps in a request that is sent to multiple departments. | | |  | |  |
| 1.60 | The solution allows tasks to be routed or re-routed manually to work queues. | | |  | |  |
| 1.61 | The solution allows notification of an item in the work queue (or member(s) of a group) via email or dynamic refresh of the work queue display. | | |  | |  |
| 1.62 | The solution provides the ability to automatically assign staff on a geographic basis. | | |  | |  |
| 1.63 | The solution provides the ability to automatically assign staff on a project/task basis. | | |  | |  |
| 1.64 | The solution provides the ability to assign staff based on responses to flex questions. | | |  | |  |
| 1.65 | The solution provides the ability to cc: a service request to multiple departments and enable all parties to maintain visibility to status. | | |  | |  |
| 1.66 | The solution provides the ability to create the shortest distance daily route for selected and assigned service requests in a work queue. | | |  | |  |
| 1.67 | The solution provides the ability to map the shortest distance daily routes. | | |  | |  |
| 1.68 | The solution provides the ability to dynamically reroute service requests. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.69 | The solution provides the ability to automatically assign a priority code, based on transaction type, with an override allowed (e.g., for City Council requests, managing directors' office requests, service requests which impact a large group of residents, time sensitive requests, or after hours requests). | | |  | |  |
| 1.70 | The solution provides the ability to escalate requests manually or automatically based on predefined escalation rules (e.g., when a SLA expires). | | |  | |  |
| 1.71 | The solution provides the ability to automatically escalate service requests that indicate the presence of critical safety issues. The solution should include the ability to provide prompts/questions to an agent to help in determining level of criticality, including taking actions such as warm transfers to 911. | | |  | |  |
| 1.72 | The solution provides the ability to create and update automatic or manual reminders that are time triggered and defined for each query type. | | |  | |  |
| 1.73 | The solution provides alerts and notifications to responsible parties upon call assignment or when past due. | | |  | |  |
| 1.74 | The solution provides the ability to alert at threshold volumes for service types. | | |  | |  |
| 1.75 | The solution provides automatic escalation to supervisor(s) for past due, emergency, high visibility/urgent requests or large volumes of requests. | | |  | |  |
| 1.76 | The solution provides the ability to push alerts to mobile devices. | | |  | |  |
| 1.77 | The solution provides the ability to set business hours in calculation of performance against SLAs, noting that business hours may be different across different service request types. | | |  | |  |
| 1.78 | The solution provides the ability to identify requests that are nearing their service level agreement. | | |  | |  |
| 1.79 | The solution provides the ability to identify requests that have exceeded their service level agreement. | | |  | |  |
| 1.80 | The solution provides the ability to notify a specified list of City users that a service request is nearing completion. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.81 | The solution provides the ability to notify a specified list of City users that a service request has not been completed in the agreed upon timetable. | | |  | |  |
| 1.82 | The solution provides the ability to flag a service request as "under investigation." This will cause the system to retain the service request and all associated attachments as long as the record remains under investigation, even if normal records retention policy rules would have deleted it. | | |  | |  |
| 1.83 | The solution provides the ability to enter multiple outcomes for a service request. | | |  | |  |
| **Multi-Channel Integration** | | | |  | |  |
|  | The solution provides the ability to accept requests or inquiries and track those requests in a single database or source from multiple channels, including: | | |  | |  |
| 1.84 | In person | | |  | |  |
| 1.85 | By phone | | |  | |  |
| 1.86 | By mail | | |  | |  |
| 1.87 | By kiosk | | |  | |  |
| 1.88 | By text | | |  | |  |
| 1.89 | By TTY | | |  | |  |
| 1.90 | By email (e.g., Gmail, Yahoo, AOL) | | |  | |  |
| 1.91 | Over the web | | |  | |  |
| 1.92 | Via smartphone | | |  | |  |
| 1.93 | Via tablet/pad | | |  | |  |
| 1.94 | Via social media technology (e.g., Twitter, Facebook, etc.) | | |  | |  |
| **Communications Management** | | | |  | |  |
| 1.95 | The solution provides the ability to support both unstructured and structured inbound e-mails. | | |  | |  |
| 1.96 | The solution provides the ability to date/timestamp attachment entries. | | |  | |  |
| 1.97 | The solution provides the ability to identify the user who attached a document. | | |  | |  |
| 1.98 | The solution provides the ability to recognize invalid format or entries. | | |  | |  |
| **Reference Number** | **Service Request Management** | | | **Response** | | **Comments** |
| 1.981 | The solution provides the ability to share service request-related notes generated by City personnel with residents. | | |  | |  |
| 1.982 | The solution provides internal real-time message routing capability for broadcasting content to all, or a specific group of users | | |  | |  |
| 1.983 | The solution provides the ability to accept responses from push communication. | | |  | |  |
| 1.984 | The solution provides the ability to send forms/articles/documents to the resident. | | |  | |  |
| 1.985 | The solution provides the ability to limit the file size of forms/articles/documents that can be received by the City. | | |  | |  |
| 1.986 | The solution provides the ability to link to documents that may be stored in other systems. | | |  | |  |
| 1.987 | The solution provides the ability to auto-populate data into a notes or comments field. | | |  | |  |
| **Documentation Management** | | | |  | |  |
| 1.988 | The solution provides the ability to handle storage and versioning of Microsoft products (Word, Excel, PowerPoint, etc.). | | |  | |  |
| 1.989 | The solution allows a user to check in/check out/store documents without going through menu options within the source products. | | |  | |  |
| 1.99 | The solution provides the ability to view documents in their native format without having the original application loaded on the viewer’s computer. | | |  | |  |
| 1.991 | The solution provides the ability to manage documents (including photos) by role and classification to ensure protected information is not inadvertently released or compiled inappropriately. | | |  | |  |

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| **Reference Number** | **Resident Self-Service** | **Response** | **Comments** |
| 2.01 | The solution provides the ability for the City's public web site to interface with the CRM tool’s database so that residents can access it via the web. |  |  |
| 2.02 | The solution provides the ability to transfer banner ads to the web and mobile devices. |  |  |
| 2.03 | The solution provides the ability for residents to create a user-defined map with updated service request content. |  |  |
| 2.04 | The solution provides the ability for the public web site to provide instructions for non-English speaking individuals. |  |  |
| 2.05 | The solution supports the presentation of information through a limitless number of web links. |  |  |
| 2.06 | The solution provides the ability for a resident to use a single account log-in to access a variety of City services regardless of the department offering the service for the purpose of submitting or tracking requests. |  |  |
| 2.07 | The solution provides the ability for residents to create (and change) a personal password. |  |  |
| 2.08 | The solution provides the ability for residents to submit requests anonymously based on request type. |  |  |
| 2.09 | The solution provides the ability for residents to track requests anonymously based on request type. |  |  |
| 2.10 | The solution provides the ability to auto-suggest service request content based on the type of request being created. |  |  |
| 2.11 | The solution provides the ability for residents to submit and update personal contact information in a resident profile, which would be validated by the City. |  |  |
| 2.12 | The solution provides the ability to create a contact log that identifies the frequency and number of interactions with residents, regardless of channel utilized. |  |  |
| 2.13 | The solution provides the ability to send e-mail (resident preferred method) confirmations of any changes residents made to their resident profile. |  |  |
| 2.14 | The solution provides the ability to tailor the web entry forms for public use to a subset of transactions used by the City. |  |  |
| **Reference Number** | **Resident Self-Service** | **Response** | **Comments** |
| 2.15 | The solution provides the ability for web entry forms for the public to use the same business-defined editing rules as transactions entered by a City operator. |  |  |
| 2.16 | The solution provides the ability to notify a resident of the expected SLA for the request type and direct them to place a call for more urgent needs. |  |  |
| 2.17 | The solution provides the ability to provide additional information defined for the request type, such as questions that determine whether the appropriate request type has been selected. |  |  |
| 2.18 | The solution provides the ability for on-line service requests to generate error messages indicating the missing information if all required information is not entered. |  |  |
| 2.19 | The solution provides the ability for the City to temporarily disable certain service request types. |  |  |
| 2.20 | The solution provides the ability to conduct on-line transactions and reservations, including but not limited to: applying for permits, reserving locations, filing a cab complaint, registering for a City or sister agency program, etc. |  |  |
| 2.21 | The solution provides the ability to validate addresses entered by a resident on a self-service request. |  |  |
| 2.22 | The solution provides the ability to require an e-mail address confirmation on entry point. |  |  |
| 2.23 | The solution provides the ability for a resident to attach a document or image to the service request |  |  |
| 2.24 | The solution provides the ability to create a business rule that limits the number of attachments that can be posted to a single service request. |  |  |
| 2.25 | The solution provides a trouble-shooting guide for residents that is interactive and easy to understand. |  |  |
| 2.26 | The solution provides the ability to track a user's activity when they are attempting to resolve issues. |  |  |
| 2.27 | The solution provides the ability to post web entries as real-time transactions to the CRM database. |  |  |
| **Reference Number** | **Resident Self-Service** | **Response** | **Comments** |
| 2.28 | The solution provides the ability to allow a resident to opt-out of any script at any time along the process. |  |  |
| 2.29 | The solution provides the ability for a requestor to print the service request via PDF that can be time and date stamped. |  |  |
| 2.30 | The solution provides the ability to display to the resident a confirmation page after submission of a service request via the web. |  |  |
| 2.31 | The solution provides the ability to automatically send an email to the resident that submits a request through the website to acknowledge receipt with the unique service request number. |  |  |
| 2.32 | The solution provides the ability for a resident to identify multiple email addresses to be used for confirmation or status updates. |  |  |
| 2.33 | The solution allows residents to review the status of a service request and their service request history. |  |  |
| 2.34 | The solution provides the ability to control how or if additional information can be added to an existing service request. |  |  |
| 2.35 | The solution provides the ability to notify a resident upon change of status of a service request such as completion of the request. |  |  |
| 2.36 | The solution provides ability for requests submitted via resident self-service to be automatically routed to the 311 call center for prompt resolution based on the City's business rules as defined in the CRM system. |  |  |
| 2.37 | The solution provides ability for call center agent to retrieve a service request that was submitted online via self-service |  |  |
| 2.38 | The solution provides ability to detect duplicates when a call comes into 311 and a resident has already submitted a request. |  |  |
| 2.39 | The solution provides the ability for a call center agent to retrieve any documents or images included with a service request submitted online via self-service. |  |  |
| 2.40 | The solution provides the ability to automatically send a resident satisfaction survey based on request type within a user-defined timeframe. |  |  |
| 2.41 | The solution provides the ability for residents to opt-in/out of e-mailings, newsletters, surveys and/or special promotions. |  |  |
| **Reference Number** | **Resident Self-Service** | **Response** | **Comments** |
| 2.42 | The solution provides the ability to scan social media sites and parse information into usable form. |  |  |
| 2.43 | The solution provides the ability to complete/attach forms/applications to the service request. |  |  |
| 2.44 | The solution provides the ability to auto-populate resident content based on previously submitted content. |  |  |
| 2.45 | The solution provides the ability to capture multiple address types. |  |  |
| 2.46 | The solution provides the ability to capture multiple phone numbers. |  |  |
| 2.47 | The solution provides the ability to capture multiple email addresses. |  |  |
| 2.48 | The solution provides the ability to capture multiple social media contact information. |  |  |
| 2.49 | The solution provides the ability for a resident to select a preferred communications channel. |  |  |

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| **Reference Number** | **Workflow** | **Response** | **Comments** |
| **Configuration** | |  |  |
| 3.01 | The solution ensures that City of Chicago name and logo can be branded on the application such that the look and feel can be made consistent with the City's web site. |  |  |
| 3.02 | The solution provides the ability to define service level agreements for each service request type. |  |  |
| 3.03 | The solution provides the ability to create user-defined fields that are searchable and define default values and edit rules for the user defined fields. |  |  |
| 3.04 | The solution provides calendar pop-up functions for all date-related fields that are entered. |  |  |
| 3.05 | The solution provides the ability to create requests that allow quick recording without detailed information, during extraordinary events. |  |  |
| 3.06 | The solution provides the ability to establish and/or revise status dates such as receipt, assignment/approval, effective/start, projected/targeted start, projected time interval, expected completion, suspension, resume, completed and/or close dates based on user-defined parameters. |  |  |
| 3.07 | The solution provides the ability to create scripts for call center agents to prompt them to ask drill-down questions and collect all necessary information to process a request. |  |  |
| 3.08 | The solution supports branching based on responses to questions in the script. |  |  |
| 3.09 | The solution provides the ability to modify, delete, and archive scripts. |  |  |
| 3.10 | The solution provides the ability to establish user-defined workflow options per request type. |  |  |
| 3.11 | The solution provides the ability to establish work queues for each department, or sub-department, for routing of requests. |  |  |
| 3.12 | The solution provides the ability to manage different permissions for access to data and service request types based on user profile. |  |  |
| 3.13 | The solution provides the ability to configure the system view (or dashboard) based on user profile so that each user has ready access to the most pertinent CRM functionality and current status information for their role. |  |  |
| **Reference Number** | **Workflow** | **Response** | **Comments** |
| 3.14 | The solution provides the ability to create customer satisfaction surveys that can be delivered via phone, e-mail, or the web according to resident preferred contact method. |  |  |
| 3.15 | Solution configurations do not require IT expertise. |  |  |
| 3.16 | Administration rights within the solution can be set at multiple levels. |  |  |
| **Workflow Automation** | |  |  |
|  | The solution provides the ability to easily maintain workflow tables to perform functions including, but not limited to the following: |  |  |
| 3.17 | Add new workflow group |  |  |
| 3.18 | Add/delete/change member in workflow group |  |  |
| 3.19 | The solution provides the ability to transfer collected information with the workflow, including attachments. |  |  |
| 3.20 | The solution provides the ability to set permissions for what group can workflow to what other groups. |  |  |
| 3.21 | The solution provides graphical tools to create/edit workflows. |  |  |
| 3.22 | The solution provides the ability for a supervisor/manager to see workflows assigned within their workgroup(s). |  |  |
| 3.23 | For certain service requests (e.g., those generated by a new 311 agent or those generated external to the 311 call center), the solution provides the ability for a City employee to review the content prior to the service request being placed in a departmental queue. |  |  |
| 3.24 | The solution provides the ability to capture resource use (e.g., hours, time, manpower, equipment, etc.) |  |  |
| 3.25 | The solution provides the ability to create alerts. |  |  |
| 3.26 | The solution provides the ability to re-assign requests. |  |  |

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| **Reference Number** | **Knowledge Base Management** | **Response** | **Comments** |
| 4.01 | The solution provides an easy to use online phone and service directory searchable by name, special event, service provided, or department/division. The solution provides the ability to include appropriate web links. |  |  |
| 4.02 | The solution provides the ability to have two separate Frequently Asked Questions (FAQs)/knowledge base views: an internal-facing view and a public-facing view for access by residents. |  |  |
| 4.03 | The solution allows the knowledge base and FAQs to contain sections (including portions of pages) so viewing may be restricted based on the department and/or specific user permissions. |  |  |
| 4.04 | The solution allows the phone directories to contain sections so viewing may be restricted based on the public/private, department and/or specific user permissions. |  |  |
| 4.05 | The solution provides an online contact directory for commonly requested non-City agencies. |  |  |
| 4.06 | The solution provides FAQs that are definable and searchable . |  |  |
| 4.07 | The solution provides the ability to set permissions so that FAQs display only to internal users (such as specific departments) or publish to the City's web site for access by residents. |  |  |
| 4.08 | The solution allows FAQs to be sorted into categories and subcategories. |  |  |
| 4.09 | The solution allows attachments to be associated with FAQs such as forms, brochures, photographs, pamphlets, calendar of events, etc. |  |  |
| 4.10 | The solution provides driving directions support and displays other relevant information available for locations such as parking and public transportation options. |  |  |
| 4.11 | The solution provides the ability to search the knowledge base using full-text search (e.g., natural searching) and wildcard searches. |  |  |
| 4.12 | The solution provides the ability to link a specific article as having been used to resolve a request. |  |  |
| 4.13 | The solution provides the ability to require an agent to link to a knowledge article based on request type or for specific agents. |  |  |
| **Reference Number** | **Knowledge Base Management** | **Response** | **Comments** |
| 4.14 | The solution provides the ability to search based on a knowledge article linked to a service request (e.g., resident, date, request type). |  |  |
| 4.15 | The solution provides the ability to display top issues based on historical usage, ranked according to the most viewed and most relevant. |  |  |
| 4.16 | The solution provides the ability to update the list of top issues on a periodic basis (hourly, weekly, monthly, etc.). |  |  |
| 4.17 | The solution provides the ability to set "event" FAQs and knowledge base. |  |  |
| 4.18 | The solution provides the ability to purge time sensitive events and to optionally set expiration dates for knowledge articles. |  |  |
| 4.19 | The solution allows an administrator to update the database and modify workflow options. |  |  |
| 4.20 | The solution provides workflow to enable oversight of knowledge creation and publication so that knowledge creation can be decentralized while publication to internal or external users can be controlled centrally. |  |  |
| 4.21 | The solution provides pre-formatted templates for creating knowledge articles and FAQ's. |  |  |
| 4.22 | The solution provides the ability to customize templates for creating knowledge articles and FAQ's. |  |  |
| 4.23 | The solution provides the ability to establish quality assurance workflow where appropriate so that content for knowledge base or FAQ's can be approved by multiple parties before being published. |  |  |
| 4.24 | The solution provides an audit trail to track changes to the knowledge base, recording user and date/time of change. |  |  |
| 4.25 | The solution provides the ability for internal users to subscribe to receive notifications of changes to the knowledge base or FAQs, based on subject/section. |  |  |
| 4.26 | The solution provides the ability for a knowledge base administrator to manually or automatically send notification of changes to the knowledge base or FAQs to internal users, based on subject/section. |  |  |
| 4.27 | The solution provides the ability to report on usage including number of hits to FAQs and knowledge base articles and popular search criteria. |  |  |
| **Reference Number** | **Knowledge Base Management** | **Response** | **Comments** |
| 4.28 | The solution provides the ability for directional scripts to show in a pop up window when service request type is entered. |  |  |
| 4.29 | The solution provides the ability for links to the knowledge base to show in a pop up window as a service request type is entered. |  |  |
| 4.30 | The solution allows a knowledge base to be integrated with a script. |  |  |
| 4.31 | The solution provides the ability for departments to enter and delete locations where events (e.g., water shut downs, parades, etc.) will impact call volume/type for a short period of time and be displayed for the agents to inform residents. |  |  |
| 4.32 | The solution provides the ability to create a service request from a knowledge base article. |  |  |
| 4.33 | The solution provides the ability to categorize knowledge base articles based on categories or other specified meta tags. |  |  |
| 4.34 | The solution provides the ability to integrate with SharePoint. |  |  |
| 4.35 | The solution provides search functionality that accounts for synonyms. |  |  |
| 4.36 | The solution provides search functionality that accounts for keywords. |  |  |
| 4.37 | The solution provides the ability to link to documents external to the City's CRM system. |  |  |
| 4.38 | The solution provides the ability to index information that is external to the City's CRM system. |  |  |
| 4.39 | The solution provides the ability to archive articles. |  |  |
| 4.40 | The solution provides the ability to retrieve archived articles. |  |  |
| 4.41 | The solution provides the ability to share articles that contain a video. |  |  |
| 4.42 | The solution is Americans with Disabilities Act (ADA) compliant. |  |  |
| 4.43 | The solution provides the ability to publish metrics for the articles. |  |  |
| 4.44 | The solution provides the ability for users to rate the applicability of the articles. |  |  |
| 4.45 | The solution provides the ability to locate and identify duplicative knowledge base information. |  |  |
| 4.46 | The solution provides the ability to synchronize knowledge base content with web-based content. |  |  |
| **Reference Number** | **Knowledge Base Management** | **Response** | **Comments** |
| 4.47 | The solution does not limit the amount or size of knowledge base articles. |  |  |
| 4.48 | The solution provides call scripting functionality to accompany knowledge base articles. |  |  |
| 4.49 | The solution provides the ability to identify contradictory information prior to adding new content. |  |  |
| 4.50 | The solution provides the ability to update all knowledge base environments simultaneously. |  |  |
| 4.51 | The solution provides the ability to update all knowledge base environments independently. |  |  |

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| **Reference Number** | **Reporting, Analytics, and Dashboards** | **Response** | **Comments** |
| **Reporting and Query Capabilities** | |  |  |
| 5.01 | The solution provides the ability to generate reports based on a set of key performance indicators as designated by the City. |  |  |
|  | The solution provides a set of standard reports that will provide statistical reporting, including but not limited to: |  |  |
| 5.02 | Open service requests |  |  |
| 5.03 | Closed service requests (fulfillment) |  |  |
| 5.04 | Past due service requests |  |  |
| 5.05 | Service requests related to an address, location, or intersection |  |  |
| 5.06 | Service requests that have been escalated |  |  |
| 5.07 | Service requests that are classified as high priority/urgent |  |  |
| 5.08 | Average time to complete |  |  |
| 5.09 | The solution provides the ability for all reports to be date sensitive, including the ability to print/run for prior year’s data, fiscal year, calendar year, date range (e.g., event reporting). |  |  |
| 5.10 | The solution provides the ability for reports to be run against both current and archived data. |  |  |
| 5.11 | The solution provides backlog, service activity, and closure rate statistics for all work order activities. |  |  |
| 5.12 | The solution provides the ability to report on quality measures such as number of ticket reassignments and quality of ticket entry and updates. |  |  |
| 5.13 | The solution provides the ability to generate variance analysis reports comparing the actual time to complete to the estimate provided to the resident. |  |  |
| 5.14 | The solution provides ability to generate "hot-spot" reporting for geographic areas in pre-defined zones (e.g., zip code, census tract, etc.) or user-defined areas. |  |  |
| 5.15 | The solution provides the ability to generate "event" reporting based on time and location. |  |  |
| 5.16 | The solution provides number of inquiries per division/department. |  |  |
| 5.17 | The solution provides reporting on customer satisfaction. |  |  |
| **Reference Number** | **Reporting, Analytics, and Dashboards** | **Response** | **Comments** |
| 5.18 | The solution provides the ability to print copies of records, standardized forms, emails, and letters. |  |  |
| 5.19 | The solution allows reports to be viewable on the screen, in hard-copy format, or available via the web (if security has been allowed to do this for the specific report(s)). |  |  |
| 5.20 | The solution allows report results to be viewed in graphical format. |  |  |
| 5.21 | The solution allows report results to be viewed on a map. |  |  |
| 5.22 | The solution provides user friendly ad hoc query capabilities that do not require a user to understand backend database table structure. |  |  |
| 5.23 | The solution provides the ability to create calculated fields. |  |  |
| 5.24 | The solution allows multiple users to develop and run queries simultaneously. |  |  |
| 5.25 | The solution allows a query while taking an intake. |  |  |
| 5.26 | The solution allows querying on multiple parameters (and within fields). |  |  |
| 5.27 | The solution allows query selection criteria to be named and saved for future use. |  |  |
| 5.28 | The solution allows newly defined reports to be added to the product's menus. |  |  |
| 5.29 | The solution allows for scheduling of pre-defined reports that can be waiting for the staff or pushed to them via email on demand, monthly, weekly, etc. |  |  |
| 5.30 | The solution provides wizards to help guide the report writing process. |  |  |
| 5.31 | The solution provides that the report writer contain an author log, users, and date of most recent update. |  |  |
| 5.32 | The solution provides the ability to utilize pivot tables in the reports. |  |  |
| 5.33 | The solution provides the ability to flag reports or certain elements of the report as confidential and set permissions for access to reports. |  |  |
| 5.34 | The solution provides the ability to filter reports by department (bureau) and for department (bureau) to secure access to departmental (bureau) reports. |  |  |
| 5.35 | The solution provides report writer capabilities for the development of custom reports (e.g., Business Objects and Business Intelligence). |  |  |
| **Reference Number** | **Reporting, Analytics, and Dashboards** | **Response** | **Comments** |
| 5.36 | The solution provides the ability to export report data into other applications and formats (e.g., PowerPoint, Excel, Adobe, comma delimited, SQL, etc.). |  |  |
| 5.37 | The solution provides report writer capabilities that allow direct export of a report or attachment to email. |  |  |
| 5.38 | The solution provides the ability to print labels, including mailing labels for resident-related mailings. |  |  |
| 5.39 | The solution provides the ability to generate letters with appropriate formatting for mailing or sending via email. |  |  |
| 5.40 | The solution provides the ability to record when and which types of form letters have been sent. |  |  |
| 5.41 | The solution provides the ability to store copies of correspondence sent in an electronic/digital format. |  |  |
| 5.42 | The solution has the ability to report on specified fields in a mobile environment. |  |  |
| 5.43 | The solution provides a data dictionary. |  |  |
| 5.44 | The solution has the ability to run reports without impacting system performance levels. |  |  |
| 5.45 | The solution provides the capability to export data to multiple formats. |  |  |
| 5.46 | The solution provides the ability to track information only calls by topic. |  |  |
| 5.47 | The solution provides the ability to auto refresh queries. |  |  |
| **Advanced Analytics and Dashboard Capabilities** | |  |  |
| 5.48 | The solution provides dashboard capabilities that will display reporting information based on user defined roles within the CRM system. |  |  |
| 5.49 | The solution provides the ability to customize dashboard information based on a user's desired level of information. |  |  |
| 5.50 | The solution provides the ability to create dashboards on a real time basis. |  |  |
| 5.51 | The solution provides the ability to use dashboards on a real time basis. |  |  |
| 5.52 | The solution has the capability to drill down on data contained in the dashboards. |  |  |
| 5.53 | The solution has the capability to establish "joins" in the database. |  |  |
| 5.54 | The solution has the capability to perform calculations. |  |  |
| **Reference Number** | **Reporting, Analytics, and Dashboards** | **Response** | **Comments** |
| 5.55 | The solution has the capability to conduct a drill down from within a document generated by the system. |  |  |
| 5.56 | The solution provides real-time analytics to capture key reporting and metrics. |  |  |
| 5.57 | The solution provides the ability to assign and/or link management summary reports for comparison over time and benchmarking against other municipalities. |  |  |
| 5.58 | The solution provides the ability to generate reports based on resident surveys. |  |  |
| 5.59 | The solution provides the ability to conduct trending analysis. |  |  |
| 5.60 | The solution provides the ability to search and report on data associated with service requests such as agent, resident contact information, address, FAQ article, special event, weather issue and/or request type. |  |  |
| 5.61 | The solution provides crew level analytics and productivity reports. |  |  |
| 5.62 | The solution provides the ability to create triggers to compare forecasted data to actual data. |  |  |
| 5.63 | The solution provides the ability create "flags" on specific fields that are identified based on business rules. |  |  |

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| **Reference Number** | **GIS Integration Capabilities** | **Response** | **Comments** |
| **General** | |  |  |
| 6.01 | The solution provides the ability to use the City's GIS data for all geospatial applications within the CRM solution. |  |  |
| 6.02 | The solution provides the ability to import a subset of GIS-enabled data (e.g., x and y coordinates). |  |  |
| 6.03 | The solution provides the ability to export a subset of GIS-enabled data (e.g., x and y coordinates). |  |  |
| 6.04 | The solution provides the ability to access GIS data and applications from the intake, resolution, or query functions. |  |  |
| 6.05 | The software provides the ability to allow a resident to provide feedback on map quality. |  |  |
| 6.06 | The solution provides the ability to access GIS and other asset or location information (i.e., building, sidewalk, intersection) from a remote device. |  |  |
| 6.07 | The solution provides the ability to establish multiple maps based on hierarchical levels of mapping to any processes and when viewing work orders. |  |  |
| 6.08 | The solution provides the ability to use GIS mapping to assist City employees to consolidate service requests. |  |  |
| 6.09 | The solution provides the ability to generate/incorporate a map directly from the GIS and attach, print, or plot it to a service request or work order record. |  |  |
| 6.10 | The software provides the ability to successfully integrate with Esri ArcGIS Server v10 or higher. |  |  |
| 6.11 | The solution provides the ability to allow call takers to directly connect calls, service requests, and work orders to assets, which are stored in the City's GIS (e.g., street centerlines, poles, alleys, and intersections). |  |  |
| 6.12 | The solution provides the ability for maps to be accessed from a mobile device (smart phone, tablet, etc.). |  |  |
| 6.13 | The solution provides the ability to load the maps within a specified period of time as established by the City. |  |  |
| 6.14 | The solution provides the ability to assist call takers in identifying related calls by displaying related case types in a map using user-defined criteria. |  |  |
| **Reference Number** | **GIS Integration Capabilities** | **Response** | **Comments** |
| 6.15 | The solution provides the ability for agents to see information from a GIS layer such as whether a property is owned by the City and if so, which department manages it. |  |  |
| **Detection/Verification** | |  |  |
| 6.16 | The solution shall provide a method to verify accurate street addresses and locations based on the City's standardized address listing/GIS data. |  |  |
| 6.17 | The solution provides the ability to identify and query nearby requests on a map. |  |  |
| 6.18 | The solution provides the ability to update reference inventory and/or assets on a GIS data layer as prescribed by specific task(s), including the ability of authorized personnel to edit the GIS data layers containing the assets. |  |  |
| 6.19 | The solution provides the ability for service request addresses and locations to be verified against various City provided web services based on the category of request. |  |  |
| 6.20 | The solution provides the ability to specify a location such as a street address/subunit point feature, geocoded address range along a street segment, an intersection, alley, or commonplace name. |  |  |
| 6.21 | The solution provides the ability to search for an address and zoom to location. |  |  |
| 6.22 | The solution provides the ability to view satellite images. |  |  |
| 6.23 | The solution provides the ability to enter a service request via the Internet, allowing the requestor to record an address and have the address validated and displayed on a map. |  |  |
| 6.24 | The solution provides the ability to verify (flag) addresses or locations as a City of Chicago (or sister agency) asset or location with associated data. |  |  |
| 6.25 | The solution provides the ability to discern between City and non-City locations and flag for users. |  |  |
| 6.26 | The solution provides the ability to override the XY coordinates by an employee with the appropriate administrative rights. |  |  |
| 6.27 | The software provides the ability to inform the user that the address field is not a recognized street address. |  |  |
| **Reference Number** | **GIS Integration Capabilities** | **Response** | **Comments** |
| **View/Display** | |  |  |
| 6.28 | The solution provides the ability to perform basic map viewing functions including analyzing dynamic map data in the map display window. |  |  |
| 6.29 | The solution provides the ability to display maps and images online to the public. |  |  |
| 6.30 | The solution provides the ability to display maps online to employees, based on security rules. |  |  |
| 6.31 | The solution provides the ability for basic map navigation, including the ability to zoom and pan. |  |  |
| 6.32 | The solution provides the ability to view a map of service requests on top of a City GIS base map. |  |  |
| 6.33 | The solution provides the ability to display service requests and associated data (service request number, status, short description) on the same map. |  |  |
| 6.34 | The solution provides the ability to use GIS mapping to assist service requests in identifying related calls, by displaying related calls or events on a map coded by user defined criteria. |  |  |
| 6.35 | The solution provides the ability to predefine the map extent at which each layer is visible on the display. |  |  |
| 6.36 | The solution provides the ability to select map object and display features on a map and display data associated with calls, service requests and/or work orders along with any data attributes associated with the GIS. |  |  |
| 6.37 | The solution provides the ability to enter a service request via the Internet allowing the requestor to select a location of an incident on a map. |  |  |
| 6.38 | The solution provides the ability to perform basic map viewing functions, including analyzing dynamic map data in the CRM map display window. |  |  |
|  | The solution provides the ability to display a list and map of service requests filtered by: |  |  |
| 6.39 | User-defined boundaries (e.g., user-drawn boundary box). |  |  |
| 6.40 | Pre-defined boundaries (e.g., zip code, ward, district, census tract, worker location, asset type). |  |  |
| 6.41 | Specific attributes (e.g., status, department, priority). |  |  |
| **Reference Number** | **GIS Integration Capabilities** | **Response** | **Comments** |
| 6.42 | The solution provides the ability to map locations of field assets (i.e., City work crew vehicles) versus new service requests. |  |  |
| 6.43 | The solution provides the ability for users to modify scale and size and print maps generated from the CRM application to display service request query result locations. |  |  |
| 6.44 | The solution provides the ability for users to query service requests previously entered into the solution using various selection criteria and see the query result locations on a map. |  |  |
| 6.45 | The solution provides the ability to view open service requests via a GIS display for all service requests, symbolized by one or more attributes. |  |  |
| 6.46 | The solution provides the ability to display the history of asset maintenance on a map by either single or multiple asset types. |  |  |
| 6.47 | The solution provides the ability to upload and display topographical or aerial images to help staff locate and understand the nature of the case type by utilizing the City's base map services. |  |  |
| 6.48 | The solution provides the ability to query from the mapping screen using a simple drawing tool. |  |  |
| 6.49 | The solution provides the ability to query from the mapping screen by a pre-selected query of a GIS layer based on its attribute information. |  |  |
| **Integration** | |  |  |
| 6.50 | The solution provides the ability to interface with ArcMap Web Services. |  |  |
| 6.51 | The solution provides the ability to interface with Open Geospatial Consortium Web Map Services. |  |  |
| 6.52 | The solution provides the ability to interface with Open Geospatial Consortium Web Map Tile Services for displaying embedded maps. |  |  |
| 6.53 | The solution provides a programmatic interface to manage (create, read, update, and destroy) system objects to allow for custom integration from other internal enterprise systems. |  |  |

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| **Reference Number** | **Mobile Functionality** | **Response** | **Comments** |
| **Mobile Field Service Worker** | |  |  |
| 7.01 | The solution provides the ability to update service requests from a wireless device. |  |  |
| 7.02 | The solution provides the ability to manage assignments from the field. |  |  |
| 7.03 | The solution provides the ability to transmit a cancellation alert to or from a mobile device when service requests are reassigned. |  |  |
| 7.04 | The solution provides the ability to create any type of service requests, real time, in the field. |  |  |
| 7.05 | The solution provides the ability to reassign a work assignment from the field. |  |  |
| 7.06 | The solution provides the ability for mobile messaging functionality to/from any users registered with the system. |  |  |
| 7.07 | The solution provides the ability for system administrators to create mobile users within the system and these changes are replicated to the mobile users in real time. |  |  |
| 7.08 | The solution provides the ability to present a user with a view of the relevant individual task lists based on user logon. |  |  |
| 7.09 | The solution provides the ability to send an email confirmation to a pre-defined list of City employees after a service request is received. |  |  |
| 7.10 | The solution provides the ability for the application to function in offline mode, for example, to save drafts in the case where there is no Internet connectivity. |  |  |
| 7.11 | The solution has been successfully integrated with a texting application. |  |  |
| **Resident Facing Mobile Application** | |  |  |
| 7.12 | The solution provides the ability for a resident to create a service request (potholes, graffiti, broken street lights, etc.), including attaching the GIS coordinates and photo, video, or other attachment to the request from a mobile device. |  |  |
| 7.13 | The solution provides the ability for residents to view service requests displayed on a map, including date/time stamping of a service request. |  |  |
| 7.14 | The solution provides the ability for residents to view a text-based list of service requests. |  |  |
| **Reference Number** | **Mobile Functionality** | **Response** | **Comments** |
| 7.15 | The solution provides the ability for the mobile application to default to displaying nearby service requests in map or text-based view. |  |  |
| 7.16 | The solution provides the ability for residents to track the status of service requests that they or other residents have submitted. |  |  |
| 7.17 | The solution provides the ability for residents to request notifications via their mobile device when a service request's status has changed. |  |  |
| 7.18 | The solution provides integration of the mobile application with the core CRM application so that any service request configuration changes made in the core CRM application are automatically updated in the mobile application. |  |  |
|  | The solution provides the ability for residents to download the following mobile applications at no charge for all of the most common smart phone platforms: |  |  |
| 7.19 | iOS |  |  |
| 7.20 | Android |  |  |
| 7.21 | Blackberry OS |  |  |
| 7.22 | Windows |  |  |
| 7.23 | The solution provides the ability for the application to be branded with the City of Chicago branding/logo. |  |  |
| 7.24 | The solution provides an in-application help function. |  |  |
| 7.25 | The solution can be integrated with third-party mobile application development firms. |  |  |
| 7.26 | The solution has been successfully integrated with a Motorola mobile device or piece of mobile hardware. |  |  |
| 7.27 | The solution provides the ability to sort assignments by priority, date, asset type, or location. |  |  |
| 7.28 | The solution provides the ability for residents to perform pre-defined queries from the CRM database. |  |  |
| **Resident Facing Mobile Application and Mobile Field Service Worker** | |  |  |
| 7.29 | The solution provides the ability for mobile reporting of service requests to utilize mobile devices' GPS functionality to specify the location of the incident/request. |  |  |
| **Reference Number** | **Mobile Functionality** | **Response** | **Comments** |
| 7.30 | The solution provides the ability to view, edit, and add to related service request information. |  |  |
| 7.31 | The solution provides the ability for the application to contain a cross-browser compliant web interface (i.e., IE, Safari, Firefox, etc.). |  |  |
| 7.32 | The solution provides ongoing maintenance and enhancements/releases/upgrades to ensure functionality and device compatibility. |  |  |
| 7.33 | The solution provides a training guide for use of mobile interfaces. |  |  |
| 7.34 | The solution provides a training guide for use of web interfaces. |  |  |
| 7.35 | The solution provides the ability to manage device security through the use of pre-defined user groups. |  |  |
| 7.36 | The solution provides the ability to integrate the CRM software via a bi-directional exchange with a resident-based mobile application. |  |  |
| 7.37 | The solution provides the ability to validate addresses via the resident's entry (e.g., web or mobile). |  |  |

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| **Reference Number** | **General Information Technology (IT)** | **Response** | **Comments** |
| **Data Integrity and Availability** | |  |  |
| 8.01 | The solution provides the ability to establish customized numbering schemes. |  |  |
| 8.02 | The solution provides full back up and restore functions with logging. |  |  |
| 8.03 | The solution uses statuses to indicate records that were created in error. |  |  |
| 8.04 | The solution provides the ability to ensure that attacks against the system will not cause it to fail in an open state exposing it to damage, duplication, or integrity changes. |  |  |
| 8.05 | The solution provides the ability to allow for multiple users and distributed system access. |  |  |
| 8.06 | The solution provides the ability to allow one or more users to view the same record simultaneously. |  |  |
| 8.07 | The solution provides the ability to apply locks at the record level for update processing to ensure correct updating of the data. |  |  |
| 8.08 | The solution provides the ability to allow one or more users to query information and run reports at the same time. |  |  |
| 8.09 | The solution provides a tool to customize forms and user interfaces without a significant knowledge of programming languages (e.g., drag-and-drop). |  |  |
| 8.10 | The solution provides the ability to support real time and batch update processing. |  |  |
| 8.11 | The solution provides the ability to redact data. |  |  |
| 8.12 | The solution provides the ability to prohibit record deletions. |  |  |
| 8.13 | The solution provides a cancel/accept feature for any data entry screen or document creation. |  |  |
| 8.14 | The solution provides the ability to track the number of resident requests by an individual via multiple access channels. |  |  |
| 8.15 | The solution provides the ability to display both internally-generated codes and related text descriptions where necessary. |  |  |
| 8.16 | The solution provides software versioning control for City devices used in the field. |  |  |
| **Reference Number** | **General Information Technology (IT)** | **Response** | **Comments** |
| 8.17 | The solution allows capability for administrators to override or correct user data with logging. |  |  |
| 8.18 | The solution minimally logs time, date, user, field changed, pre-change content, and post-change content. |  |  |
| **Standards** | |  |  |
| 8.19 | The solution provides a web-based software solution that operates with the City's current software standards. |  |  |
| 8.20 | The solution provides a web-based software solution that operates in the current version of generally available browsers for a smart phone device. |  |  |
| 8.21 | The solution provides a web-based software solution that operates in generally available browsers for a tablet. |  |  |
| 8.22 | The solution provides the ability to run the system in four environments: development/configuration, system testing, training/quality assurance, and production. |  |  |
| 8.23 | The system supports transaction logging. |  |  |
| 8.24 | The system is compatible with standardized calendaring applications such as v-cal. |  |  |
| 8.25 | The solution provides the ability to configure its public web offering to meet the City's web presentation standards. |  |  |
| 8.26 | The solution provides lookup lists or full text descriptions for all coded data. |  |  |
| 8.27 | The solution provides the ability for thin clients to access the web browser. |  |  |
| 8.28 | The solution provides the ability to be accessed via a VPN running on the public Internet infrastructure. |  |  |
| **Network** | |  |  |
| 8.29 | The solution must be a tiered architecture solution. The tiers must run on separate servers broken out by Web, Application and Database. |  |  |
| 8.30 | The solution supports authentication using Active Directory (AD). Authentication must allow for access permissions using AD trusts. |  |  |
| 8.31 | The solution is able to run in a virtual environment (VMware or RHEV). |  |  |
| 8.32 | The solution must support load balancing. |  |  |
| **Reference Number** | **General Information Technology (IT)** | **Response** | **Comments** |
| **Disaster Back-up and Recovery Capabilities** | |  |  |
| 8.33 | The solution provides the ability to provide full and incremental backup capability from within the system. This includes all data, attachments, and system settings. |  |  |
| 8.34 | The solution provides the ability to view the entire history of data inputted even if it has been archived. |  |  |
| 8.35 | The solution provides the ability to reload archived data. |  |  |
| 8.36 | The solution provides the ability to report off archived data. |  |  |
| 8.37 | The solution provides the ability to report off of archived data and live data in the same report. |  |  |
| 8.38 | The solution provides geographically-distributed locations where the back-up data is housed. |  |  |
| 8.39 | The solution provides the ability to export a copy of the full solution's database in a non-proprietary format with full schema. |  |  |
| 8.40 | The solution provides a database with fault tolerance and high performance that can watch for problems and resolve them such as stopped processes, violations of data integrity policies, isolation, and verification. |  |  |
| 8.41 | The solution provides the ability to clone data from one environment to another. |  |  |
| 8.42 | The solution must support hot disaster recovery environment with active database replication. |  |  |
| 8.43 | The solution provides the ability to clone configuration settings from one environment to another (i.e., from production to trainer, etc.). |  |  |
| **Records Retention** | |  |  |
| 8.44 | The solution enables compliance with the Illinois Local Records Act. |  |  |
| 8.45 | The solution provides the ability to purge a range of data based on a specified retention schedule. |  |  |
| 8.46 | The solution provides the ability to search data for E-Discovery and/or public disclosure requests. |  |  |
| **SaaS** | |  |  |
| 8.47 | The solution operates in a SaaS environment. |  |  |
| **Reference Number** | **General Information Technology (IT)** | **Response** | **Comments** |
| 8.48 | The solution provides the ability for the City to download a complete copy of the solution's database at any time. |  |  |
| 8.49 | The solution provides the ability to encrypt the data and deliver enhanced security protocols. |  |  |
| 8.50 | The solution provides the ability to encrypt the data while it is in transit. |  |  |
| 8.51 | The solution provides the ability to encrypt the data while it is at rest. |  |  |
| 8.52 | The solution provides the ability to ensure that data is protected. |  |  |
| 8.53 | The solution provides the ability to generate reports on security events. |  |  |
| 8.54 | The solution provides patches/upgrades to the application and servers that are included in the hosting services. |  |  |
| 8.55 | The solution provides the ability for a queue to be visible and reportable to City personnel. |  |  |
| **Services, Legal, and Service Level Agreements (SLA)** | |  |  |
| 8.56 | The contractor provides specified turnaround times to repair the system and implement any periodic changes, upgrades, or patches. |  |  |
| 8.57 | The solution ensures that the data may not be used by the contractor or a third party for marketing-related purposes. |  |  |
| 8.58 | The contractor will provide statistical uptime history after exclusion of scheduled maintenance and hardware failure. |  |  |
| 8.59 | The contractor will provide a standard set of Service Level Agreements (SLA). |  |  |
| 8.60 | The solution provides pricing or other types of compensatory adjustments if SLAs fall below specified targets. |  |  |
| 8.61 | The contractor will provide periodic (not less than annually) security audits at the datacenter. |  |  |
| 8.62 | The solution's backup site is located in the United States. |  |  |
| 8.63 | The solution's hosting site(s) is/are located in the United States. |  |  |
| 8.64 | The solution is hosted in at least two Tier III class datacenters as defined by the Uptime Institute. |  |  |
| 8.65 | The solution is hosted in at least one Tier IV class datacenter as defined by the Uptime Institute. |  |  |
| 8.66 | The solution must seamlessly failover between data centers. |  |  |
| **Reference Number** | **General Information Technology (IT)** | **Response** | **Comments** |
| 8.67 | The contractor will provide private connectivity from the City datacenters to the hosting datacenter. |  |  |
| 8.68 | If the Internet must be used for connectivity, then the Internet access at the hosting data center must be dedicated for City traffic or prioritization must be used to ensure that the City applications have enough bandwidth to meet the application requirements. |  |  |
| 8.69 | If the Internet must be used, VPNs must be utilized if the Internet is the transport network. |  |  |
| 8.70 | Bandwidth must be extensible within 24 hours of request (business and non-business hours counted). |  |  |
| 8.71 | All City data will be backed up according to a set schedule (at least daily) at the contractor’s site. |  |  |
| 8.72 | The City owns all data. |  |  |
| 8.73 | The contractor shall return to the City any City data in the solution or under the protection of the contractor (under its care, custody and control) upon notice by the City in a City-specified format. |  |  |
| 8.74 | The contractor shall notify a designated City employee within a designated period of time after an unplanned outage and give an estimated recovery time and periodic status updates until the recovery is complete. |  |  |
| 8.75 | The hosting facility provides physical security controls over ingress and egress. |  |  |
| 8.76 | The hosting facility requires that all personnel employed there are required to sign a non-disclosure agreement (NDA). |  |  |
| **Scalability** | |  |  |
| 8.77 | The solution provides the ability too quickly add (e.g., within 30 minutes) a large volume new call intake personnel if an adverse situation arises (e.g., weather issue, domestic terrorism). |  |  |
| 8.78 | The solution provides the ability to minimize the performance impact (e.g., call intake metrics) of the CRM solution when new a large volume of call intake personnel are added. |  |  |
| **Reference Number** | **General Information Technology (IT)** | **Response** | **Comments** |
| 8.79 | The solution provides the ability to quickly scale down back (i.e., return to standard service levels) to "normal" operating mode after the adverse situation has passed. |  |  |

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| **Reference Number** | **Integration** | **Response** | **Comments** |
| 9.01 | The solution provides real time, bi-directional, message-level web services. |  |  |
| 9.02 | The solution provides ETL access to both real-time or near real-time data and to offline archives of data. |  |  |
| 9.03 | The solution provides the ability to queue if an integration fails, allowing the solution to run standalone until the integration is available again. |  |  |
|  | The solution provides seamless integration to the following systems, that are configurable by the City, including, but not limited to: |  |  |
| 9.04 | Esri ArcGIS (into CRM only) |  |  |
| 9.05 | Infor EAM (formerly Datastream) (bi-directional) |  |  |
| 9.06 | Hansen (bi-directional) |  |  |
| 9.07 | Banner (bi-directional) |  |  |
| 9.08 | DWM GIS (into CRM only) |  |  |
| 9.09 | Field Force Manager (bi-directional) |  |  |
| 9.10 | Hansen (bi-directional) |  |  |
| 9.11 | Adaptive Enterprise Solutions (bi-directional) |  |  |
| 9.12 | Socrata (into Socrata only) |  |  |
| 9.13 | Outlook (into Outlook only) |  |  |
| 9.14 | Active Directory (bi-directional) |  |  |
| 9.15 | The solution operates with the current version of Oracle Business Intelligence Enterprise Edition (OBIEE) |  |  |
| 9.16 | The solution provides public-facing APIs or a web services interface, including one that conforms to the Open 311 platform in which the APIs provide control over which fields are offered to the public. |  |  |
| 9.17 | The solution provides APIs or a web services interface only accessible by City users. Internal-facing APIs include more fields than are used via the public-facing API. |  |  |
| 9.18 | The solution provides the ability to write to an API as defined by the City. |  |  |
| 9.19 | The software provides the ability for a map service to interface location data. |  |  |

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| **Reference Number** | **Integration** | **Response** | **Comments** |
|  | The solution provides the ability to support the following development technologies: |  |  |
| 9.20 | Microsoft.NET |  |  |
| 9.21 | J2EE |  |  |

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| **Reference Number** | **Social Media** | **Response** | **Comments** |
| 10.01 | The solution provides simple navigation and online publishing tools. |  |  |
| 10.02 | The solution provides the ability for the resident to have easy access to online publications and communication through blogs, wikis, searches, and forums. |  |  |
| 10.03 | The solution provides residents and groups with the ability to easily share events and news. |  |  |
| 10.04 | The solution provides calendar features that allow residents to track the latest group and community events. |  |  |
| 10.05 | The solution allows groups to establish membership directories and share information that will only be accessible by group members. |  |  |
| 10.06 | The solution provides the ability to enter service requests via social media tools. |  |  |

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| **Reference Number** | **Security** | **Response** | **Comments** |
| **Identity Management, Password Controls and Configuration** | |  |  |
| 11.01 | The solution provides a full password security process based on roles and groups. |  |  |
| 11.02 | The solution provides tools for managing user accounts, and security settings on data and applications. |  |  |
| 11.03 | The solution utilizes Active Directory structure for assigning privileges and rights. |  |  |
| 11.04 | The solution provides a flexible and secure security management process for assigning privileges and rights. |  |  |
| 11.05 | The solution provides the ability to grant authorization for access at the function level (e.g., manager, department head/director, etc.). |  |  |
| 11.06 | The solution provides Active Directory integration to support single user sign-on. |  |  |
| 11.07 | The solution provides the ability to have technical controls for password timeout, complexity, reuse, and length. |  |  |
| 11.08 | The solution provides the ability to encrypt user IDs and passwords. |  |  |
| 11.09 | The solution prevents the display or printing of passwords. |  |  |
| 11.10 | The solution provides the ability to delegate administration for user provisioning. |  |  |
| 11.11 | The solution provides the ability for an administrator to suspend an ID from future use. |  |  |
| 11.12 | The solution provides the ability to prevent the user from signing on after a specified number of invalid login attempts. |  |  |
| 11.13 | The solution provides the ability to periodically request that the user reset their password. |  |  |
| 11.14 | The solution provides the ability to provide an automatic log-off feature at user-specified time limits. |  |  |

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| **Reference Number** | **Security** | **Response** | **Comments** |
|  | The solution provides the ability to manage system configuration settings (e.g., set variables and screen layout to determine how the application will operate in the City environment), including but not limited to: |  |  |
| 11.15 | Resident information |  |  |
| 11.16 | Address |  |  |
| 11.17 | E-mail |  |  |
| 11.18 | Database |  |  |
| 11.19 | Service Request templates and rules, etc. |  |  |
| 11.20 | Printer |  |  |
| 11.21 | Notification/alert set up |  |  |
| 11.22 | The solution provides the ability to define system privileges based on user role or responsibility. |  |  |
| 11.23 | The solution provides the ability for the system administrator to define views, roles, and responsibilities in a single location in the system. |  |  |
| 11.24 | The solution provides the ability to share a single, common database. |  |  |
| **Contractor and Software Security Policies** | |  |  |
| 11.25 | The solution provides the ability for the contractor to perform security testing as part of the development/configuration process. |  |  |
| 11.26 | The solution provides the ability for remote access via a secured website for service/maintenance support. |  |  |
| 11.27 | The solution provides the ability to conduct vulnerability management (i.e., stress testing) for all system components. |  |  |
| **Intrusion Detection, Alerts, and Reporting** | |  |  |
| 11.28 | The solution provides an audit trail of all system activity, including by user, date and time. |  |  |
| 11.29 | The solution provides alerts for unauthorized or suspicious activity. |  |  |
| 11.30 | The solution maintains information on security events and can provide reporting on demand. |  |  |
| 11.31 | The solution provides summarized and detailed reports on user access, usage, and audit logs, etc. |  |  |

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| **Reference Number** | **Security** | **Response** | **Comments** |
| 11.32 | The solution allows the placement of a user-defined warning banner when logging into the application for all types of users (internal, web self-service, mobile self-service and mobile field worker) with ability to push different content to different types of users. |  |  |
| 11.33 | The solution provides the ability to generate security scans to verify that the system has not been compromised. |  |  |
| 11.34 | The solution provides the ability for the contractor to share with the City security scan results and agree to mitigate any vulnerabilities detected. |  |  |
| 11.35 | The contractor agrees to assist the City in investigating and remediating any security issues detected. |  |  |

# Exhibit 2 – Interrogatories

Respondent should provide a full and complete response to each question listed below. Respondent should reiterate each question prior to the response. For your convenience, the interrogatives are included with this solicitation as a Microsoft Word file.

**Resident Engagement**

1. Describe any education and outreach programs your team has developed to engage residents. Elaborate on the impact of these education and outreach efforts.
2. Describe the single most innovative education and outreach tactic your team deployed to generate awareness in a CRM roll-out. Why do you consider this the most innovative tactic?
3. Describe how your team has developed 360-degree profiles of residents. What components are typically included? What issues did you encounter when building these profiles?
4. Describe how the data gathered in the CRM system was used to support your client's open data/transparency initiatives.

**Portal Design**

1. Describe your strategy and approach to designing or re-designing web portals for municipalities. Please include specific municipal examples in your response. If you do not have any municipal examples, please state this and respond to this request with private sector examples if any exist.
2. Describe the tangible impact created by your portal development initiatives, including cost savings, resident traffic, volume of transactions, etc.
3. Describe the specific portal tool/applications your team has developed to enhance collaboration between your municipal clients and their residents.

**Application Extension**

1. Describe any projects in which your team has initially deployed a CRM application and after its initial deployment it was rolled out to other agencies that were not directly affiliated with the entity involved in the initial deployment (e.g., sister agencies, nearby municipalities, etc.). For example, after a CRM solution was initially deployed in a city, it also was deployed at the county, school district, municipal transportation organization, etc. Elaborate on the positive impact of such a deployment on the residents. Describe the issues involved in such a deployment and how your team addressed them.
2. List the three most recent clients for whom your CRM solution was eventually deployed to other agencies as described above, the agencies in which the solution was eventually deployed, and the positive and negative impact of each of these deployments.

**General Solution Capabilities**

1. Describe the proposed solution's administration tools, particularly the capabilities and ease-of-use features.
2. What is your solution for archiving data? What tools are used? How and when is the data encrypted?
3. How does the proposed solution store images, documents, audio, and video files?
4. What is the storage limit for each type of allowed attachment (e.g., documents, images, audio files, video files, etc.)?
5. Describe the solution's method and capabilities to clone data and configuration settings across environments.
6. What tools are used for backup and recovery? Describe what can be backed up and recovered (i.e., data, configuration settings, etc.).
7. Have you ever activated a disaster recovery procedure for your application? Please describe.
8. List the customers where you have implemented the proposed solution to meet PCI, HIPAA, or SOX requirements.
9. List the attributes that your solution logs.
10. Describe how the proposed solution provides capacity on demand in high load or emergency operating conditions (e.g., resident unrest, natural disaster, unexpected weather condition, major sporting event, national conference, political event, etc.). Please include any such costs in the Cost Proposal as an optional item.
11. Provide details regarding minimum bandwidth requirements for application access and data access for “normal” daily operational use (provide your definition of “normal daily operational use”). Describe the typical impact expected on the network once the solution is implemented.

**Development/Configuration Environment**

1. Upon which architecture or development technologies is the proposed solution built (Microsoft .NET, J2EE, etc.)?
2. Describe the underlying technology and approaches used to develop/maintain the application in sufficient detail to allow IT staff to assess technical components, including specification of the following: application operating system, solution search engine, and data management system.
3. List all software (and versions) that must be licensed to use the proposed solution. Can this software be licensed separately (i.e., directly from the software company)?
4. Please list any minimum system requirements that the City needs to be aware of to operate, run, or use the solution (e.g., Server and PC OS, RAM, screen resolution, etc.).
5. What RDBMS and operating systems does the solution support? What is your preferred platform?
6. What tools are used in the development environment to ensure secure coding?
7. Describe the process to rename, add, move, or delete fields on the user interface? What impact do changes like these have on the database? What impact do these changes have on the ability to apply patches and upgrades to the solution?
8. What is the process by which the customer can add new functionality (data elements, stored procedures, user interfaces, and business logic) within the solution?
9. Please describe and to what extent the proposed solution for the resident portal allows administrative users to customize what appears on the screen and where it is placed.

**User Support/Maintenance**

1. Describe how users access the system, including browser-based access and any requirements for client software.
2. Describe how you ensure high availability of the proposed solution (e.g., server clustering, load balancing across multiple application servers, server redundancy design). Please include a diagram.
3. Describe your company's levels of communication and collaboration with customers, including methodology, procedures, change control process, etc.

**GIS Integration Capabilities**

1. Describe the proposed solution's ability to work with ESRI and OpenGIS data structures supported by the geodatabase, including tables, feature datasets, feature classes, domains, geometric networks, relationship classes, subtypes, etc.
2. Indicate any necessary hardware and software that the City must have in place to accommodate any of your proposed GIS functionality, including all items listed in the requirements matrices (for example, current segmentation rules, street center line, and address validation).
3. Explain how the proposed solution integrates with custom web services for built-in functionality (e.g., a custom geocoder). Describe the level of effort involved to customize and if there is any decreased functionality as a result.
4. How does your solution store geospatial information related to service requests? Currently the City has 5-10 million records dating back to 2005. How would the proposed solution handle scaling the storage and processing of the related geospatial data for now and for future growth?

**Social Media Capabilities**

1. Explain in detail the architecture and capabilities of any social networking features in the solution. Specifically reference your solution’s ability to integrate with Facebook, Twitter, and other common social media applications.
2. Which social media monitoring and reporting tools are embedded in the proposed solution? With which reporting tools have you successfully integrated, and for which customers?
3. Please describe the extent with which the proposed solution allows a resident to build a profile of defined interests. Please describe the extent that a resident can list associates and their memberships in groups and communities.
4. Please list the social media applications that the proposed solution supports. List the three largest customers that use each of these social media applications in conjunction with the proposed CRM solution. When was it deployed? Is it currently deployed? If not, why?
5. How can the City monitor and integrate forums, blogs, and wikis into the proposed solution? Describe any security controls and safeguards to protect confidential information.
6. Please describe how the City can reach out to residents via the CRM and social media integrations (e.g., e-newsletters, RSS feeds)?

**Integration Capabilities**

1. Describe the architecture for system interfaces (i.e., REST, SOAP, WDSL)?
2. Describe how your solution integrates with e-mail services to send out notifications.
3. Please describe the level of integration that exists between all proposed third-party products and the base software. For example, do the third-party applications share security definitions and similar menu structures?
4. Is your solution LDAP ready certified (LDAP Certified and conforming to the LDAP Certified Product Standard)? How does the solution attach existing user account information through LDAP integration?
5. How does the solution secure file, image, audio, and video uploads from residents in a way that properly accepts and validates the data while protecting the City from downloading malicious files?
6. Please describe your Open311 road map. Which clients have deployed the Open311 standard? Which clients are scheduled to deploy the standard within the next 12 months?
7. Which reporting tools are embedded in the proposed solution? With which reporting tools have you successfully integrated and for which customers?
8. All CRM custom reports will be developed using OBIEE. Please describe your team’s experience with this business intelligence toolset and how you have utilized it in creating custom CRM reports.

**Mobile Capabilities**

1. List all of the third-party, mobile service request applications with which you have integrated with the proposed solution and the customers for whom you provided the integration.
2. List the applicable mobile platforms for which you have developed and successfully deployed applications (e.g., Android, Blackberry, iPhone).
3. List the customers using the applicable mobile application(s) and which functionality they are using.
4. List the applications that the applicable mobile platform has integrated with.
5. List and describe the implementation for any customers where you have successfully deployed the Open 311 API that was not for the public, but allowed the customer to utilize the Open 311 API behind their firewall.

**Application Security**

1. What security standards, certifications, common criteria, or level of care has the solution earned and what levels?
2. Describe how the system addresses and documents security issues, including personnel, access rights, encryptions/SSL, firewall and protocol conflicts, database security, and conflicts with standard OS.
3. How will you respond if a security breach is identified in the application code or in the hosted environment? Please describe your approach, policies, and procedures.
4. Describe your identification and notification process for vulnerabilities, risks, and threats to the application.
5. Please describe how your audit trail for intrusion detection works, how transactions are logged, what it includes, and describe the level of configuration allowed.
6. Have other instances of this system been compromised, sabotaged, or targeted and why? What were the results?
7. Please provide details on the password change and control process. How does your solution handle role and group management of user passwords?
8. Please describe the authentication and authorization schemes that the proposed solution supports.
9. Please describe your use of a source code control system that authenticates and logs changes made by team members and libraries to the code from the baseline to ensure secure development and to minimize vulnerability/threat exposure.
10. When was the last time the proposed solution was put through an analysis of the most common programming errors relating to security, such as OWASP 10 or SANS 25? Have you documented in writing that the findings and errors have been mitigated? Please describe.
11. Please describe the physical security.
12. How do you assure data validation and provide automated exception reporting of non-compliant or rejected data?
13. Describe your program to assist the City in performance of investigations and remediation if security issues are discovered?
14. List the standard security reports that are included with the solution.
15. List and describe the methods and tools you use to protect the solution from unauthorized access attempts (e.g., intrusion detection tools, etc.).
16. List and describe the methods and tools you use to provide endpoint security and to avoid application conflicts.
17. Explain any security setup and administration changes that require direct coding to execute?
18. Define what you will and will not allow in terms of performing security testing as part of the development/configuration process.
19. All changes to assets in the City's technical environment must follow appropriate and approved change management procedures. Describe your technical change management procedures.

**Future Considerations**

1. Chicago is considering being part of a regional 211 call center in the future. A specific date has not been established. Please describe the relationship any of your existing 311 customers have with existing 211 call centers. Please focus on the following items:

* Were calls transferred? If so, how did the transfer occur?
* Were service requests transferred? If so, how did the transfer occur? How were service requests transferred or coordinated for fulfillment?
* Were the 211 and 311 systems integrated or linked? If so, please explain the integration/linkage.
* What parameters were established to support the integration between the call centers in order to minimize confusion for the constituents? Please describe the public-facing education and outreach approach.
* Which 311 departments were involved?

Please note that integration with 211 is not a requirement for this proposal. This information will not be used in the evaluation of your response. If you have not integrated with any 211 call centers, please state this.

1. Please describe the relevant, new CRM products and services or significant additional features and functionality that are on your firm’s road map to be delivered in the next 12 to 36 months. The City may be interested in partnering as a beta site. Please describe the approach used to beta test software. If you have any prepared presentation materials regarding your plans, please include them.

# Exhibit 3 – Company Profile Form and Project Reference Form

**COMPANY PROFILE INFORMATION**

**Submit a completed company profile information sheet for the prime contractor, each joint venture partner, and each subcontractor, as applicable.**

1) Legal Name of Firm:

2) Doing Business under Other Company Name?

If yes, Name of Company:

3) Headquarters Street Address:

4) Headquarters City, State, Zip Code:

5) Web Site Address:

6) Proposed Role:  Prime  Subcontractor  Joint Venture Partner

Supplier  Other:

7) Number of Years in Business: Number of Years in the CRM Business:

8) Total Number of: Employees: , full-time technical Staff: , & support staff:

9) Total Annual Revenues for each of the last 3 full fiscal years:

10) Major Products and/or Services Offered:

11) Other Products and/or Services:

12) Number of installed CRM solutions commenced or deployed in the last 4 years:

**PROJECT REFERENCE FORM**

Please complete one Project Reference Form for every CRM implementation project for organizations with more than 500,000 constituents that Respondent has commenced or deployed within the last four years. If the software provider is not the prime contractor, please also include a completed Project Reference Form for each such project for the software provider, regardless of whether or not the software provider was the prime or subcontractor on such projects.

Referenced Company:

CRM Product:

Client Name:

Client Organization Size (# of Employees): Size of Constituent Base:

Project Start Date: Project Go Live Date:

Initial Contract Amount: Final Contract Amount:

CRM Deployment Model (i.e., SaaS, Hosted, On-Premises):

Project Scope and Description:

Describe how subject solicitation goals were met. What was the outcome of the project? Attach additional pages, as necessary.

Discuss significant obstacles to implementation and how those obstacles were overcome.

Is the client still using your company for subject solicitation?

What was the cost/financing structure of the contract?

Implementation Vendor:

Project Manager:

List all Applications that were interfaced with the CRM Software.

Client Project Implementation Manager

Name: Title:

Phone: Project Role:

Client Call Center Manager

Name: Title:

Phone: Project Role:

# 

# Exhibit 4 – Cost Proposal Form

**Instructions to Respondent:**

1. Complete the Cost Summary below, which shall be a roll-up of all subsequent Cost Detail sections. Cost Summary shall represent the full cost of software, implementation, and other services over the first five years.
2. The Total Cost should include all software and services costs necessary to deliver the proposed solution at a fixed fee. The timing of all costs should match Respondent's implementation plan.
3. Complete the Cost Detail sections on subsequent pages, which shall include unit pricing and total costs as applicable. In case of a discrepancy between the unit and total pricing, the unit price(s) shall govern. Use additional pages as necessary to provide the City with a detailed understanding of all associated costs.
4. Cost Detail sections indicate anticipated cost items. Please add items as needed/proposed.
5. All costs should be in US dollars.
6. Indicate payment terms if an early payment discount is offered, including the percentage discount and when the payment is due. Also indicate any other special discounts or programs that you feel could benefit the City. The Total Cost in the Cost Summary shall not reflect any such discounts.
7. Provide any proposed optional hardware, software, and implementation services on additional pages.

**Cost Summary**



**1. System Costs Detail\***



**\* Note:**  Provide a schedule of all software quantities, unit prices, and total prices by year.

**2. Implementation Services Costs Detail**



**2a. Strategic Planning, Business Analysis and Related Costs Detail**



**3. Training Costs Detail\***



**\* Note:** Detail all classes available including different levels of user training and administrator training if available.

**4. Maintenance and Support Services Costs Detail**



**5. License Maintenance Costs or Subscriptions Service Fees Detail\***



**\* Note:** Provide a schedule of all software quantities, unit prices, and total prices by year.

**6. Other Implementation Costs Detail**



**7. Other Costs Detail**



**Pricing Assumptions and Additional Notes**



# Exhibit 5 – Sample Professional Services Agreement

A sample copy of the City’s professional services agreement is embedded in this document as a .pdf file below:



# Exhibit 6 – Insurance Requirements

The City of Chicago Insurance Requirements for this RFP are outlined below:

Contractor must provide and maintain at Contractor's own expense or cause to be provided, during the term of the Agreement and time period following expiration if Contractor is required to return and perform any additional work or Services under the Agreement, the insurance coverage and requirements specified below, insuring all operations related to the Agreement.

**A. INSURANCE TO BE PROVIDED**

1) Workers Compensation and Employers Liability

Workers Compensation Insurance, as prescribed by applicable law, covering all employees who are to provide a service under this Agreement and Employers Liability coverage with limits of not less than $500,000 each accident, illness or disease.

2) Commercial General Liability (Primary and Umbrella)

Commercial General Liability Insurance or equivalent with limits of not less than

$10,000,000 per occurrence for bodily injury, personal injury and property damage liability. Coverages must include the following: All premises and operations, products/completed operations, separation of insured, defense and contractual liability (not to include Endorsement CG 21 39 or equivalent). The City of Chicago is to be named as an additional insured on a primary, non-contributory basis for any liability arising directly or indirectly from the work or Services.

Subcontractors performing work or Services for the Contractor must maintain limits of not less than $2,000,000 with the same terms herein.

3) Automobile Liability (Primary and Umbrella)

When any motor vehicles (owned, non-owned and hired) are used in connection with work to be performed, Contractor must provide Automobile Liability Insurance with limits of not less than $2,000,000 per occurrence for bodily injury and property damage. The City of Chicago is to be named as an additional insured on a primary, non-contributory basis.

Subcontractors performing work or Services for the Contractor must maintain limits of not less than $1,000,000 with the same terms herein.

4) Error & Omissions/Professional Liability

When any system technicians or engineers, web/cyber architects or engineers, project/program managers/administrators, training professionals, electronic data processing (EDP) professionals including but not limited to system programmers, hardware and software designers/consultants or other professional consultants perform work or services in connection with this Agreement, Professional Liability Insurance (including covering acts, errors or omissions must be maintained with limits of not less than $5,000,000. Coverage must include performance of or failure to perform EDP, performance of or failure to perform other computer services and failure of software product to perform the function for the purpose intended. When policies are renewed or replaced, the policy retroactive date must coincide with or precede start of work on the Agreement. A claims-made policy which is not renewed or replaced must have an extended reporting period of two (2) years.

Subcontractors performing professional Services for the Contractor must maintain limits of not less than $1,000,000 with the same terms herein.

5) Valuable Papers

When any plans, designs, drawings, specifications, media, data, reports, records, reports and other documents are produced or used under this Agreement, Valuable Papers Insurance must be maintained in an amount to insure against any loss whatsoever and must have limits sufficient to pay for the re-creation and reconstruction of such records.

1. All Risk Property/Installation

All Risk Property/Installation Insurance must be maintained by the Contractor at full replacement cost insuring loss or damage to City of Chicago property including Department of Innovation Technology system/equipment, computer hardware and software devices, machinery, equipment, materials, parts and supplies that are part of the project/Agreement during the course of design, development, installation, implementation, upgrade and testing until City acceptance; during maintenance, repairs thereafter. Coverage is to be provided for City of Chicago property/data in the care, custody and control of Contractor while in storage. The City of Chicago is to be named as an additional insured and loss payee.

Contractor is responsible for all loss or damage City property at full replacement cost including but not limited to City systems/equipment materials or supplies that result from this Agreement during installation, maintenance, oe repairs; and for any loss or damage to City of Chicago property/data while in storage at Contractor site.

Hosting Site

Contractor is to provide evidence of All Risk Property Insurance for Property (Hosting) Site of Contractor that is part of the Agreement.

Contractor is responsible for all loss or damage to personal property (including but not limited to materials, equipments, tools and supplies), owned, rented or used by Contractor.

**B. ADDITIONAL REQUIREMENTS**

Contractor must furnish the City of Chicago, Department of Procurement Services, City Hall, Room 806, 121 North La Salle Street, Chicago, IL 60602, original Certificates of Insurance, or such similar evidence, to be in force on the date of this Agreement, and Renewal Certificates of Insurance, or such similar evidence, if the coverage have an expiration or renewal date occurring during the term of this Agreement. Contractor must submit evidence of insurance on the City of Chicago Insurance Certificate Form (copy attached as Exhibit-) or equivalent prior to execution of Agreement. The receipt of any certificate does not constitute agreement by the City that the insurance requirements in the Agreement have been fully met or that the insurance policies indicated on the certificate are in compliance with all requirements of Agreement. The failure of the City to obtain certificates or other insurance evidence from Contractor is not a waiver by the City of any requirements for the Contractor to obtain and maintain the specified coverage. Contractor must advise all insurers of the Agreement provisions regarding insurance. Non-conforming insurance does not relieve Contractor of the obligation to provide insurance as specified in this Agreement. Non-fulfillment of the insurance conditions may constitute a violation of the Agreement, and the City retains the right to stop work until proper evidence of insurance is provided, or the Agreement may be terminated.

The Contractor must provide for 60 days prior written notice to be given to the City in the event coverage is substantially changed, canceled or non-renewed.

Any deductibles or self-insured retentions on referenced insurance coverage must be borne by Contractor.

The Contractor hereby waives and agrees to require their insurers to waive their rights of subrogation against the City of Chicago, its employees, elected officials, agents, or representatives.

The coverage and limits furnished by Contractor in no way limit the Contractor's liabilities and responsibilities specified within the Agreement or by law.

Any insurance or self-insurance programs maintained by the City of Chicago do not contribute with insurance provided by Contractor under this Agreement.

The required insurance to be carried is not limited by any limitations expressed in the indemnification language in this Agreement or any limitation placed on the indemnity in this Agreement given as a matter of law.

If Contractor is a joint venture or limited liability company, the insurance policies must name the joint venture or limited liability company as a named insured.

Contractor must require all Subcontractors to provide the insurance required in this Agreement**,** or Contractor may provide the coverage for Subcontractors. All Subcontractors are subject to the same insurance requirements of Contractor unless otherwise specified in this Agreement.

If Contractor or Subcontractors desire additional coverage, the party desiring the additional coverage is responsible for the acquisition and cost.

Notwithstanding any provision in the Agreement to the contrary, the City of Chicago Risk Management Department maintains the right to modify, delete, alter or change these requirements.

**INSURANCE CERTIFICATE OF COVERAGE**

Named Insured: Specification #: 119440

Address: RFP:

(Number and Street) Project #:

Contract #:

(City) (State) (ZIP)

|  |  |
| --- | --- |
| Description of Operation/Location |  |

The insurance policies and endorsements indicated below have been issued to the designated named insured with the policy limits as set forth herein covering the operation described within the contract involving the named insured and the City of Chicago. The Certificate issuer agrees that in the event of cancellation, non-renewal or material change involving the indicated policies, the issuer will provide at least sixty (60) days prior written notice of such change to the City of Chicago at the address shown on this Certificate. This certificate is issued to the City of Chicago in consideration of the contract entered into with the named insured, and it is mutually understood that the City of Chicago relies on this certificate as a basis for continuing such agreement with the named insured:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Type of Insurance | Insurer Name | Policy Number | Expiration Date | Limits of Liability  All Limits in Thousands |
| General Liability  [ ] Claims made [ ] Occurrence  [ ] Premise-Operations  [ ] Explosion/Collapse Underground  [ ] Products/Completed-Operations  [ ] Blanket Contractual  [ ] Broad Form Property Damage  [ ] Independent Contractors  [ ] Personal Injury  [ ] Pollution |  |  |  | CSL Per  Occurrence $ \_\_\_\_\_\_\_\_\_  General  Aggregate $ \_\_\_\_\_\_\_\_\_  Products/Completed  Operations  Aggregate $ \_\_\_\_\_\_\_\_\_ |
| Automobile Liability |  |  |  | CSL Per  Occurrence $ \_\_\_\_\_\_\_\_\_ |
| [ ] Excess Liability  [ ] Umbrella Liability |  |  |  | Each  Occurrence $ \_\_\_\_\_\_\_\_\_ |
| Worker’s Compensation and Employer’s Liability |  |  |  | Statutory/Illinois  Employers  Liability $ \_\_\_\_\_\_\_\_\_ |
| Builders Risk/Course of Construction |  |  |  | Amount of Contract |
| Professional Liability |  |  |  | $ \_\_\_\_\_\_\_\_\_\_ |
| Owner Contractors Protective |  |  |  | $ \_\_\_\_\_\_\_\_\_\_\_ |
| Other |  |  |  | $ \_\_\_\_\_\_\_\_\_\_\_ |

a) Each Insurance policy required by this agreement, excepting policies for worker’s compensation and professional liability, will read: The City of Chicago is an additional insured as respects operations and activities of, or on behalf of the named insured, performed under contract with or permit from the City of Chicago.

b) The General, Automobile and Excess/Umbrella Liability Policies described provide for severability of Interest (cross liability) applicable to the named insured and the City.

c) Workers Compensation and Property Insurers shall waive all rights of subrogation against the City of Chicago.

|  |  |
| --- | --- |
| Name and Address of Certificate Holder and Recipient of Notice  Certificate Holder/Additional Insured  City of Chicago  Procurement Department  121 N. LaSalle St., #403  Chicago, IL 60602 | Signature of Authorized Rep. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Agency/Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Telephone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

d) The receipt of this certificate by the City does not constitute agreement by the City that the insurance requirements in the contract have been fully met, or that the insurance policies indicated by this certificate are in compliance with all contract requirements.

**For City use only**

Name of City Department requesting certificate: (Using Dept.)

Address: ZIP Code: Attention: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Exhibit 7 – Service Request Volume

The following tables outline 80% of the City of Chicago’s 2012 Service Request volume by department and bureau.

| 80% of 2012 Service Request Volume by Department | | | |
| --- | --- | --- | --- |
| Department/Bureau | CSR Type | SLA | # of Requests |
| **Streets and Sanitation** | | | |
| Bureau of Street Operations | Graffiti Removal | 10 | 134,527 |
| Bureau of Street Operations | Weed Removal | 7 | 62,565 |
| Bureau of Traffic Services | Immediate Tow | 90 | 53,790 |
| Bureau of Rodent Control | Garbage Cart Black Maintenance/Replacement | 15 | 52,933 |
| Bureau of Forestry | Tree Trim | 40 | 42,422 |
| Bureau of Rodent Control | Rodent Baiting/Rat Complaint | 7 | 41,528 |
| Bureau of Traffic Services | Vehicle Impoundment | 90 | 25,292 |
| Bureau of Forestry | Tree Debris | 5 | 23,774 |
| Bureau of Traffic Services | Abandoned Vehicle Complaint | 40 | 20,667 |
| Bureau of Forestry | Tree Emergency | 1 | 19,148 |
| Bureau of Sanitation | Sanitation Code Violation | 3 | 19,121 |
| Bureau of Traffic Services | Relocated Vehicle | 1 | 17,806 |
| Bureau of Street Operations Private | S.W.A.P. (Sheriff`s Work Alt Prgm) | 14 | 17,696 |
| **Buildings** | | | |
| Conservation | Building Violation | 21 | 22,956 |
| Troubled Buildings | Vacant/Abandoned Building | 21 | 19,060 |
| New Construction | No Building Permit & Construction Violations | 21 | 6,570 |
| Plumbing | Plumbing Violation | 21 | 5,309 |
| Conservation | No Heat | 3 | 3,712 |
| **Family and Support Services** | | | |
| Senior Services | I & A Call Log | 7 | 124,229 |
| Senior Services | Aging Direct Service | 7 | 35,771 |
| Human Services | Shelter Request | 1 | 22,603 |
| **Transportation** | | | |
| Division of Electrical Operations | Street Lights - All/Out | 4 | 61,236 |
| Division of In-House Construction | Pot Hole in Street | 7 | 43,237 |
| DIM, Sign Management | Sign - All Other Signs | 20 | 34,850 |
| Division of Electrical Operations | Street Light - 1/Out | 10 | 28,158 |
| Division of In-House Construction | Bridge Lift | 1 | 22,135 |
| Division of Electrical Operations | Traffic Signal Out | 1 | 21,036 |
| Division of In-House Construction | Street Paint Marking Maintenance | 180 | 20,330 |
| Division of Electrical Operations | Alley Light Out | 30 | 20,031 |
| Division of Engineering | Sidewalk Survey | 30 | 12,053 |
| DIM, Public Way Management | Pavement Cave-In Survey | 3 | 6,359 |
| Division of In-House Construction | Alley Pot Hole | 10 | 6,266 |
| **Water Management** | | | |
| Meter Shop | Shut Off Water Non Pay WS | 30 | 37,219 |
| Central Dispatch | Hydrant Open | 1 | 27,594 |
| Billing & Customer Service | Illegal Restore | 1 | 19,660 |
| Sewer Section | Clean Catch Basin/Gutter Box | 30 | 17,647 |
| Central Dispatch | Check for Leak | 30 | 14,727 |
| Sewer Section | Sewer Cave In Inspection | 10 | 10,289 |
| Sewer Section | Sewer Cleaning Inspection | 30 | 9,962 |
| Sewer Section | Water On Street | 7 | 4,612 |
| Sewer Section | Water in Basement | 3 | 4,371 |
| Sewer Section | Missing Lid/Grate | 1 | 4,311 |
| Central Dispatch | Restore Water After Payment | 3 | 4,083 |
| Central Dispatch | Request Water Shut-off Vacant Building | 4 | 4,000 |
| Sewer Section | Repair Catch Basin/Gutter Box | 60 | 3,771 |
| Meter Shop | Water Meter Volunteer Program | 90 | 3,692 |
| Central Dispatch | Defective B-Box | 90 | 3,477 |
| Central Dispatch | Water Management - General Investigation | 90 | 3,347 |
| **All Other Departments** | | | |
| Aviation | Aviation | 1 | 24,284 |
| Other Government Agencies | Chicago Transit Authority - CTA | 7 | 22,849 |
| Animal Care and Control | Animal Care and Control | 1 | 18,266 |
| Zoning and Land Use Planning | Zoning and Land Use Planning | 7 | 16,774 |
| Business Affairs and Consumer Protection | Prosecutions and Adjudication | 45 | 14,282 |
| Animal Care and Control | Animal Care and Control | 1 | 11,699 |
| Animal Care and Control | Animal Care and Control | 1 | 10,152 |
| Mayor's Correspondence Group | Mayor's Correspondence Group | 28 | 6,263 |
| Police | Police | 30 | 5,884 |
| Alderman | Alderman | 0 | 5,267 |
| Animal Care and Control | Animal Care and Control | 10 | 4,941 |
| Other Government Agencies | Chicago Transit Authority - CTA | 7 | 4,695 |
| Animal Care and Control | Animal Care and Control | 1 | 4,131 |
| Other Government Agencies | Chicago Transit Authority - CTA | 7 | 3,562 |
| Health | Health - Food Protection | 21 | 3,157 |
| Animal Care and Control | Animal Care and Control | 14 | 3,014 |
| Other Government Agencies | Chicago Park District | 30 | 2,661 |
| Other Government Agencies | Chicago Park District | 30 | 2,340 |
| Business Affairs and Consumer Protection | Enforcement and Investigations | 21 | 2,269 |
| Animal Care and Control | Animal Care and Control | 25 | 2,171 |
| Other Government Agencies | Chicago Transit Authority - CTA | 7 | 2,153 |
| Other Government Agencies | Chicago Park District | 30 | 2,034 |
| Business Affairs and Consumer Protection | Prosecutions and Adjudication | 45 | 1,998 |
| Other Government Agencies | Chicago Transit Authority - CTA | 7 | 1,861 |
| Zoning and Land Use Planning | Zoning and Land Use Planning | 30 | 1,753 |
| Other Government Agencies | Chicago Transit Authority - CTA | 7 | 1,721 |
| Mayor's Office for People with Disabilities | MOPD | 7 | 1,671 |
| Animal Care and Control | Animal Care and Control | 45 | 1,616 |

The following chart displays the City of Chicago’s 2012 Service Request volume by intake channel.

# Exhibit 8 – Data Protection Policy with Contractors

**DATA POLICY/DATA WITH CONTRACTOR**

"Breach" means the acquisition, access, use, or disclosure of Protected Information that compromises the security or privacy of the Protected Information.

"Contractor" means an entity that receives or encounters Protected Information. Contractor includes, without limitation, entities that store Protected Information, or host applications that process Protected Information. The provisions of this Data Policy includes not only the entity that is a signatory to this Policy but all subcontractors, of whatever tier, of that entity; the signatory must inform and obtain the agreement of such subcontractors to the terms of this Data Policy.

"Protected Information" means all data provided by City to Contractor or encountered by Contractor in the performance of the services to the City, including, without limitation, all data sent to Contractor by City and/or stored by Contractor on its servers. Protected Information includes, but is not limited to, employment records, medical and health records, personal financial records (or other personally identifiable information), research data, and classified government information. To the extent there is any uncertainty as to whether any data constitutes Protected Information, the data in question shall be treated as Protected Information.

1. Information Security. Contractor agrees to the following:
2. General. Notwithstanding any other obligation of Contractor under this policy, Contractor agrees that it will not lose, alter, or delete, either intentionally or unintentionally, any Protected Information, and that it is responsible for the safe-keeping of all such information, except to the extent that the City directs the Contractor in writing to do so.
3. Access to Data. In addition to the records to be stored / maintained by Contractor, all records that are possessed by Contractor in its service to the City of Chicago to perform a governmental function are public records of the City of Chicago pursuant to the Illinois Freedom of Information Act (FOIA), unless the records are exempt under the Act. FOIA requires that the City produce records in a very short period of time. If the Contractor receives a request from the City to produce records, the Contractor shall do so within 72 hours of the notice.
4. Minimum Standard for Data at Rest and Data in Motion. Contractor must, at a minimum, comply, in its treatment of Protected Information, with National Institute of Standards and Technology (NIST) Special Publication 800-53 Moderate Level Control. Notwithstanding this requirement, Contractor acknowledges that it must fully comply with each additional obligation contained in this policy. If data is protected health information or electronic protected health information, as defined in the Health Insurance Portability and Accountability Act and Health Information Technology for Economic and Clinical Health Act (HIPAA/HITECH) and regulations implementing these Acts (see 45 CFR Parts 160 and 164), it must be secured in accordance with "Guidance Specifying the Technologies and Methodologies that Render Protected Health Information Unusable, Unreadable, or Indecipherable to Unauthorized Individuals," available on the United States Department of Health and Human Services (HHS) website (<http://www.hhs.gov/ocr/privacy/hipaa/administrative/breachnotificationrule/index.html>), or at Volume 74 of the Federal Register, beginning at page 42742. That guidance from the HHS states that valid encryption processes for protected health information data at rest (e.g., protected health information resting on a server), must be consistent with the NIST Special Publication 800-111, Guide for Storage Encryption Technologies for End User Devices. Valid encryption processes for protected health information data in motion (e.g., transmitted through a network) are those which comply with NIST Special Publications 800-52, Guidelines for the Selection and Use of Transport Layer Security Implementation; 800-77, Guide to IPsec VPNs; or 800-113, Guide to SSL VPNs, or others which are Federal Information Processing Standards (FIPS) 140-2 validated.
5. Where Data is to be Stored. All data must be stored only on computer systems located in the continental United States.
6. Requirement to Maintain Security Program. Contractor acknowledges that the City has implemented an information security program to protect the City's information assets, which Program is available on the City website at <http://www.cityofchicago.org/city/en/depts/doit/supp_info/initiatives_-_informationsecurity.html> ("City Program"). Contractor shall be responsible for establishing and maintaining an information security program that is designed to: (i) ensure the security and confidentiality of Protected Information; (ii) protect against any anticipated threats or hazards to the security or integrity of Protected Information; (iii) protect against unauthorized access to or use of Protected Information; (iv) ensure the proper disposal of Protected Information; and, (v) ensure that all subcontractors of Contractor, if any, comply with all of the foregoing.
7. Undertaking by Contractor. Without limiting Contractor's obligation of confidentiality as further described herein, in no case shall the safeguards of Contractor's information security program be less stringent than the information security safeguards used by the City Program.
8. Right of Audit by the City of Chicago. The City of Chicago shall have the right to review Contractor's information security program prior to the commencement of Services and from time to time during the term of this Agreement. During the performance of the Services, from time to time and without notice, the City of Chicago, at its own expense, shall be entitled to perform, or to have performed, an on-site audit of Contractor's information security program. In lieu of an on-site audit, upon request by the City of Chicago, Contractor agrees to complete, within forty-five (45 days) of receipt, an audit questionnaire provided by the City of Chicago or the City of Chicago's designee regarding Contractor's information security program.
9. Audit by Contractor. No less than annually, Contractor shall conduct an independent third-party audit of its information security program and provide such audit findings to the City of Chicago, all at the Contractor's sole expense.
10. Audit Findings. Contractor shall implement at its sole expense any remedial actions as identified by the City as a result of the audit.
11. Demonstrate Compliance - PCI. No less than annually, as defined by the City of Chicago and where applicable, the Contractor agrees to demonstrate compliance with PCI DSS (Payment Card Industry Data Security Standard). Upon City's request, Contractor must be prepared to demonstrate compliance of any system or component used to process, store, or transmit cardholder data that is operated by the Contractor as part of its service. Similarly, upon City's request, Contractor must demonstrate the compliance of any third party it has sub-contracted as part of the service offering. As evidence of compliance, the Contractor shall provide upon request a current attestation of compliance signed by a PCI QSA (Qualified Security Assessor).
12. Demonstrate Compliance - HIPAA / HITECH. If the Protected Information includes protected health information or electronic protected health information covered under HIPAA/HITECH, Contractor must execute, and be governed by, the provisions in its contract with the City regarding HIPAA/HITECH, the regulations implementing those Acts, and the Business Associate Agreement in its contract with the City. As specified in 1.3, protected health information must be secured in accordance with the "Guidance Specifying the Technologies and Methodologies that Render Protected Health Information Unusable, Unreadable, or Indecipherable to Unauthorized Individuals."
13. Data Confidentiality. Contractor shall implement appropriate measures designed to ensure the confidentiality and security of Protected Information, protect against any anticipated hazards or threats to the integrity or security of such information, protect against unauthorized access or disclosure of information, and prevent any other action that could result in substantial harm to the City of Chicago or an individual identified with the data or information in Contractor's custody.
14. Compliance with All Laws and Regulations. Contractor agrees that it will comply with all laws and regulations.
15. Limitation of Access. Contractor will not knowingly permit any Contractor personnel to have access to any City of Chicago facility or any records or data of the City of Chicago if the person has been convicted of a crime in connection with (i) a dishonest act, breach of trust, or money laundering, or (ii) a felony. Contractor must, to the extent permitted by law, conduct a check of public records in all of the employee's states of residence and employment for at least the last five years in order to verity the above. Contractor shall assure that all contracts with subcontractors impose these obligations on the subcontractors and shall monitor the subcontractors' compliance with such obligations.
16. Data Re-Use. Contractor agrees that any and all data exchanged shall be used expressly and solely for the purposes enumerated in the Agreement. Data shall not be distributed, repurposed or shared across other applications, environments, or business units of Contractor. As required by Federal law, Contractor further agrees that no City of Chicago data of any kind shall be revealed, transmitted, exchanged or otherwise passed to other Contractors or interested parties except on a case-by-case basis as specifically agreed to in writing by an officer of the City of Chicago with designated data, security, or signature authority.
17. Safekeeping and Security. Contractor will be responsible for safekeeping all keys, access codes, passwords, combinations, access cards, personal identification numbers and similar security codes and identifiers issued to Contractor's employees, agents or subcontractors. Contractor agrees to require its employees to promptly report a lost or stolen access device or information to their primary business contact and to the City of Chicago Information Security Office.
18. Mandatory Disclosure of Protected Information. If Contractor is compelled by law or regulation to disclose any Protected Information, the Contractor will provide to the City of Chicago with prompt written notice so that the City of Chicago may seek an appropriate protective order or other remedy. If a remedy acceptable to the City of Chicago is not obtained by the date that the Contractor must comply with the request, the Contractor will furnish only that portion of the Protected Information that it is legally required to furnish, and the Contractor shall require any recipient of the Protected Information to exercise commercially reasonable efforts to keep the Protected Information confidential.
19. Data Breach. Contractor agrees to comply with all laws and regulations relating to data breach, including without limitation, the Illinois Personal Information Protection Act and other applicable Illinois breach disclosure laws and regulations. Data breaches of protected health information and electronic protected health information shall be governed by the provisions regarding HIPAA/HITECH, and the regulations implementing those Acts, in the Contractor's contract with the City, specifically the Business Associate Agreement in such contract. Contractor will immediately notify the City if security of any Protected Information has been breached, and will provide information as to that breach in such detail as requested by the City. Contractor will, if requested by the City, notify any affected individuals of such breach at the sole cost of the Contractor.
20. Data Sanitization and Safe Disposal. All physical and electronic records must be retained per federal, state and local laws and regulations, including the Local Records Act. Where disposal is approved, the Contractor agrees that prior to disposal or reuse of all magnetic media (e.g. hard disk, floppy disk, removable media, etc.) which may have contained City of Chicago data shall be submitted to a data sanitization process which meets or exceeds DoD 5220.28-M 3-pass specifications. Certification of the completion of data sanitization shall be provided to the City of Chicago within 10 days of completion. Acceptance of Certification of Data Sanitization by the Information Security Office of the City of Chicago is required prior to media reuse or disposal. All other materials which contain City of Chicago data shall be physically destroyed and shredded in accordance to NIST Special Publication 800-88, Guidelines for Media Sanitization, specifications.
21. End of Agreement Data Handling. The Contractor agrees that upon termination of this Agreement it shall return all data to the City of Chicago in a useable electronic form, and erase, destroy, and render unreadable all data in its entirety in accordance to the prior stated Data Sanitization and Safe Disposal provisions. Data must be rendered in a manner that prevents its physical reconstruction through the use of commonly available file restoration utilities. Certification in writing that these actions have been completed must be provided within 30 days of the termination of this Agreement or within 7 days of a request of an agent of the City of Chicago, whichever shall come first.

# Exhibit 9 – New Information Security Policies

The City’s new Information Security Policies are embedded in this document as a .pdf file below:

