CITY SERVICES SOFTWARE REQUEST FOR PROPOSAL

The City of Lake Stevens, Washington (the City) is requesting proposals from experienced and highly qualified software firms (Proposer) for the acquisition and implementation of an Enterprise Permitting/Land Use and a Public Works Geographic Information System (GIS) Asset Management Software solution that satisfies all the City's functional requirements. A detailed description of the products and services required are contained in Section 2, Project Scope.

1. Project Background and Description

Overview

The City requires an integrated software application to improve customer service, facilitate staff efficiencies and create a centralized system to support both Permitting/Land Use and GIS Asset Management. Currently the City uses several software platforms to execute these functions and desires to streamline operations. Software applications must be in a GIS-centric framework with strong web-enabled applications and have the capacity to grow with the City as the permitting/land use demand increases and the City acquires more assets. In addition, the software solution must provide a mobile-friendly interface for use with cell phones and/or tablets.

As part of the integration to a new software solution, city documents and data from existing software must be migrated into the new system making it fully functional.

Finally, in-person or online training will be required for City staff. On-going software support services will also be required.

Deadline for Submittals

Proposals will be accepted until **4:00 PM, Thursday, January 20, 2022**. The selected firm or group for this project would execute a contract and begin necessary responsibilities immediately after selection.

Background

The City is a rapidly growing community in Snohomish County situated west of the Cascade foothills. The City will grow to a population of over 50,000 and provide approximately 8,000 jobs by 2044. People live in Lake Stevens due to the strong sense of community, excellent schools, proximity to regional employment and relative affordability.

Lake Stevens operates under a strong mayor form of government with an elected Mayor and seven-member City Council. The Mayor appoints the City Administrator as the chief administrator officer of the city. Currently, six directors/mangers oversee city departments and programs.

Under the Mayor's direction, in 2022 the City will conduct a major software system update to address the City's growth which has outpaced current operations and tools to keep pace with a rapidly growing City.

The City's current software applications are outdated and are no longer able to keep pace with the need to enhance customer service availability, streamline review processes, improve reporting, manage documents and assets, and integrate with ESRI's GIS platform and other enterprise systems.

See Appendix A – Software and Integrations.

2. Project Scope

Scope of Services

The Proposer would provide a software solution designed specifically for municipal government. Software shall be tried and true and well known in the industry with a strong customer base in Washington State. Software shall have capability to work within daily operations of Planning and Community Development, Utilities, Parks & Recreation, Fleet Management, Street and Transportation, Stormwater Management, and all other Public Works functions. Software shall be GIS based and include the functions in the table below.

GIS Asset Management	**Licensing and Permitting**
- Public Service Request (Citizen/Internal)	- Public/Constituent Online Portal
- Work Orders and Inspections	- Land Management
- Project management	- Building, Planning and Permitting
- Pavement Management	- Code Enforcement
- Performance Budgeting	- Reporting and Query Tools
- Fleet Management	- Online Payment
- Facility Management	- Mobile Applications
- Utilities Management	- Online Plan Review (20 users)
- Geospatial &Physical Assets	- Business licensing
- Mobile and Desktop Asset Data Collection	

The software solution shall be compatible with mobile devices. Users shall have the capability to collect data in the field and immediately upload the information. In addition, user shall have the capability to pull up information about infrastructure or a project in the field much like what you would see from your office computer. All information and processes shall be directly connected to the City's GIS program. The software solution shall provide analytics and reports as needed and provide asset tracking. It shall have the ability for the community to engage within the system and retrieve information. In addition, citizens should have the ability to enter concerns such as potholes. Citizen engagement can be utilized through a separate software package that easily integrates into the entire software solution. All separate software packages intended to meet specific goals should be included in the overall software solution proposal. The City currently uses CivicPlus and would like to utilize their SeeClickFix solution as our public facing reporting tool for reporting and service requests.

The software solution shall be fully integrated with existing applications and software that the City will continue to use in conjunction with the proposed software solution. It is also vital that the software solution integrate with the City's ESRI GIS system. Software Integration into existing systems can be done by a third-party vendor who specializes in this work. Third-party vendors shall have extensive experience working with ESRI and SharePoint. Vendors shall have extensive experience working with municipalities in Western Washington, specifically Public Works and Planning and Community Development departments.   Third-party vendor implementation and integration with current City systems shall be included in the proposal as the overall software solution.

The software solutions shall have tight security controls which meet state and federal regulatory compliance and audit standards. Security groups shall be created for each user and type of process within the software solution. The solution should support Azure AD authentication (SAML) for Single-Sign-On.

3. Submittal Content Requirements

Letter of Interest

The Proposer must submit a cover letter (maximum two pages) as an executive summary of the Proposer's products and services offered relevant to the scope of work described in this RFP; ability to complete all components of the project; and the firm's contact information (address, telephone,   email). An individual authorized to bind the Proposer must sign the cover letter.

Proposal

The nature and form of response are at the discretion of the respondent, but at a minimum, the following information must be included:

A.   Project Organization and Staffing

1. Provide an organization chart showing all proposed team members and describing their responsibilities for this project. Include professional qualifications/resumes of each member of the project team.

2. Describe the portion of work that will be performed by a subcontractor, if any, and information about the professional qualifications of proposed subcontractors.

B.   Description of Related Experience

1. Describe the firm's experience managing projects of this scope and ability to deliver. Include at least three projects completed in the Northwest, preferably in the Seattle area and for municipalities of similar size, that are like the project described in this request. For each project, provide the following information:

- Name, address and telephone number of the client.

- Name of the firm's project manager and personnel who worked on each project with a brief description of their responsibilities.

- The elements of the projects that are common to the projects proposed above.

- Summary of the firm's role/responsibility in overall project.

- Summary of the firm's deliverables.

C. <u>Pricing</u>

1. Complete Pricing Summary using Appendix B of this RFP. Indicate costs for software, implementation, maintenance, staff training and on-going support services. Pricing must be fully comprehensive and complete, including all taxes and list any available discounts or increases. Pricing must be valid for at least 180 days from response submission date. All one-time and recurring costs must be fully provided.

2. **Software/SaaS Licensing:** Provide estimates for user counts defined in this RFP. Include individual pricing summaries for on-premises, SaaS, or hosted options if applicable. Two summary templates are in Appendix B for submittal of software licensing and SaaS pricing.

3. **Implementation Services:** Including, but not limited to, implementation of the software, data conversion, system configuration, report development, testing, and training for all required software. If function or module is optional, list costs separately.

4. **Maintenance:** Indicate the estimated total dollars and percent of software license cost plus any CPI changes that might be incurred in years 2 – 10. For SaaS, include annual maintenance costs for years 2 forward.

   Note: Additional pricing information can be supplied if it clarifies or provides relevant detail to your estimate.

D. <u>Implementation</u> – Provide an overview of Proposer's implementation methodology including:

1. Project Plan: Sample Project Plan including Phases, Tasks and Timeline

2. Recommendation for phased approach or go-live of all modules at one time

3. City resources: Roles, responsibilities, average estimated time per month

4. Proposer resources: Roles, responsibilities, average estimated time per month

5. Documentation: Some examples may include, comprehensive set of user, system, and management documentation. The City's preference is that all documentation is available in electronic format rather than hard copy.

6. Process improvement: Approach to process improvement through implementation

7. Change management: Methodology and tools used

8. Data conversion: Discuss experience, provide recommendations (e.g., preparation, number of years data for conversion, etc.), and tools/methodology used

9. Testing Plan: Methodology and tools used

10. Training: Methodology and tools used during Implementation, available post-go live, etc.

11. Project governance: Work collaboration tools and governance

12. Report development: Typical rate used for report development, and how many custom reports are included in the proposal

13. Integration: Approach, tools, experience

14. Post go-live support services, training resources, etc.

E. <u>Support</u> – Provide an overview of the services offered and recommended including but not limited to:

1. User support – hours of service, after-hours support, 24x7 support, average/guaranteed response time, ticketing system used, resources available, escalation process

2. System enhancements – approach to user enhancement requests

3. Support for 3rd Party Partner applications if proposed

4. Hosting or cloud services

5. User groups and conferences, including groups in the Seattle area

F. <u>Technology Overview</u> – Provide an overview of the system technology and future strategic direction, including:

1. Options for technical architecture; hosted, on-premises, SaaS, etc.

2. Hardware specifications for the proposed solution

3. Mobile hardware and operating system specifications

4. GIS integration – Esri 10.x Online or On-Premises

5. Support for SSO (Azure AD) and/or two-factor authentication (Duo, or MFA currently used)

6. Remote access capabilities, supported technologies and portals available

7. Online data dictionary

8. Escrow agreements

9. Languages, structures, or frameworks used e.g., .NET, SOA architecture, SQL, etc.

10. Timing and frequency of software updates e.g., scheduled release, automatic updates, etc.

11. Multiple Environments – number and types supported and how they are utilized through implementation and post go-live

12. System Back Up, Redundancy, Disaster Recovery Services

G. <u>References</u> – Please use the form templates in Appendix C - Customer References, Existing and Prior Customers. The City is requesting three existing customer references and two prior customer references.

H. <u>Experience</u> – Provide an overview of Proposer's experience including:

1. Describe the firm's experience managing projects of this scope and ability to deliver. Include at least three projects completed in the Northwest, preferably in the greater Seattle area that are the project described in this request. For each project, provide the following information:

   - Name, address, and telephone number of the client.
   - Name of the firm's project manager and personnel who worked on each project with a brief description of their responsibilities.
   - The elements of the projects that are common to the projects proposed above.
   - Summary of the firm's role/responsibility in overall project.
   - Summary of the firm's deliverables.

2. Describe the firm's familiarity with Lake Stevens or similar sized cities.

3. Describe the firm's ability to complete work under a short timeline.

4. Describe the firm's approach to dealing with and communicating with public officials about complex, analytical data regarding facility planning.

I. Contract Performance – Indicate if during the past five years the Proposer has had a contract terminated for convenience, non-performance, or any other reason, or has entered legal action with a customer. Describe the situation(s) including name and address of contracting party.

J. Contract Samples – Provide sample contract documents that may include the following:

1. Statement of Work

2. Perpetual Software License or SaaS License Agreement

3. Maintenance or Support Agreements

4. Service Level Agreements

5. 3rd Party Agreements

5. Submittal Format

The proposal should be organized in a manner that allows the reviewer to evaluate the Proposer's qualifications quickly and easily. The Proposal shall be no more than 15 pages in length, excluding the cover, cover letter, and section dividers, provided the text of the response is not printed upon them. The pages shall be eight and one-half inches by eleven inches with printed text only on one side, except those pages containing only charts and graphs may be printed on pages eleven inches by seventeen inches. Only electronic copies of the proposal will be accepted as outlined in Section 7 - Vendor Submittal and Contact.

6. Selection Process

Evaluation Procedures

The City has established a screening committee consisting of personnel from the appropriate departments who will evaluate the proposals to determine which proposals are most responsive and adherent to the requirements of this RFP.

The City reserves the right to select a vendor based solely on the information submitted in the proposal and to make a contract award without any further discussion with the vendors regarding the responses received. Therefore, responses should be submitted initially on the most favorable terms available to the City from a price, contractual terms and conditions, and technical standpoint.

The City also reserves the right to conduct discussions with vendors who submit proposals. The City is not under any obligation to reveal to a vendor how a response was assessed or to provide information relative to the decision-making process.

Evaluation Criteria for the Written Responses

Each proposal will be evaluated and given a score based upon the quality of response to each of the following requirements/criteria listed below. A maximum number of points achievable is 80. The City

will use the following rating system:

Rating System:

> • Poor (0-2): The vendor's proposal is incomplete or would not meet the City's needs. Serious questions/doubts surround vendor responses.
>
> • Satisfactory (3-7): Meets the City's basic needs but lacks advanced or value-added qualifications and experience, product features, elements of a strong implementation plan, and/or support services.
>
> • Outstanding (8-10): Meets the City's basic needs and offers advanced or value-added qualifications and experience, product features, elements of a superior implementation plan, and/or support services.

Requirements/Criteria:

Evaluation of proposals will be based on a fair, impartial, and competitive selection process and will not be limited to price alone. Proposals shall be consistently evaluated based on the following competitive selection criteria:

1. The proposed solution's functional fit to the City's software requirements (10 points possible)
2. The architecture of the solution, including business continuity (10 points possible)
3. The vendor's experience and expertise, including proposed team qualifications (10 points possible)
4. The total costs of the solution (10 points possible)
5. Customer references of both the product and the proposing Vendor (10 points possible)
    1. Existing Customers
    2. Prior Customers
    3. Western Washington Experience
6. The quality of the proposed work plan based on Section 3 (10 points possible)
7. The quality of the support services after implementation (10 points possible)
8. Additional items, including agreement with contract terms (10 points possible)

7. Vendor Submittal and Contact

Please submit your RFP response by January 20, 2022 **at 4:00 pm** in the following format:

1. One (1) PDF copy of your entire RFP proposal in proper submittal order as specified in the table below.
2. One (1) Word copy of your response to the Requirements document.

Questions should be submitted to Christi Schmidt, Senior Planner at cschmidt@lakestevenswa.gov.

Replies will be sent via electronic mail to all firms or groups that submitted a LOI and RFP. Please send Okyour electronic mail address to cschmidt@lakestevenswa.gov, upon receipt of this request for LOI and RFP to ensure receiving a copy of all questions and responses.

Late submittals will not be accepted.

Submission of a proposal shall constitute acknowledgement and acceptance of all terms and conditions contained in the RFP and all exhibits and attachments hereto.

Pre-Bidders Questions. Questions regarding this RFP may be submitted to the City via email to cschmidt@lakestevenswa.gov by the deadline date indicated in Section 8, Schedule. The City will address all questions and post them to the City's website by the date indicated in Section 8 of this RFP. No formal Pre-Bidders Conference will be held.

8. Schedule

The following defines the estimated timeline for the selection of a vendor. However, the City reserves the right to modify or reschedule procurement milestones as necessary.

Event	Dates
Advertise Request for Proposal	December 10, 2021
Vendor Questions Submitted	till January 14, 2022
Vendors Questions – Answers Returned and Posted	January 18, 2022
Deadline for Receipt of Request for Proposal	January 20, 2022 at 4 p.m.
Review and Selection of Finalists	January 21 to February 4, 2022
Interview Finalists	early February 2022
Due Diligence Review	mid-February 2022
Select Firm & Contract Negotiations	mid-February
Award Contract	Late February 2022
Implementation Start Date	March 2022

9. Terms, Conditions and Disclaimers

1. All facts and opinions stated within this request and supporting documents and data are based on available information from a variety of sources. Additional information may be made available via written addenda throughout the process.

2. Respondents to this request shall be responsible for the accuracy of the information provided.

3. The City reserves the right to reject any submittals, to waive minor irregularities in any submittal, to issue additional requests and to substantially modify or terminate the project at any time prior to final execution of a contract. The City also reserves the right to choose not to proceed with this project or to re-issue the RFP.

4. The City shall not be responsible for any costs incurred by the respondent(s) in preparing, submitting, or presenting its response to the RFP or to the interview process.

5. Nothing contained herein shall require the City to enter exclusive negotiations; both agencies reserve the right to amend, alter and revise its own criteria in the selection of a respondent.

6. The City reserves the right to request clarification of information submitted and to request additional information from any respondent.

7. The City will not accept any submittal after the time and date specified on the RFP.

8. The qualifications of each member of the team are important criteria in the selection process. The selected team will not be allowed to substitute any members without prior approval by the City.

9. In the interest of a fair and equitable process, the City will retain the sole responsibility to determine the timing, arrangement, and method of proposal presentations throughout the selection process.

10. If negotiations are not completed with the top ranked team, negotiations may proceed with the next most qualified team or teams.

11. The City encourages submittals from firms that demonstrate a commitment to equal employment opportunity. Upon selection of a qualified team through the request process, the City shall enter a contract for described herein.

12. In addition to compliance requirements listed above, the Vendor awarded a contract shall comply with federal, state, and local laws, statutes, and ordinances relative to the execution of the work.

All submittals and accompanying documentation will become the property of Lake Stevens; materials will not be returned and become public documents subject to public disclosure. The Washington State Public Disclosure Act (RCW 42.17) requires public agencies in Washington to make public records available for inspection and copying unless they fall within the specified exemptions contained in the act. Proposals submitted under the request shall be considered public documents and with limited exceptions, submittals that are recommended for contract award will be available for inspection and copying by the public.

Appendix A

Software and Integrations

Software	Description	Version	Data Migration	Integration
ArcGIS Enterprise	1 Enterprise Server, 1 Portal Server	10.8.1	NO	YES
ArcGIS Desktop Pro	GIS Client Software	2.8.0	NO	NO
ArcGIS Desktop (Map)	GIS Client Software	10.8.0	NO	NO
BlueBeam Revue 2017	Plan Review Software	2017	NO	YES
SpringBrook (Hosted)	Financial Software	SaaS	NO	YES
StreetLogix	Pavement Management Solution	SaaS	NO	NO
PermitTrax	Permitting, code enforcement, land use, inspections	6.0	YES	NO
WinCan – (Future Integration)	CCTV Video Inspection of Utilities		NO	YES
SharePoint Online	Cloud Document Management – It is our goal to integrate ESRI GIS and SharePoint to geo-encode documents for internal and eventually external access to specific content types.		NO	YES
Laserfiche.	On-site Document Management (City plans to migrate to SharePoint Online for Enterprise Content Management)	10.4.1	NO	Only if SharePoint Online integrations is not possible
CivicPlus – SeeClickFix	The city currently uses CivicPlus for our Website, CivicRec, and CivicClerk and will like to use SeeClickFix as our Customer Portal for Citizen Request/Reporting tools	SaaS	NO	YES
Click2Mail	Electronic Postal Mailing Systems – Public Noticing	SaaS	NO	YES
FuelMaster	Vehicle Mileage tracking		NO	YES
Authorize.NET	Electronic Payment Gateway	SaaS	NO	YES
Washington BLS	Business Licensing Service	SaaS	NO	YES

Platform

The City prefers the Microsoft technology stack and Web-enabled or Web-based systems without the need for Citrix, MS Terminal Services or similar remote access technology for deployment. On-premises Client/Server platform deployment options are preferred. The City also requires support for virtual servers using Hyper-V.

Springbrook Financial Integrations

The city uses Springbrook as our finance software and Authorize.NET as our payment gateway. The solution needs to integrate with our Cashier module. The solution must be able to take online payment via our payment gateway and generate report nightly that can be imported to our finance software. The city would like a more efficient workflow for processing in-person payments. The current process is using credit card/check machine to process the payment then recorded in Springbrook's Cashier module to generate the receipt and then the recorded inside our Permitting software. The ideal process would be to use the Permitting solution to create a receipt, transact the payment and then at the end of the day a report generated with all transactions that need to be imported into Springbrook to record them in our finance software.

Washington Business Licensing Service Integrations

The currently performs a lookup into Washington state's online Business Licensing system (BLS) for a contractor's business license verification. Business licenses applied for as a part of the permitting process will potentially require a real-time interface between an application kiosk and the front desk to monitor incoming applications and verify business licenses have been receipted. In addition, the City would like to be able to link out from the permitting system to the BLS at the time of processing a permit application.

Plan Review Integrations

The city currently uses Bluebeam internally for plan review. The City wants to acquire a solution that will support the new business processes, such as electronic building plan routing and review of applications that are driven by established workflows throughout the permitting process. The staff has expressed a preference to Bluebeam integrations but is open to alternative solutions that drive the workflow process. The city has evaluated e-Plansoft as a potential alternative. We request a cost analysis of these two solutions and a detailed description of how these solutions will integrate and provide process improvements.

Public Noticing Integrations

The city uses Click2Mail to send out Land Use noticing and other correspondence and seek to improve this workflow. This solution has an API stack that can be leveraged in the Planning and Code Enforcement Processes to send out mailers based on business processes with predefined templates.

Electronic Records Management

The City has purchased Laserfiche for its enterprise document management, however it has been a challenge to get it fully implemented. The city has been rapidly transitioning to Office365 for our collaboration and file management and now see a path forward to migrate from Laserfiche to SharePoint Online for our ECM. A replacement permitting system should provide functionality to store documents related to transactions within the system, as well as be able to link to or interact with other stores of documents and images. The preference is for a bi-directional interface with SharePoint Online (API integration) so documents and images can push or pull between systems. SharePoint will become the primary store for public-facing record requests through the integration between ESRI GIS and SharePoint Online.

Fuelmaster and Telemetry

The city currently uses Fuelmaster to track vehicle milage and fueling cost. The solution is onsite, and data stored in our SQL server environment. The city is also investigating fleet telematic solutions to track street sweeping and snow removal work in the city. The data will be collected and stored in our GIS system for visibility to internal and external customers. The city is also looking into IoT projects to help improve service and process improvements. At present we have a pilot program to track garbage can fill levels, tip overs events and fire monitoring events this pilot will update our GIS mapping data and based on sensor data the solution should be able to automatically create work orders based on event data. The solution should be capable of other automated IoT process such as storm water level monitoring events, vehicle maintenance schedules based on service intervals where the data is collected through our Fuelmaster program.

Appendix B

Pricing Summary Part I - Permitting

Using the template provided in this appendix provide summarized pricing information for your proposed solution for both On-Premises and SaaS options. Additional supporting documents may also be provided as supporting information to the summarized information on this page. Pricing must be fully comprehensive, complete, and list any available discounts. All one-time and recurring costs must be fully provided. This form will become the cover page of your RFP response. Additional backup documentation to support this summary may be provided.

City of Lake Stevens		
Permitting Software Pricing Proposal – On-Premises		
20 Concurrent Users and 10 Named Users+ 10 Mobile Users		
Software	**$**	
Required Modules/Functional Areas:		**Assumptions/Comments**
Land Management		
Electronic Plan Review (if applicable)		
Bluebeam interface (required)		
Permitting		
Inspections		
Code Enforcement		
Reporting/Query Tools		
Public/Constituent Access Portal		
Mobile Applications – Inspections, Code, etc.		
GIS Connector - Esri		
Other		
Taxes		
Sub-Total Software		
Implementation for all Required Modules		**Assumptions/Comments**
Implementation		
Data Conversion		
Training		

Report Development		
Integration		
Travel		
Other		
Taxes		
Sub-Total Implementation		
Recurring Maintenance		**Assumptions/Comments, e.g. CPI Uplift per year**
Year 1		
Years 2 through 10		
Estimated Taxes		
Sub-Total Maintenance		
Grand Total		**Software, Implementation, Maintenance**

City of Lake Stevens		
Permitting Software Pricing Proposal – SaaS or Hosted		
20 Concurrent or 10 Named Users + 10 Mobile Users		
Software	**$**	
Required Modules/Functional Areas:		**Assumptions/Comments**
Land Management		
Electronic Plan Review (if applicable)		
Bluebeam interface (required)		
Permitting		
Inspections		
Code Enforcement		
Reporting/Query Tools		
Public/Constituent Access Portal		
Mobile Applications – Inspections, Code, etc.		
GIS Connector - Esri		
Other		
Taxes		
Sub-Total SaaS, Year 1		

Implementation for all Required Modules		Assumptions/Comments
Implementation		
Data Conversion		
Training		
Report Development		
Integration		
Travel		
Other		
Taxes		
Sub-Total Implementation		
Recurring SaaS Fees		**Assumptions/Comments, e.g. CPI Uplift per year**
Years 2 through 10		
Estimated Taxes		
Sub-Total Maintenance		
Grand Total		**Software, Implementation, Maintenance**

Pricing Summary Part II – Asset Management

City of Lake Stevens		
Asset Management Pricing Proposal – On-Premises		
20 Concurrent Users and 10 Named Users+ 10 Mobile Users		
Software	**$**	
Required Modules/Functional Areas:		**Assumptions/Comments**
Asset Management		
Pavement Condition Rating		
Work Orders		
Inspections		
Public Service Requests		
Project Management / Budget Forecasting		
Asset Data Collection		
Public/Constituent Access Portal		
Mobile Applications – Inspections, work orders, data collection, etc.		

GIS Connector - Esri		
Taxes		
Sub-Total Software		
Implementation for all Required Modules		**Assumptions/Comments**
Implementation		
Data Conversion		
Training		
Report Development		
Integration		
Travel		
Other		
Taxes		
Sub-Total Implementation		
Recurring Maintenance		**Assumptions/Comments, e.g. CPI Uplift per year**
Year 1		
Years 2 through 10		
Estimated Taxes		
Sub-Total Maintenance		
Grand Total		**Software, Implementation, Maintenance**

Appendix C

Customer References, Existing Customers

Item	Proposer Response
Client Reference No. 1 - Existing	
Name	
Number of Employees	
Population	
Contact Name	
Contact Title	
Contact Telephone Number	
Contact E-mail Address	
Products, Modules, Services Provided by Proposer	
Implementation Kick Off Date	
Go Live Date	
Rationale for including the specific reference	
Name of prior replaced/upgraded system	
Client Reference No. 2 - Existing	
Name	
Number of Employees	
Population	
Contact Name	
Contact Title	

Contact Telephone Number	
Contact E-mail Address	
Products, Modules, Services Provided by Proposer	
Implementation Kick Off Date	
Go Live Date	
Rationale for including the specific reference	
Name of prior replaced/upgraded system	
Client Reference No. 3 - Existing	
Name	
Number of Employees	
Population	
Contact Name	
Contact Title	
Contact Telephone Number	
Contact E-mail Address	
Products, Modules, Services Provided by Proposer	
Implementation Kick Off Date	
Go Live Date	
Rationale for including the specific reference	
Name of prior replaced/upgraded system	

Appendix C

Customer References, Prior Customers

Item	Proposer Response
Client Reference No. 1 - Prior	
Name	
Number of Employees	
Population	
Contact Name	
Contact Title	
Contact Telephone Number	
Contact E-mail Address	
Products, Modules, Services Provided by Proposer	
Implementation Kick Off Date	
Go Live Date	
Reason Reference is No Longer a Customer	
Name of prior replaced/upgraded system	
Client Reference No. 2 - Prior	
Name	
Number of Employees	
Population	
Contact Name	
Contact Title	
Contact Telephone Number	

Contact E-mail Address	
Products / Services Provided by Proposer	
Implementation Kick Off Date	
Go Live Date	
Reason Reference is No Longer a Customer	
Name of prior replaced/upgraded system	