

Scope of Services

Raftelis is currently providing consulting services to the City of Kingsport (“the City”, “Kingsport”) to modify their rate and financial planning model. This scope of services is being proposed to develop an RFP for the replacement of Kingsport’s current Customer Information System (“CIS”). The City’s current CIS is Central Square from H.T.E. Our Raftelis team has had experience replacing Central Square CIS at other customer locations; our existing experience with the H.T.E. product will be very helpful in this replacement effort.

As Kingsport moves in the direction of acquiring a new CIS solution, the proposed Scope of Services is designed to assist the City to develop a Request for Proposal (RFP). Our services will be in support of the City’s formal procurement processes and will be conducted in accordance with Kingsport’s procurement standards. The section **RFP Development** contains the detailed activities that we will be engaging in for this scope of services.

As an option, this scope of services includes the next step in the process consisting in the evaluation and selection of the most suitable CIS vendor for Kingsport’s needs based on the RFP responses received. The expected outcome is the successful selection of a contemporary CIS that best aligns with the City’s business strategies to maximize existing efficiencies and improve current performance. The activities of this process are detailed in the section **(Optional) Vendor Evaluation and Selection**.

RFP Development

Task 1: Initial Requirements Spreadsheet

The first effort in developing an RFP for Kingsport will involve developing an understanding of the City’s needs for a new CIS system. Kingsport informed our team that they have mapped most of their current processes in detail using a tool from IBM. The Kingsport team also indicated that these documents can be turned into a PDF format or other format to be reviewed by our Raftelis team to start to understand the City’s processes involving their current CIS, Central Square. After reviewing the process documentation provided, we will arrange a Kickoff Meeting with the Kingsport team, along with interviews to gain additional information needed based on our review of the business process documentation.

Based on the documentation and interviews, Raftelis will develop an initial set of detailed software and hardware requirements and implementation services required by the City. The requirements will include all functional areas covered by the current Central Square CIS solution including:

- Customer management (i.e., customer accounts, customer service, billing, etc.)
- Customer Self Service (i.e., web portal, IVR, etc.)
- Mobile Workforce Management (e.g., paperless service/work orders)

- Interfaces (i.e., GIS, CMMS/Cartograph, FIS, Bill Print, etc.)

Raftelis will provide the Initial Requirements Spreadsheet to the appropriate City staff and conduct up to two (2) Requirement Review Workshops aimed at ensuring all material requirements are addressed. Many of the requirements are standard, but others are typically custom depending on the City's code, legal requirements, policies, processes, and procedures.

Task 2: Requirement Prioritization

Raftelis will then help the City team prioritize solution requirements in a Final Requirements spreadsheet. The requirements artifacts will be prepared in a format to facilitate incorporation directly into the final RFP document. The highest priority requirements – “mandatory” or “critical” – will be suitable for qualifying potential vendors and products; they will typically be incorporated directly into the RFP in an effort to ensure proposal responses are a good fit for the City. The Final Requirements Spreadsheet is a critical component to ensure the City receives the system and functionality they want and to develop testing scenarios that tie back to requirements for a successful implementation.

Task 3: Draft RFP Creation

Raftelis will incorporate requirements into a Draft RFP that complies with the City's procurement policies. For elements that allow scoring or permit a range of values to be assigned, appropriate tables will be appended to the requirements specifications. Raftelis-supplied templates and Kingsport standard procurement templates will be utilized to finalize the following elements of the RFP:

- Vendor response forms
- Functionality/requirements questionnaires
- Detailed cost forms
- Vendor instructions

Raftelis will support the City in finalizing evaluation and weighting criteria and will recommend a selection process schedule for inclusion in the RFP. The RFP document will also request that vendors provide a timeline for the proposed implementation project. Kingsport's CIS RFP document will provide the requirements, specifications, and design information to solicit vendor proposals that address the following:

- **Server environment** | Necessary hardware, software, and services; as well as hosted/SaaS options
- **Software and services** | Necessary system and database software and services
- **Network environment** | Necessary connectivity hardware, software, and services
- **Desktop environment** | Necessary desktop hardware, software, and services
- **Sub-system environment** | Necessary hardware, software, and services for implementing subsystems such as web-enabling, electronic submittal, document management, imaging, cashiering, and e-commerce

- **Implementation services** | All services including project management, technical services, functional analysis, integration, configuration, data conversion, reporting, document generation and delivery, business process improvement, testing and acceptance, training, production cutover, and post implementation support
- **Product modifications** | Proposed custom modifications to meet requirements
- **Integrations** | Proposed integrations with other City applications and related data sources including but not limited to APIs and external interfaces

Task 4: Draft RFP review workshop

Raftelis will conduct a review workshop to review the Draft RFP with the Kingsport project team as well as the City's Legal and Procurement departments, making edits to the primary Draft RFP and any attachments created as a part of the RFP package.

Task 5: Delivery of final RFP package

After completion of the draft RFP workshop, Raftelis will deliver the Final RFP along with attachments to the City for release.

Deliverables:

- Initial Requirements Spreadsheet
- Final Requirements Spreadsheet
- Draft RFP
- Vendor response forms
- Detailed cost forms
- Vendor instructions
- Final RFP

Meetings:

- Kickoff Meeting and Interviews
- Requirements Review Workshop(s)
- Requirements Prioritization Workshop
- Draft RFP Review Workshop

(Optional) Vendor Evaluation and Selection

Task 6: Vendor Questions and References

The Raftelis team will provide support to the City by responding to prospective vendors' questions submitted during the questions period. We will also participate in one pre-proposal conference, if needed, and will assist in documenting the results of this conference. During this period, we expect to draft text to answer questions or contribute to RFP Addendums relating to these procurements, but we anticipate that the City will want all written communications resulting from the procurement process to be formally issued by the City.

Task 7: Vendor Evaluation

Raftelis will perform an evaluation of submitted proposals and support the selection team in scoring proposals in compliance with the City's procurement policies. Proposal evaluation will include the following:

- Compilation of quantitative results from proposal functional requirements responses
- Compilation and comparison of proposal cost data
- Advise on technical aspects of the proposals
- Identification of exceptions, "red flags," and needed clarifications
- Responses to selection team questions

Task 8: Proposal Review Workshop

Raftelis facilitate a Proposal Review Workshop to present findings and quantitative data regarding requirements and pricing, facilitate discussions to support the selection teams' scoring of the proposals on the remaining criteria. This workshop will also facilitate selection of a "short list" of vendors and include discussion of demonstration scenarios and presentation agendas that "short list" vendors will be required to follow during their presentations and demonstrations.

Task 9: Reference Checks

Raftelis will facilitate telephone reference checks of customers listed in the "short-listed" vendors' proposals, as well as additional customers that are not listed in the vendors' proposals, if considered desirable. The information requested will be based on proven templates developed by our team supplemented by additional questions resulting from the proposals and/or industry knowledge. We will provide the selection team members with copies of the questions and summaries of the answers from each reference call.

Task 10: Vendor Demonstrations

A key component of each software selection process is the demonstration of the product's capabilities by short-listed vendors. With the assistance of the City, we will prepare demonstration scripts for major business functions. These scripts will be applied equally to each vendor during the demonstrations, thus affording the selection team an opportunity to evaluate vendors against a common standard.

Task 11: Site Visits

Following the demonstrations, the selection team should perform either physical or remote site visits with a detailed agenda for at least two existing installations for each finalist vendor. We will help facilitate these visits (two per potential vendor) to ensure that they are as beneficial as possible.

Examples of our prospective assistance includes developing questions to ask about each finalist vendor, participating in the site visits, and recommending specific software functions, business processes, and/or integrations to view during the visits.

Task 12: Final Scoring Workshop

We will facilitate a Final Selection Workshop during which the results of all evaluation activities will be summarized and provided to the Selection Team. We will also facilitate a process of equalizing vendor proposals to account for differences in proposal content and inconsistencies. We will provide the Selection Team with answers to technical questions in support of its scoring of the proposals to select vendors with whom to conduct further negotiations.

Task 13: Contract Negotiations

Raftelis will provide support for procurement and negotiation of the scope of work and fees by performing the following services:

- Facilitating the determination of the final scope, configurations, and options that will be most advantageous to the City;
- Reviewing draft documents for compliance with representations made in the vendors' proposals, presentations, demonstrations, and other contacts with the City;
- Facilitating the negotiation of implementation project schedules and responsibilities for the selected vendor and the City; and
- Facilitating the negotiation of expected levels of support, issue resolution, escalation process, product warranty, and other service level agreement items.
- We will not provide legal advice during the vendor contract negotiation but will provide technical advice to ensure the scope of work proposed by the vendor meets the City's requirements.

Task 14: Best and Final Offer (BAFO)

After the preferred bidder has been selected for each application, a Best and Final Offer ("BAFO") will be requested. The final proposal will include all components required to be

provided by the finalist to implement the new software solution in accordance with all written requirements. A meeting will review the BAFO from the finalist. The BAFO will complete the final budget estimate for the new solution.

Deliverables:

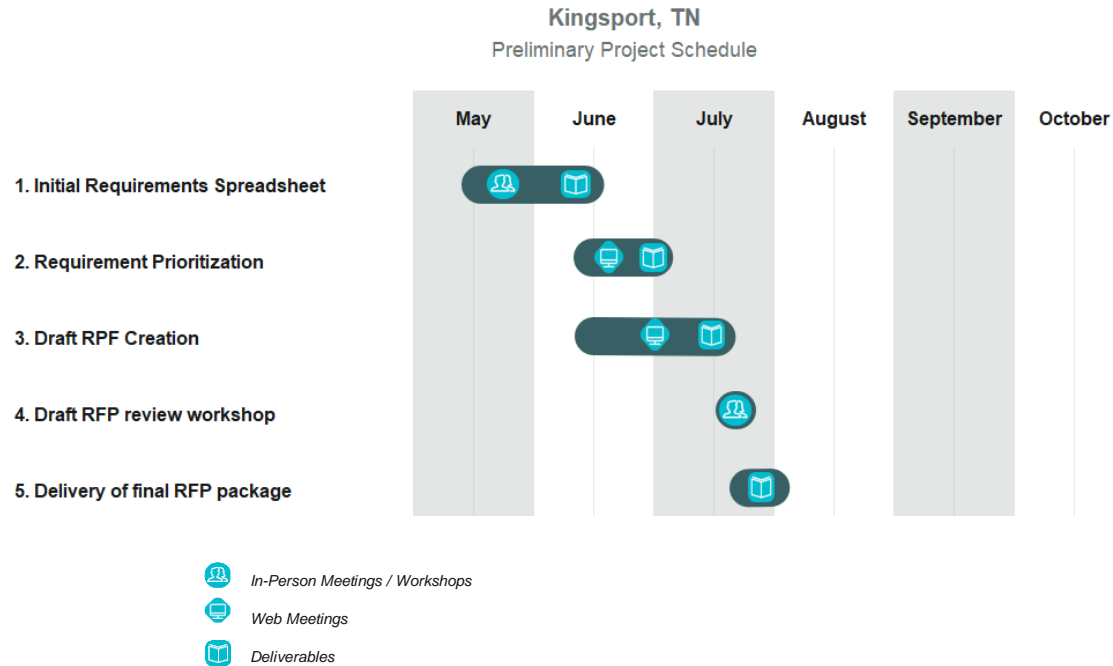
- Documented Responses Summaries
- Vendor Scoring
- Reference checklist template
- Reference calls notes
- Demonstration Scripts
- Minutes of Vendors' demonstrations
- Site Visit Agenda
- Site Visit Notes
- Contract Reviews
- Best and Final Offer Review

Meetings:

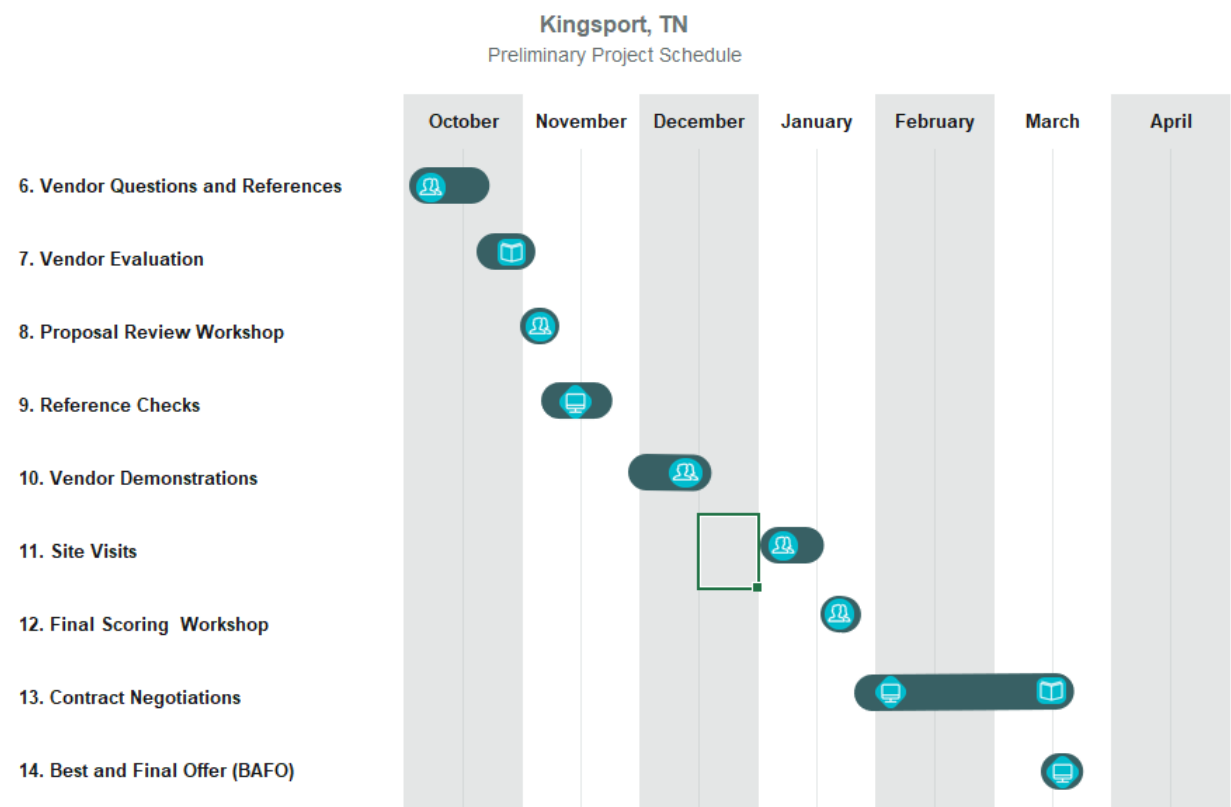
- Pre-Proposal Conference
- Proposal Review Workshop
- Vendor Demonstrations
- Site Visits
- Final Scoring Workshop
- Contract Review Workshop

Schedule

We propose to complete the scope of services within the estimated timeframe shown below. The proposed schedule commences after project authorization and assumes we will receive data in a timely manner and be able to schedule meetings as necessary.



Optional Vendor Evaluation and Selection



Workplan

The total estimated fees to provide the scope of services described under section **RFP development** of this proposal is \$48,200 and includes all professional fees and anticipated project expenses. Estimated fees assume approximately 166 hours from Raftelis personnel.

The total estimated fees to provide the scope of services described under section **(Optional) Vendor evaluation and selection** of this proposal is \$109,300 and includes all professional fees and anticipated project expenses. Estimated fees assume approximately 372 hours from Raftelis personnel.

It has been our pleasure working with Kingsport on past and current projects, and we look forward to the opportunity to support the City in this engagement. If the terms of this engagement are acceptable, please sign in the space below and return a copy of the letter for our files. Should you have any questions or concerns regarding the contents of this Scope of Services, please do not hesitate to contact me at 803.413.1455 or saukamp@raftelis.com.

We accept the terms of this Scope of Services:

Signature	Date
Title	Name of authorized agent

Activity	RFP Development		SubTotal Hours	Subtotal Fees	Travel	Total
	PM \$ 275	SME 1 \$ 250				
Task 1 - Initial Requirements Spreadsheet						
Initial Planning and Document Review	4	8	12	\$ 3,100		\$ 3,100
Kickoff Meeting and Interviews	16	16	32	\$ 8,400	\$ 3,000	\$ 11,400
Initial Spreadsheet draft	4	16	20	\$ 5,100		\$ 5,100
Requirement Review Workshop	2	6	8	\$ 2,050		\$ 2,050
Task 2.1 Summary	26	46	72	\$ 18,650	\$ 3,000	\$ 21,650
Task 2 - Requirement Prioritization						
Requirement Prioritization Workshop	2	8	10	\$ 2,550		\$ 2,550
Final Requirement Spreadsheet	2	8	10	\$ 2,550		\$ 2,550
Task 2.2 Summary	4	16	20	\$ 5,100	\$ -	\$ 5,100
Task 3 - Draft Creation						
Create Draft RFP	4	40	44	\$ 11,100		\$ 11,100
Task 2.3 Summary	4	40	44	\$ 11,100	\$ -	\$ 11,100
Task 4 - Draft RFP Review Workshop						
Draft RFP Review Workshop	8	16	24	\$ 6,200	\$ 2,600	\$ 8,800
Task 2.4 Summary	8	16	24	\$ 6,200	\$ 2,600	\$ 8,800
Task 5 - Delivery of final RFP package						
Delivery of final RFP package	2	4	6	\$ 1,550		\$ 1,550
Task 2.5 Summary	2	4	6	\$ 1,550	\$ -	\$ 1,550
Total			166	\$ 42,600	\$ 5,600	\$ 48,200

Task	Optional: CIS Vendor Selection					
	PM \$ 275	SME 1 \$ 250	SubTotal Hours	Subtotal Fees	Travel	Total
Task 6 - Vendor Question and References						
Pre-proposal conference	4	8	12	\$ 3,100	\$ 2,000	\$ 5,100
Documents preparation	4	12	16	\$ 4,100		\$ 4,100
Document review	2	8	10	\$ 2,550		\$ 2,550
<i>Task 3.1 Summary</i>	10	28	38	\$ 9,750	\$ 2,000	\$ 11,750
Task 7 - Vendor Evaluation						
Review Responses	4	24	28	\$ 7,100		\$ 7,100
Prepare final report	2	16	18	\$ 4,550		\$ 4,550
<i>Task 3.2 Summary</i>	6	40	46	\$ 11,650	\$ -	\$ 11,650
Task 8 - Proposal Review Workshop						
Proposal Review Workshop	4	8	12	\$ 3,100	\$ 2,000	\$ 5,100
<i>Task 3.3 Summary</i>	4	8	12	\$ 3,100	\$ 2,000	\$ 5,100
Task 9 - Reference Checks						
Templates development	2	8	10	\$ 2,550		\$ 2,550
Conference calls attendance	4	8	12	\$ 3,100		\$ 3,100
Final report	8	8	16	\$ 4,200		\$ 4,200
<i>Task 3.4 Summary</i>	14	24	38	\$ 9,850	\$ -	\$ 9,850
Task 10 - Vendor Demonstrations						
Agenda preparation	2	4	6	\$ 1,550		\$ 1,550
Demo Scripts preparation	4	16	20	\$ 5,100		\$ 5,100
Demo attendance	8	40	48	\$ 12,200	\$ 4,000	\$ 16,200
<i>Task 3.5 Summary</i>	14	60	74	\$ 18,850	\$ 4,000	\$ 22,850
Task 11 - Site Visits						
Agenda preparation	2	4	6	\$ 1,550		\$ 1,550
Site visits	8	32	40	\$ 10,200	\$ 4,000	\$ 14,200
<i>Task 3.6 Summary</i>	10	36	46	\$ 11,750	\$ 4,000	\$ 15,750
Task 12 - Final Scoring Workshop						
Workshop preparation	2	4	6	\$ 1,550		\$ 1,550
Final Scoring Workshop	8	8	16	\$ 4,200	\$ 2,000	\$ 6,200
<i>Task 3.7 Summary</i>	8	8	22	\$ 5,750	\$ 2,000	\$ 7,750
Task 13 - Contract Negotiations						
Meetings attendance	4	8	12	\$ 3,100		\$ 3,100
Documents review	16	60	76	\$ 19,400		\$ 19,400
<i>Task 3.8 Summary</i>	20	68	88	\$ 22,500	\$ -	\$ 22,500
Task 14 - Best and Final Offer						
Meetings attendance	4	4	8	\$ 2,100		\$ 2,100
<i>Task 3.9 Summary</i>	4	4	8	\$ 2,100	\$ -	\$ 2,100
Total	90	276	372	\$ 95,300	\$ 14,000	\$ 109,300