

TABLE OF CONTENTS

1. INTRODUCTION	3
1.1 CITY OF VANCOUVER SEEKS MOBILE PARKING PAYMENT SOLUTION	3
1.2 CONCURRENT RFP PROCESSES	3
1.3 HIGH LEVEL GOALS AND OBJECTIVES.....	3
1.4 CITY OF VANCOUVER ORGANIZATION STRUCTURE	4
1.5 CITY OF VANCOUVER PARKING ENVIRONMENT	8
1.6 MOBILE PARKING PAYMENT TRENDS.....	9
1.6 CURRENT INTEGRATIONS	12
2. PROJECT DETAILS.....	15
2.1 PROJECT ROLLOUT APPROACH AND SCOPE OF WORK - OVERVIEW	15
2.2 EXPECTATIONS OF MOBILE PARKING PAYMENTS SOLUTION TO EMPOWER CITY BUSINESS	16
2.3 FUTURE INTEGRATIONS	20
2.4 CITY APPLICATION ARCHITECTURE EXPECTATION	20
3. REQUIREMENTS.....	21
3.1 INTRODUCTION	21
4. PROJECT MANAGEMENT AND SOLUTION DELIVERY SERVICES	23
4.1 OVERVIEW	23
4.2 PROJECT IMPLEMENTATION PLAN AND SCHEDULE - DETAILS	26
4.3 CITY RESPONSIBILITIES	26
4.4 THE PROPONENT’S RESPONSIBILITIES	28
4.5 PROPONENT’S KEY PERSONNEL	31
5. TESTING, TRAINING, IMPLEMENTATION, ACCEPTANCE, AND MARKETING.....	34
5.1 TESTING	34
5.2 TRAINING	36

Request for Proposals PS20160599

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

5.3 IMPLEMENTATION	37
5.4 IMPLEMENTATION SUPPORT	38
5.5 SOLUTION ACCEPTANCE	38
5.6 MARKETING AND TRANSITION PLAN	40
6. MAINTENANCE SERVICES AND LEVEL OF SUPPORT	41
6.1 TECHNICAL, MAINTENANCE, OPERATIONS AND LEVEL OF SUPPORT	41
7. SECURITY REQUIREMENTS.....	45
7.1 PROPONENT SECURITY REQUIREMENTS.....	45
8. PROPOSAL SUBMISSION FORMAT	46
9. PROPOSAL EVALUATION.....	49
10. PROPONENT OVERVIEW	50
10.1 EXECUTIVE SUMMARY.....	50
10.2 UNDERSTANDING OF SOLUTION BEING SOUGHT BY CITY	50
10.3 PROPONENT’S EXPERIENCE, EXPERTISE AND REFERENCES	50
10.4 TECHNICAL AND FUNCTIONAL REQUIREMENTS	51
10.5 VALUE-ADDED SERVICES.....	52
10.6 PROPOSED ALTERNATIVES.....	53
11. PROPONENT’S FORM(S) OF AGREEMENT.....	54
11.1 LICENCE, ANNUAL SOFTWARE MAINTENANCE AND SUPPORT AGREEMENTS	54

1. INTRODUCTION

1.1 CITY OF VANCOUVER SEEKS MOBILE PARKING PAYMENT SOLUTION

The City of Vancouver (the “City”), through Request for Proposals PS20160599 (the “RFP”) Provision of Mobile Parking Payment System: Mobile Application (“Mobile App”) and Interactive Voice Response (“IVR”) Services, is seeking proposals from prospective Proponents to provide the public with a cloud-based Mobile Parking Payment Solution (the “Solution”) to become part of the City’s on-street parking system (excluding off-street lots). The Solution must allow drivers that park at pay parking locations within the City to purchase parking sessions using a Mobile App (e.g. smartphone app/browser-based app) and a telephone-based IVR system.

This Annex 1 – Schedule of Requirements will serve as a basis for the Scope of Work and Statement of Work which will be included in the final executed Form of Agreement between the City and the successful Proponent.

1.2 CONCURRENT RFP PROCESSES

The City is seeking up to two Mobile Parking Payment (“MPP”) service providers to operate concurrently: one MPP service provider to offer both Mobile App and IVR services (this RFP PS20160599); and another service provider to provide Mobile App service only (a separate RFP PS20160866). Refer to RFP Part A Section 1.7.

Proponents should note that in addition to RFP PS20160599 and RFP PS20160866, the City has also released RFP PS20160189 - Provision of Parking Enforcement Platform Solution.

The following link leads to more information on the above-mentioned bid opportunities:
<http://former.vancouver.ca/fs/bid/bidopp/openbid.htm>

1.3 HIGH LEVEL GOALS AND OBJECTIVES

There are three main goals the City wishes to achieve through the RFP process:

- Ensure a secure and reliable MPP system
 - Services provided by an established vendor
 - Services provided with minimal disruption
- Improve customer service and functionality
 - Introduction of innovative and useful features and services to better serve residents, businesses and visitors
- Ensure that the Solution delivers good value to the City
 - Reduced customer service requests

- Increased mobile payment adoption

In addition to these specific goals, the City operates in accordance with Council approved policies, plans, and directions. Policy documents relevant to this RFP PS20160599 include:

- Greenest City Action Plan (<http://vancouver.ca/green-vancouver/greenest-city-action-plan.aspx>)
- Transportation 2040: A transportation vision for the City of Vancouver (<http://vancouver.ca/streets-transportation/transportation-2040.aspx>)
- Vancouver's Digital Strategy (<http://vancouver.ca/your-government/digital-strategy.aspx>)

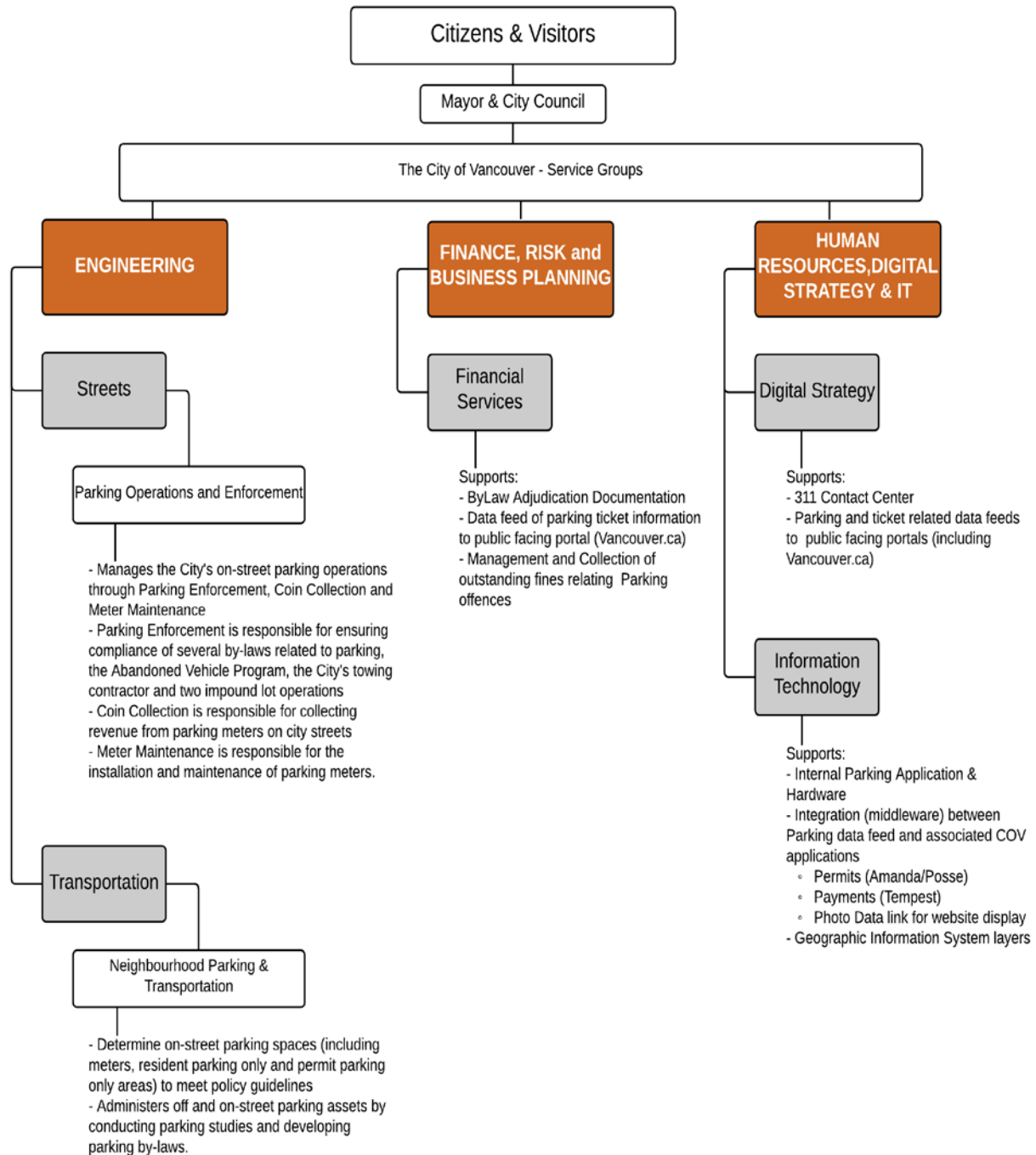
1.4 CITY OF VANCOUVER ORGANIZATION STRUCTURE

The following organizational chart and descriptions (Figure 1) outlines the various internal City groups which are considered stakeholders of the Solution. Each work area has its own requirements and expectations of the Solution.

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

Figure 1 - Summarized City Organizational Chart



Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

1.4.1 Anticipated City of Vancouver Staff Roles

Each of the Employee Role users identified in Table 1 has unique requirements for the Solution: search; ticketing; permit review; and generating descriptive analytics reports from activity-based data. Table 1 provides a summary of the City's user types.

Table 1 – Anticipated City of Vancouver Employee Roles

Employee role	Description	Type of Solution Interaction
Parking Enforcement Officer (PEO)	<p>Provides regulatory and enforcement work ensuring compliance with the parking provisions of the City of Vancouver Streets and Traffic By-law and other related by-laws. Patrols to ensure parking compliance via issuing tickets; chalking tires for parking time limit, impounding vehicles as required for parking infractions and/or in accordance with the provisions of the City's Abandonment Vehicle Program; and enforcing programs.</p> <p>Collects information or statistics for traffic surveys or studies.</p> <p>Assists a superior in gathering and tabulating of data related to parking and other traffic matters as required</p>	Search for parking meter space payment status
Parking Enforcement Supervisor	Responsible for reviewing work performance of PEO's for effectiveness of operations and establishment and maintenance of good public relations. Responds to public enquiries and complaints; Supervises data compilation and prepares a variety of traffic studies and surveys for Neighbourhood Parking & Transportation	Review operational performance of PEO's under their supervision, Train staff on Solution capabilities, Search specific violation complaint details
Ticket Enquiry Customer Service Representative (TE CSR)	<p>Provides information to the general public in the form of telephone inquiries relating to issued parking violations, vehicle towing and / or information relating to specific parking bylaws and policies.</p> <p>Receives disputes, reviews information and evidence, interviews disputants and makes determinations on disputed bylaw tickets; assembles information; assists persons seeking information and explains and interprets departmental policies, rules and regulations.</p>	Reviews tickets that are a result of Customers incorrectly using the MPP System (incorrect plate used, incorrect space paid) by accessing MPP payment records and comparing to City ticketing records.
Ticket Enquiry Customer Service Supervisor (TE CSS)	<p>Supervises a team of Customer Service Representatives.</p> <p>Responds to enquiries the public and from other City departments</p>	Searches violations, payment status, update mobile payment account details, reviews by-law details, searches general location details (geographic surrounding) including property lines,

Request for Proposals PS20160599

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

	<p>Collates relevant by-law information and or information from other sources including other City departments to provide accurate responses to the public</p> <p>Ensures staff prepare information entries – including adjudication scheduling. Make discretionary decisions with regard to cancelling Bylaw Notices in accordance with the Local Government Bylaw Notice Enforcement Act and the City’s protocol for Screening Officer II functions</p>	<p>street views representation, parking meter regulations, and permit details. Capability to void issued tickets. Generates reports for issued violations. Reports on operational trends for branch scorecard</p>
311 Centre Customer Service Representative (311 CSR)	<p>Frontline staff for the City’s main call centre 311. Provides information for nearly all City services, creates and allocates “cases” for enquiries that require further attention, sells some City services over the phone (e.g. Residential Parking Permits).</p>	<p>Assists MPP customers that have issues with:</p> <ul style="list-style-type: none"> - Account sign up - Account maintenance <p>Rectifies customer issues with physical meter equipment. When coins are inserted into meter equipment and do not register time, 311 CSR’s can credit the Customer’s MPP account using a back end system.</p>
Engineering and IT Assistants and Technicians	<p>Updates and configures the connected meters settings.</p> <p>Manages the meter attributes directory, master copy of all components attached to a meter.</p> <p>Runs reports and provide analysis on business activities</p> <p>Supports roll out of new meter infrastructure</p> <p>Updates meter repair route planning logic</p>	<p>Report on meter reporting activity for employees via desktop</p> <p>Online connectivity to smart meter portals and admin settings</p> <p>Monitors and audits payments to the City.</p> <p>Reconciles vendor and credit card fees with usage reports.</p> <p>Confirms software and hardware operations are within specifications.</p>
Management (Superintendents / Manager)	<p>Provides direction and coordination for City operations.</p> <p>Monitors the performance of the City’s overall parking system and on-street assets.</p> <p>Develops City policy and practices that ensure the City’s parking system helps achieve Transportation Division and other City goals</p>	<p>Scorecard reporting, specific violation search and reporting, robust trend and analytic reporting, near-real-time dashboard reporting</p>

--	--	--

1.5 CITY OF VANCOUVER PARKING ENVIRONMENT

In the City, metered parking is in effect between 9AM-10PM (7 days per week, including public holidays). There are currently 10,100 metered parking spaces that are served by a range of on-street equipment:

- 8,400 unconnected, coin-only, single-space parking meters
- 1,500 connected, single-space parking meters;
- 8 multi-space unconnected, coin-only, pay-by-licence plate pay stations (serving 50 parking spaces); and
- 17 communications-enabled, multi-space, pay-by-licence plate pay stations (serving 200 parking spaces).

The majority of the City's existing parking meter system is located within Downtown and the Central Broadway Corridor. There are also several smaller metered parking areas serving smaller business districts dispersed throughout the City. The geographic location of metered parking areas can be found using the City's VanMap application (<http://vancouver.ca/your-government/vanmap.aspx>)

Each metered parking space has space-specific rules with respect to the parking meter rate (currently one rate during metered hours) and maximum allowable stay (varies by time of day and day of week). Many metered parking spaces have "no stopping" regulations, such as those required to facilitate rush period traffic, which vary by time of day and day of week. Definitions of the parking regulations and rates for the City's meter system can be found in Appendix A - Parking Regulations and Rates. A listing of the rates and regulations for each metered parking space in Vancouver can be found in Appendix B - Parking Meter Management Table.

Within the parking meter environment, there are a number of temporary restrictions to spaces that require spaces to be unavailable for parking within specific time ranges. This information is communicated to the citizens through temporary on-meter signage/notices.

The locations of metered parking areas and regulations that govern parking within the City change frequently.

Currently, the City's 311 CSRs provide telephone and online customer service for Mobile Parking Payments using a web-based tool that can access/edit Customer account information. Most calls are related to account sign up, general assistance with account information (such as updating credit card information), initiating a parking session, and correcting a Customer's errors in existing or previous parking sessions. If Customers call the City's 311 CSRs with technical issues,

ANNEX 1 – Schedule of Requirements

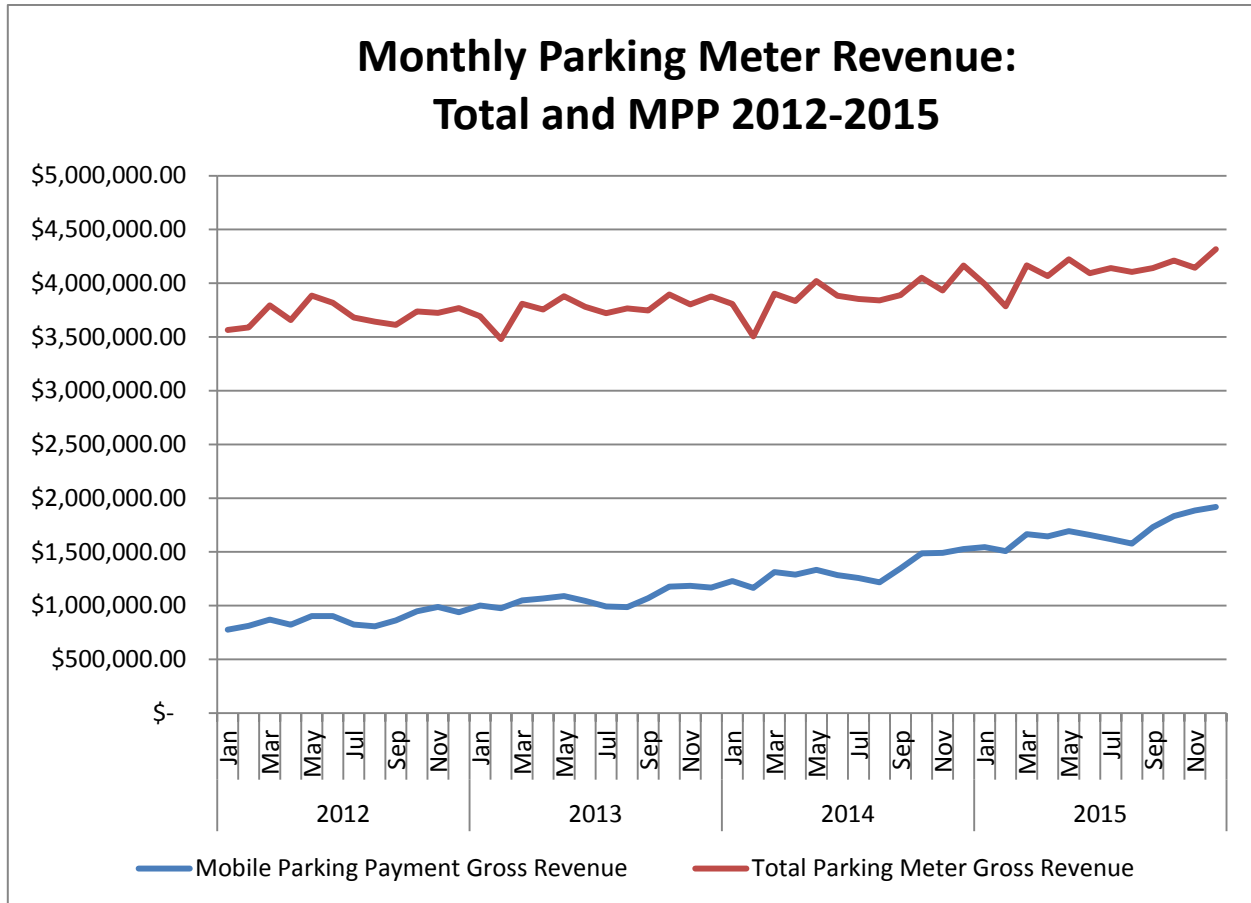
they are routed to City IT staff. If City IT staff cannot resolve the issue, the City's MPP provider is requested to contact the Customer directly.

The City's Ticket Enquiry CSRs assist Customers that have received a parking ticket as a result of making an error using the MPP system (by also using a web-based tool to access/edit Customer account information).

1.6 MOBILE PARKING PAYMENT TRENDS

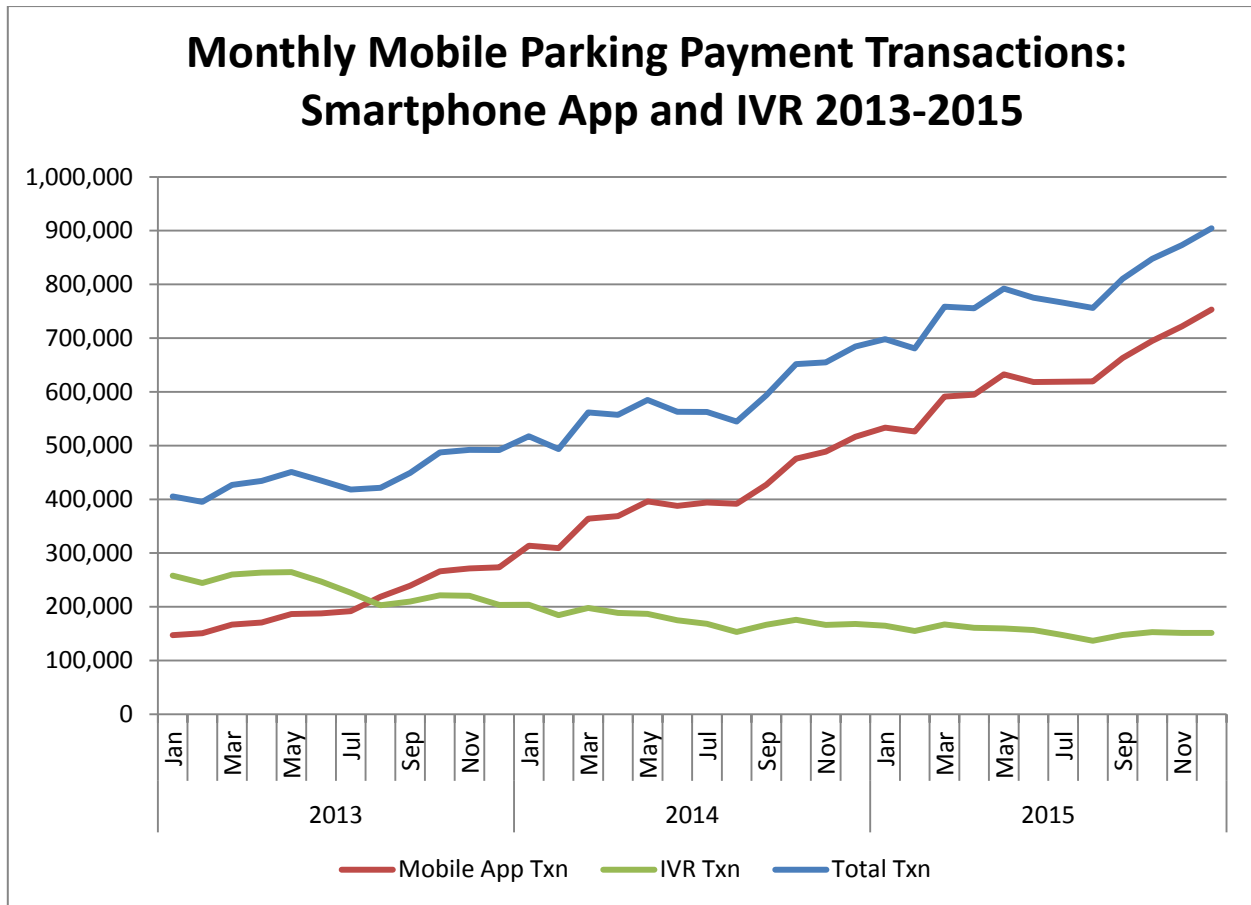
Today, nearly half of all parking meter revenues in Vancouver are received via the MPP system. Figure 2 below illustrates the growth of parking meter revenue, observed between 2012 and today.

Figure 2 – Gross Parking Meter Payment Revenue: Total and MPP 2012-2015



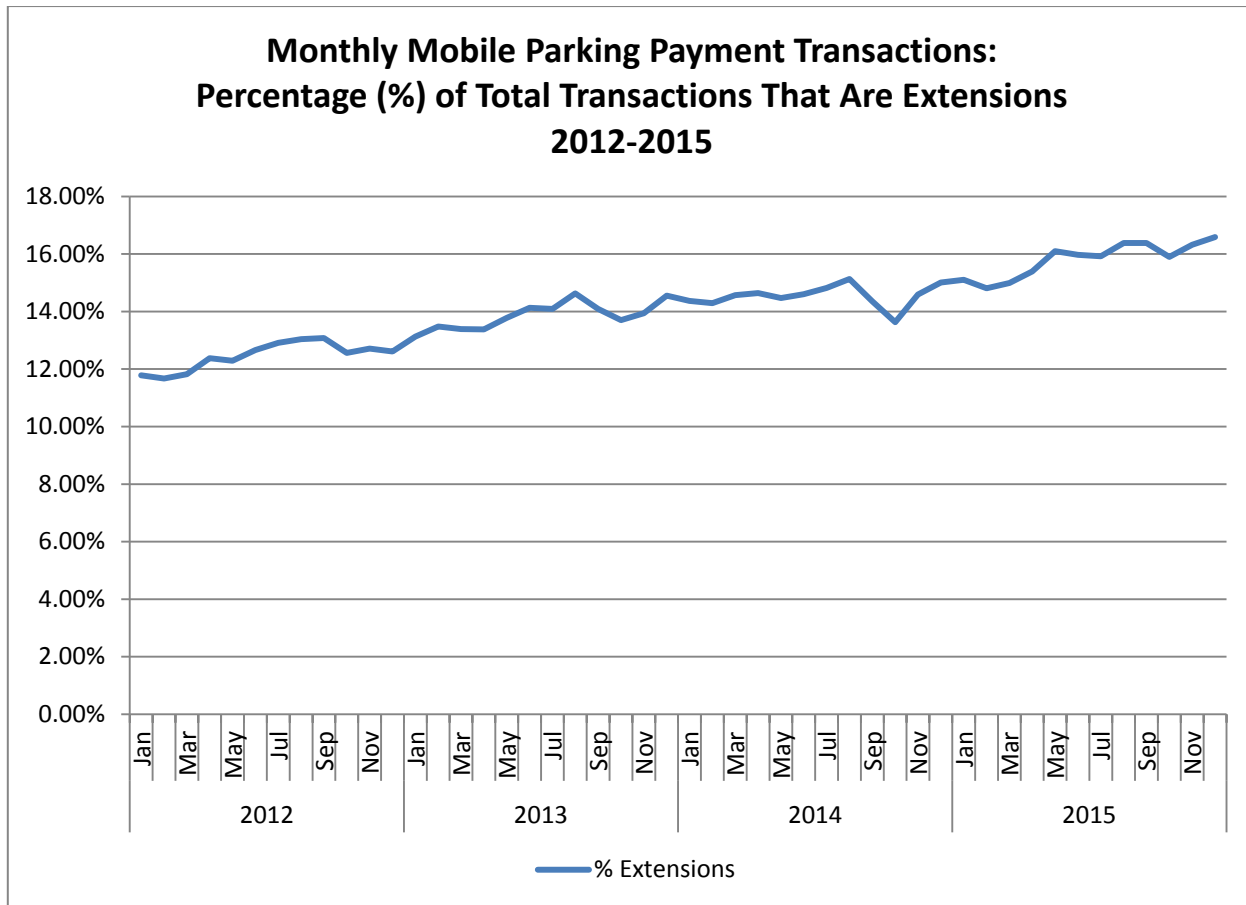
Use of the Mobile App has seen considerable growth, whereas use of the IVR system has seen a slight decline. Figure 3 below illustrates these trends observed between 2013 and today.

Figure 3 – Mobile Parking Payment Transactions: Mobile App and IVR 2013-2015



Note: the transaction data presented above does not consist of Parking Sessions as defined in RFP Annex 3 - Commercial Proposal. It includes both initial transactions to purchase time as well as extension transactions (i.e. time purchased before previously purchased time has expired). The percent of total transactions that are extensions can be found in Figure 4 below.

Figure 4 – Percentage (%) of Total Transactions That Are Extensions



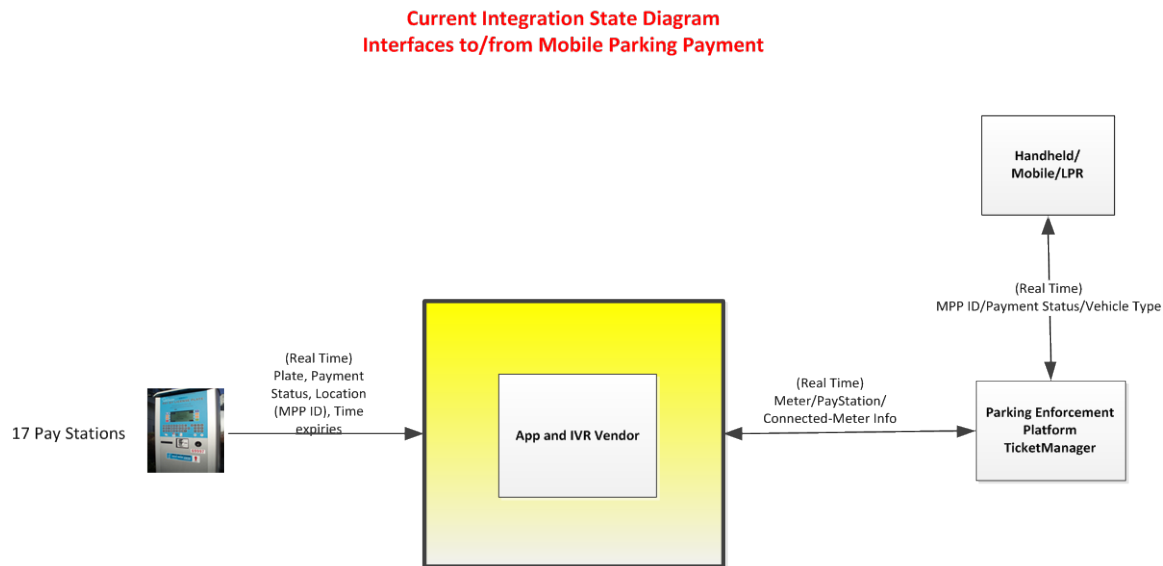
The data used to create Figure 2, Figure 3, and Figure 4 can be found in Appendix C - Gross Revenue and Transactions.

1.6 CURRENT INTEGRATIONS

The current MPP System is integrated to the City's Parking Enforcement Platform, which, in turn, is connected to the City's handheld devices, and the City's Pay stations. These integrations are illustrated in Figure 5, below.

ANNEX 1 – Schedule of Requirements

Figure 5 – Illustration of current MPP System Integrations



1.6.1 Parking Enforcement Platform

The City is currently operating a legacy parking enforcement platform ("TicketManager") that is 15 years old. The current platform is locally-hosted by the City, and runs on a Progress database. Modification and customization has occurred on this platform in the past; however, recently, changes have been primarily limited to protecting the stability of the platform. The City has issued RFP PS20160189 *Provision of Parking Enforcement Platform Solution* to replace the legacy system. Implementation of the parking enforcement platform solution may not be in place prior to implementation of the new mobile payment solution; therefore, integration of the new mobile payment Solution may need to be developed for both the old platform (initially), then for the new platform (later on).

Currently, Parking Enforcement Officers query individual plates with their handheld devices to determine their paid/not paid status at a metered parking space. There are, on average, about 5,000 queries per day. This average query rate is based on a PEO or a dispatcher manually entering search criteria. It should be noted that the number of queries in the future may increase due to implementation of Licence Plate Recognition (LPR), or implementation of other changes to the City's Parking Enforcement Platform.

1.6.2 Pay Stations

Currently, the City's pay stations transmit payment, location, and time expiry information to the MPP System to allow PEOs to check vehicle payment status. In 2015, there were approximately 30,000 transactions transmitted.

2. PROJECT DETAILS

2.1 PROJECT ROLLOUT APPROACH AND SCOPE OF WORK - OVERVIEW

Where feasible, the City envisions the implementation of the proposed Solution in phases. It would be desirable to roll-out a core system first. That is, rolling out those Solution functions that are equivalent to the current system ‘must have’ functionality, then adding additional functionality in future phases. The intent is to speed up the release of the core system and reduce the inherently higher level of risk associated with rolling everything out at once.

2.1.1 Project Scope of Work

- a. **Solution Implementation.** Supply, install, and implement a Solution that meets or exceeds the requirements stated in Annex 2 - Detailed Functional Requirements and Annex 3 - Detailed Technical Requirements;
- b. **Processes and Procedures to ensure Business Continuity.** The proponent must provide details outlining their processes and procedures to ensure City business continuity and system availability;
- c. **Database.** Ensure a database system that can store the collected information and meta-reports as required, and ensure security/redundancy of the data at the primary storage site;
- c. **Reports.** Provide required reports and statistics and functionality to perform ad-hoc queries and reports as needed by the business;
- d. **End-user Application Training and Documentation.** Provide hard copy and web-based (and/or recorded) training and documentation;
- e. **Software Licenses.** The Proponent shall provide all licenses for the Solution provided to the City by the Proponent - note: details of the user license to be provided by the Proponent must be clearly stated in the Proposal (refer to Section 11.1 - Licence, Annual Software Maintenance and Support Agreements);
- f. **Warranty and Service.** Once the Solution is accepted by the City (refer to Section 5.5 - Solution Acceptance) , the Proponent will provide all required services to ensure adequate technical support and maintenance, both during the implementation and roll-out period, and continuing thereafter for future prescribed periods. Details of support and maintenance services will be defined within support and maintenance agreements attached to the executed form of agreement. The Proponent will work with the City’s representatives to develop and agree upon a Service Level Agreement (“SLA”) which details all service expectations;

ANNEX 1 – Schedule of Requirements

- g. **End-to-End Performance Test.** Conduct an end-to-end, full Solution Performance Test, and Quality Assurance Tests in accordance with the requirements set out in this Annex 1;
- h. **System Acceptance Certification.** Certify the installed Solution has met all conditions outlined in Section 5.5 - Solution Acceptance, Annex 2 - Detailed Functional Requirements, and Annex 3 - Detailed Technical Requirements; and
- i. **Enable Future Enhancements.** Remain technologically relevant, scalable, and extensible to accommodate future Solution enhancements that will be required to satisfy operational requirements, inclusive of the provision of a technology platform/application Solution that meets requirements specified in Annex 2 - Detailed Functional Requirements and Annex 3 - Detailed Technical Requirements.
- j. **Marketing and Transition Plan.** Create and execute a comprehensive Marketing and Transition Plan that is targeted towards existing and potential Customers, to ensure a smooth public roll-out: after the initial go-live, the Marketing and Transition Plan should continue to promote increased adoption of MPP services.

The outcome of this scope of work will provide the City with a Solution that meets the goals, objectives, and requirements outlined in the RFP, the Annexes, and the Appendices.

Note: telephone and online customer service for the general public is not a requirement of this RFP beyond the requirements identified in Annex 2 - Detailed Functional Requirements.

2.2 EXPECTATIONS OF MOBILE PARKING PAYMENTS SOLUTION TO EMPOWER CITY BUSINESS

To help meet the City's goals and objectives, there are a number of expectations that the City has for the Solution. Please note that the complete list of requirements for the Solution is outlined in Section 3.

2.2.1 Focus on Usability and Customer Experience

The Solution should be designed to optimize ease-of-use, overall customer experience, convenience and, in particular, time required to transact (i.e. speed).

2.2.2 Maintain Existing Functionality

The City's current MPP System is a valued and well-used service. The Solution will offer similar functionality as a subset of overall feature set.

2.2.3 Focus on Innovation

The City wishes to remain a leader in the area of mobile parking payments, and highly values innovative solutions.

ANNEX 1 – Schedule of Requirements

A number of features not currently available in the City have been identified as ‘Desirable’ in Annex 2 - Detailed Functional Requirements, and Annex 3 - Detailed Technical Requirements: vendors are encouraged to respond with innovative solutions.

There may be other, cutting-edge features that are not described in the RFP, Annexes, and Appendices that would be beneficial to the City. Accordingly, Proponents are encouraged to propose innovative new features and functionality that may add value to the Solution.

2.2.4 New Functionality

The City has specific requests for new features that are described in this Section 2.2.4. New features will be chosen for implementation only after review of the overall customer experience and administrative implications for City staff.

2.2.4.1 Account-Based Parking Rules

The City is seeking the ability to offer pre-registered Customers the ability to utilize special Account-Based Parking Rules (“ABPR”) that are different from the parking rules available to the general public. These rules may include, but not be limited to, the following: general eligibility to park at a parking space; access to different rates (including free); and longer/shorter maximum allowable stay rules.

In order to manage access to these account-based parking rules, it is anticipated that a database of Customers will be maintained by City staff. This database could be cloud-based or part of the City’s parking permit database (which is not developed at the time of the issuance of RFP PS20160599). The City’s criteria for determining user access to ABPR is yet to be developed, but will likely be based upon items such as residential status, business licenses, and existing commercial permitting.

It is anticipated that there will be several different types of ABPR broken down by user groups. Although the City has not yet determined all specific types of ABPR user groups, examples include:

- On-duty City staff - Able to park for free at metered parking spaces for a maximum of three hours; able to park in any time-limited zone (e.g. 1 hour parking) for a maximum of three hours
- On-duty City inspectors - Able to park for free at metered parking spaces for a maximum of three hours; able to park in City lanes for a maximum of three hours; able to park in all Residential Permit Zones (excluding near City hall) for a maximum of three hours
- Tradespeople - Able to park at metered parking spaces at public rate for a maximum of 12 hours and in select Residential Permit zones at set rate for a maximum of 5 hours between 7 AM and 5 PM
- Commercial vehicles - able to park at commercial loading zones for up to 30 minutes (note: general public are not allowed to do this)

ANNEX 1 – Schedule of Requirements

- Resident authorized visitors – able to park in select Residential Parking Permit zones for up to 24 hours using a daily rate OR able to park at a discounted rate for up to 8 hours in a neighbourhood

Note: Customers could belong to two or more user groups, including their private use. Customers should be able to easily choose which ABPR they are using when beginning a parking session.

For many of the expected ABPR user groups, such as trades people and commercial vehicles, there may be a strong desire to use corporate accounts (corporate credit cards or invoicing). Accordingly, the Solution should be able to link ABPR and corporate accounts.

2.2.4.2 New ways to pay

The current MPP system takes payment only by credit card. To serve Customers that do not have access to a credit card, or prefer not to use credit cards, the Solution should be able to include new payment methods. Examples of different payment methods include debit cards, Apple Pay, Android Pay, Samsung Pay, PayPal, digital wallets, ability to carry balance, etc.

There may be an opportunity in the future to incorporate TransLink's recently-launched Compass Card fare system (<https://www.compasscard.ca/>). The ability to provide this payment method is dependent upon TransLink approval. Should TransLink grant approval to use the Compass Card for parking payments, the City may require the Solution to integrate this functionality.

2.2.4.3 Early Parking Session End

To help Customers use the MPP system more efficiently, the City is interested in adding early-parking-session-end functionality. This functionality would allow Customers with time remaining on a parking session to use the Solution to indicate that they will be ending their parking session early. The Customer would not be charged for the parking session time that they do not need.

This functionality is expected to encourage more use of the MPP system, as it could provide better value to the Customer by reducing unused paid time. Additionally, it may lead to more efficient use of the street as there is an incentive for Customers to shorten their parking session.

This functionality exists in the MPP system in the City of Victoria, British Columbia.

2.2.4.4 Real Time Short-Term Parking Restrictions and Event Rates

On-street parking spaces within the City are frequently taken out of service to accommodate construction and special event activity. When taken out of service, the physical meter equipment on the street is taken out of service with signage that indicates the hours and dates that parking is restricted. Typically, the City requires 72 hours' notice to make these changes on the street.

The Solution should consider ways to augment the physical signage on the street by not allowing parking sessions to be purchased at parking spaces that are taken out of service. This could occur through the integration to a future City system (note: the format of the current system does not

ANNEX 1 – Schedule of Requirements

allow for an easy integration), through a configuration tool available for use by the City, or simply through notification to the vendor within a mutually-agreed upon lead time.

2.2.4.5 Prepayment of parking sessions

The City is seeking a Solution where parking sessions can be pre-purchased in advance of metered hours coming into effect.

There are two scenarios, in particular, that the City is interested in:

1. Customers that park at a metered parking space in the morning prior to pay parking coming into effect (e.g. a customer that arrives at 8 AM and wishes to pay for parking between 9 AM - 10:15 AM); and
2. Customers that park at a metered parking space in the evening should be able to pre-pay for parking for the next morning.

2.2.4.6 Strategies to Reduce Vehicle Selection Errors

Under the current MPP system, the most common Customer error is the selection of the incorrect licence plate when purchasing a parking session. This error often results in a ticket for the Customer and a poor Customer experience with the MPP system. In addition to the customer experience, this error results in a waste of City resources, whereby time is spent by PEOs writing a ticket that should not be written, and time is spent by CSRs rectifying the issue.

To prevent this error, the City is seeking a Solution the finds innovative ways to address this issue without negatively affecting the overall user experience, or significantly extending the time to transact.

2.2.4.7 Use of Geolocation Services

To help improve the Customer experience, by reducing the amount of input required, and to reduce errors made by selecting incorrect parking spaces, the City is seeking a Solution that can incorporate geolocation services during transactions. An example of how this could be implemented in the City's single space environment would be the use of geolocation services to give Customers a small list of space identifiers to choose from.

2.2.5 Accommodation of Future Parking Policy Changes

The City's parking environment is evolving, and will continue to evolve, to meet the needs of the City's residents and businesses. Accordingly, it is expected that the Solution be flexible enough to accommodate changes that include, but are not limited to:

- Introduction of new metered parking areas;
- Introduction of time of day parking rates;
- Integration into new and future City systems;

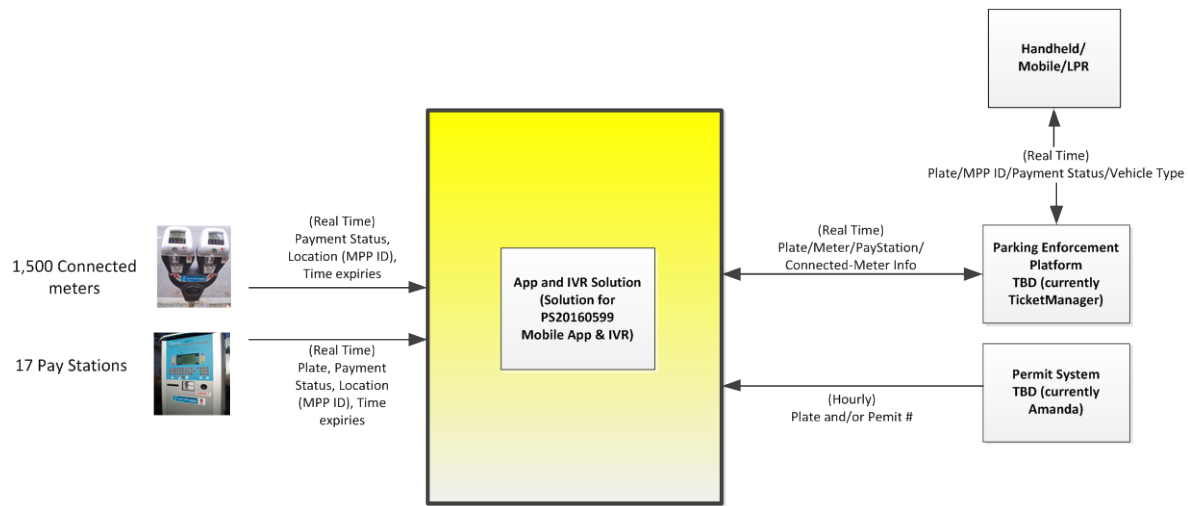
ANNEX 1 – Schedule of Requirements

- Use of the Solution to park in permit zones; and,
- The ability to use the Solution to allow shared vehicles (e.g. car2go, EVO, modo, ZipCar) to park more easily at meters.

2.3 FUTURE INTEGRATIONS

It is expected that the Solution integrate with the City's pay stations and Parking Enforcement Platform. Other potential future integrations may be with the City's connected meters, and the City's Parking Permit System (to support ABPR).

**Future Integration State Diagram
Interfaces to/from Mobile Parking Payment**



2.4 CITY APPLICATION ARCHITECTURE EXPECTATION

The City places a strong emphasis on delivering value to its citizens. Generating value means using resources efficiently. Purchased products and services need to fit well within the City environment, and be sufficiently open such that the City can adjust the use of its assets based on the changing needs of the organization.

It is critical that the Proponent provide the City with a Solution that has application architecture which:

- Can be easily augmented with additional functionality;
- Allows for the interchange of data freely with other systems; and

- Provides documented web services and API.

The City places a strong emphasis on delivering value to its citizens by implementing Commercial Off-The Shelf (“COTS”) applications which are designed to meet specific business needs. Solutions that require extensive customization or third-party applications (which are not in scope of the successful Proponent’s contracted services) are discouraged.

3. REQUIREMENTS

3.1 INTRODUCTION

- 3.1.1 Proponents responding to RFP PS20160599 Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services, should note the Mandatory requirements stated in the separate attachments: Annex 2 - Detailed Functional Requirements and Annex 3 - Detailed Technical Requirements.
- Annex 2 - Detailed Functional Requirements, Section 1.0 Global, requirement line 1.1 System Design - General, which requires the proposed Solution to be functional for both a Mobile App and IVR platform; and
 - Annex 3 - Detailed Technical Requirements, Section 2.0 IT Standards:
 - requirement line 2.12 User Security Profiles, which requires the proposed Solution to have the capability to have a robust security methodology; and
 - requirement line 2.19 PCI Compliance, which requires the proposed Solution to be Payment Card Industry Data Security Standard V3.1 compliant.
- 3.1.2 The City does not wish to procure a system under development; therefore, the Proponent’s proposed Solution should:
1. Have a current version in full production for a period of at least 6 months; and
 2. be utilized in at least two (2) government organizations similar in size and complexity to the City, and have been fully operational for a minimum of two (2) years.

NOTE: Prototypes, or items in test-production, and/or not formally announced for market availability shall not be accepted by the City for consideration or evaluation under the terms of RFP PS20160599.

ANNEX 1 – Schedule of Requirements

- 3.1.3 All Solution requirements are documented in this Annex 1 – Schedule of Requirements, Annex 2- Detailed Functional Requirements (in a separate attachment), and Annex 3 – Detailed Technical Requirements (in a separate attachment).

The sections of Annex 2 and Annex 3 are as follows:

- Annex 2 – Functional Specifications
 - 1.0 Global
 - 2.0 Mobile App
 - 3.0 IVR
 - 4.0 Reporting
 - 5.0 Customer Service
 - 6.0 Transition Plan
 - 7.0 Training and Documentation
 - 8.0 References
- Annex 3 – Technical Requirements
 - 1.0 IT Architecture
 - 2.0 IT Standards
 - 3.0 Support
 - 4.0 Integration
 - 5.0 Data Management
 - 6.0 Cloud

3.1.4 Freedom of Information and Protection of Privacy

The successful Proponent must comply with all Canadian and British Columbian security and privacy policies, including:

- i. BC's Personal Information Protection Act, SBC 2003 c. 36
- ii. Federal Personal Information Protection and Electronic Documents Act, SC 2000 c 5
- iii. Freedom of Information and Protection of Privacy Act, RSBC 1996, c 165 (FIPPA)

In order to adhere to the privacy legislation, all data centres of the cloud-based Solution must be in Canada.

4. PROJECT MANAGEMENT AND SOLUTION DELIVERY SERVICES

4.1 OVERVIEW

4.1.1 Project Approach

Within fifteen (15) business days of the City's written notification of contract award to the Proponent, the Proponent shall provide a Project Implementation Plan & Schedule (PIPS) which contains more specific deliverables and timelines not contained in the initial PIPS submitted in the Proposal. The deliverables shall describe in detail the milestones, task responsibilities, and time frames for: system configuration, installation, integration, testing, training, and full system cut-over for implementation.

4.1.2 Project Planning Phase

The project kick-off meeting will begin the Planning Phase of the project. This effort will establish the approach to the configuration and implementation of the Proponent's Solution. During the kick-off meeting, the Proponent and the City will jointly discuss timing and staffing issues that will impact the timeline. The result of the sessions shall be an updated work plan and schedule. The City will approve the sequence of implementation, following the completion of the Project Planning Phase.

4.1.3 Project Communication Platform

The successful Proponent and the City Project team will be required to share information, messages, and documents. The Proponent shall be responsible for the creation and maintenance of a collaborative environment which is available to both the City project team members and the Proponent project team members. Both the City and Proponent Project Managers will have access within the project communication platform to add, edit, and remove members of their teams. All project deliverables and documents will be stored in a location accessible to both teams.

4.1.4 Project Deliverable List

The following table identifies the expected timeline of the project deliverables to be provided by the Proponent to the City. Items are to be delivered to the City within the number of calendar days listed in the due date column. Deliverable due dates are dependent upon the City's issuance of a written notification of contract award, where the timing of the deliverable due date shall be expressed in terms of date of written

Request for Proposals PS20160599

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

notification of contract award (“NOA”) + X calendar days. The Proponent’s ability to invoice will be measured against the completion of written and accepted deliverables.

Request for Proposals PS20160599

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

Table 4 – Deliverable Timetable

Deliverable #	Deliverable Title	Due Date
1	Written Notification of Contract Award (“NOA”) - issued by the City	
2	Project Implementation Plan and Schedule (PIPS) – Initial <ul style="list-style-type: none"> To be maintained by the proponent 	NOA+15
3	Gap Analysis Document	*
4	Solution Design Document (SDD) Assuming that there are gaps in functionality and customization will be required	*
5	Solution Testing Plan (STP) – includes functional testing & user acceptance testing	*
6	Solution Acceptance Criteria - Initial	*
7	Solution Administration Guide and Solution User Guide	*
8	Integration and API Procedure Details	*
9	Marketing and Transition Plan	*
10	Solution User Training Plan	*
11	Solution Issues and Defect Report	*
12	Solution Test Results Report	*
13	Deliverable Delivery Confirmation Log <ul style="list-style-type: none"> Solution Receipt Acceptance Report 	*

Note: The asterisk (*) denotes the dates will be determined and included in the Proponent’s Project Implementation Plan Schedule (PIPS). At a minimum, the Proponent’s PIPS shall have each of the above deliverables specified above in its submitted document.

4.2 PROJECT IMPLEMENTATION PLAN AND SCHEDULE - DETAILS

- 4.2.1 The Proponent is responsible for the development and maintenance of the Project Implementation Plan and Schedule (PIPS), which, at a minimum, must include:
- a) Scope and goals of the Implementation Plan;
 - b) Advantages and challenges, assumptions, and prerequisites of proposed approach;
 - c) Expectations from City;
 - d) Detailed timeline;
 - e) Sequence of deployment tasks;
 - f) RACI Matrix (Responsible, Accountable, Consulted, Informed); and
 - g) Sequence and schedule of implementation.
- 4.2.2 The PIPS should also take into consideration, and include all aspects of business unit & project team readiness such as:
- a) Schedule & Availability;
 - b) Change management;
 - c) Communication activities;
 - d) Providing user support post Go-Live;
 - e) Identifying and resolving impacts;
 - f) Testing;
 - g) Training;
 - h) Interfaces;
 - i) Hardware; and
 - j) Reports & Analytics.
- 4.2.3 The Proponent shall execute the final marketing, transition and production go-live plans, as approved by the City.

4.3 CITY RESPONSIBILITIES

The City shall provide the following:

- 4.3.1 **Steering Committee.** The project oversight body is made up Managers and Directors representing the City.
- 4.3.2 **Project Business and Technical Support Group.** The project working group is made up of the key stakeholders from the City's business and technology groups.

ANNEX 1 – Schedule of Requirements

- 4.2.3 **Project Management.** The City will assign a dedicated Project Manager to serve as a single point of contact to the Proponent. The City's Project Manager's duties include, at a minimum:
- Coordination of project plan development;
 - Schedule coordination;
 - Management of City's project team;
 - Monitoring and facilitating approval of deliverables;
 - Authorizing payment of invoices, pending approval of deliverables;
 - Assuring Proponent is provided with sufficient access to both technical and business knowledge experts to maintain the project schedule;
 - Providing project status reports to City governance authorities; and
 - Providing City Change Management documentation.
- 4.3.4 **City Project Resources.** The City shall provide relevant resources to support the implementation of City's components within the Proponent proposed Solution. **Note:** The Proponent is responsible for describing the resources required to be provided by the City, by developing a RACI matrix within the project plan deliverable and specifying any other required resources. The City will make reasonable efforts to provide the requested resources.
- 4.3.5 Coordination of all project meetings between the successful Proponent and applicable City functional and IT technical team members.
- 4.3.6 Work space, electrical power, and associated physical device connectivity within City's facilities for Proponent personnel, where required.
- 4.3.7 Network-related troubleshooting as it relates to the implementation of the Solution, with assistance from the Proponent as necessary and as requested by the City.
- 4.3.8 **Solution Integration with City Applications.** The City shall provide an Integration Team and Services responsible for:
- Assisting the Proponent in validating the Solution integration capabilities
- 4.3.9 **Solution Testing.** The City will participate in the testing process by providing input into the development of testing success criteria.

ANNEX 1 – Schedule of Requirements

- 4.3.10 **Change Management Approval.** The City Project Manager will have the sole approval authority for any Prime Contractor- or subcontractor- requested changes which impact the scope, cost, or timeline of the implementation and general roll-out. The City Project Manager shall validate and obtain required City approvals before any requested changes, as described above, can be made.

4.4 THE PROPONENT’S RESPONSIBILITIES

- 4.4.1 **Prime Contractor.** The Proponent (Prime Contractor) will be responsible for contract performance, and any subcontractors used. Any subcontractors and their alternates must be clearly and visibly identified by name, and must abide by all terms and conditions of the contract between the City and the Prime Contractor. If subcontractors are to be used, the Prime Contractor must clearly explain the subcontractors’ roles and responsibilities.
- 4.4.2 **Subcontracting.** Any contract or services (e.g. cloud-hosting) resulting from this RFP shall not, either in whole or in part, be subcontracted, assigned, or otherwise transferred to any other Contract without prior written approval by the City. The Prime Contractor shall be directly responsible for any subcontractor’s performance and work quality when used by the Prime Contractor to carry out any of the scope of work. The Proponent must ensure that subcontractors do not breach any terms and conditions of the contract between the City and the Prime Contractor.
- 4.4.3 **Solution Installation and Integration.** From an integration perspective, the Proponent will be responsible for:
- a. Providing, configuring and installing (if necessary) all aspects of the Solution, and any additions deemed necessary, to enable the system to operate according to the performance specifications presented in the Annexes and Appendices;
 - b. Where the proponent has a proven integration Solution with existing City applications, they will be responsible for providing the framework and technology to enable integration between the Solution and City applications;
 - c. Configuring the proposed Solution to City’s requirements;
- 4.4.4 **Proponent Solution Testing.** The Proponent is required to plan, execute and verify testing of the proposed Solution, including, but not limited to:
- 1) Creating an end-to-end test plan for review and approval by City;
 - 2) Coordinating with the City to document the Solution acceptance criteria for each project implementation phase;

ANNEX 1 – Schedule of Requirements

- 3) Unit-testing of all hardware, customizations and user interface(s);
- 4) Demonstrating functionality of all Solution components;
- 5) Demonstrating accomplishment of functional and non-functional requirements;
- 6) Demonstrating reporting and analytic capabilities which address the quantifiable business benefit tracking;
- 7) Validating integration between the proposed Solution and City applications/equipment;
- 8) Load- and performance-testing;
- 9) Demonstrating high availability and failure recovery mechanisms, including:
 - Fail-over and fall-back of data centre systems (if hosted);
 - Restoration of services to a cold-standby site (if hosted);
 - Device recovery in the event of power and/or signal loss; and
 - Stress testing.
- 10) Security and penetration testing; and
- 11) Demonstrating service-desk and troubleshooting procedures.

4.4.5 **Project Management.** The Proponent shall designate a Project Manager who will be responsible for the management, oversight, delivery, and coordinating resolutions to the project and any associated issues. The Proponent's Project Manager will also be the primary/single point of contact for Proponent communications related to the project. For the period from contract initiation, through to the end of the Proponent's Solution's acceptance period, the Proponent's Project Manager shall provide weekly project status reports, which, at a minimum, shall include:

- a) Significant work plan tasks performed during the reporting period, and a review of the completed tasks and comparing to plan;
- b) Identifying project risks and documenting recommendations to mitigate such risks;
- c) Deliverables completed during the reporting period. Identifying milestones reached and comparing to plan;
- d) Significant work plan tasks planned for the next reporting period;
- e) Deliverables expected to be completed in the next reporting period;
- f) Identifying problems or issues and tracking status of problems/issues;
- g) Documenting what mitigation effort and plan is being done to achieve resolution of problems/issues; and

ANNEX 1 – Schedule of Requirements

h) Project notes and comments.

- 4.4.6 The successful Proponent must provide well-trained technical, support, and consulting staff that keep current with the latest technologies, and are fully knowledgeable in the features, configurations, and integrations of the Solution.
- 4.4.7 The Proponent shall be required to be on-site for the duration of the system cutover to the live production system, and the Proponent shall identify any requirements for Proponent onsite presence during post-implementation.
- 4.4.8 The Proponent shall use existing documentation provided by the City (such as functional business and technical requirements). The Proponent shall ensure that the Solution is in compliance with the City's bylaws and the Solution meets the Solution requirements.
- 4.4.9 Compliance with the following at all times, when conducting activities within any City facility:
 - a) Provisions of all applicable directives of the City and its agencies;
 - b) Regulations of City Security Standards; and
 - c) All applicable Federal, Provincial, and Municipal statutes, ordinances, laws, regulations, codes, directives, and/or orders.
- 4.4.10 Participate in meetings with City's Project Business and Technical Working Group and/or Project Team, as directed by the City's Project Manager.
- 4.4.11 Communicate the delivery schedules of all Solution delivery implementations to allow the City the ability to track installation and to coordinate testing and acceptance. The delivery shall correspond to the Project Implementation Plan Schedule (PIPS) as required by the City.
- 4.4.12 Implement all aspects of the Solution, to support the City's implementation and general roll-out of the Solution.
- 4.4.13 Comply with the City's Change and Configuration Management procedures, including any configuration or customization requirements not specified within this document. The successful Proponent will be responsible for notifying the City's Project Manager to coordinate approval of any proposed Change Requests, or Configuration Management updates prior to installation.
- 4.4.14 Coordinate all project-related activities through the City's Project Manager.

ANNEX 1 – Schedule of Requirements

- 4.4.15 Ensure timely and accurate identification and notification of issues, problems, and defects in the Solution, work plan, or any other effort related to the project's scope of work, or the Solution.

4.5 PROPONENT'S KEY PERSONNEL

- 4.5.1 The Proponent shall provide the key personnel identified below. Key personnel must be available when necessary to meet the requirements of the Solution. The Proponent may not assign key personnel to other Proponent projects in any way that results in a conflict in their ability to meet the requirements of the contract. Nor should the Proponent propose any key personnel in a dual role (such as the Project Manager also being the Senior Systems Engineer). The Proponent shall provide those individuals accepted by the City, as key personnel throughout the contract term, except as provided in Section 4.5.2 - Substitution of Key Personnel, below.

Key Personnel Qualifications

- a. The Proponent shall certify that key personnel meet the qualifications identified in this Annex 1, Section 4.5 (refer to Section 4.5.3 - Qualifications for Key Personnel, for further details);
- b. The Proponent shall provide a brief professional résumé for each Proponent proposed resource; and
- c. On a case-by-case basis, Proponent key personnel may be interviewed and approved by the City for performance in multiple skill categories for which they are qualified.

4.5.2 Substitution of Key Personnel

- a. Stability of key personnel is critical to project success. For this reason, the Proponent shall retain key personnel interviewed and accepted by the City for a minimum period beginning from the receipt of a written NOA, and ending upon successful implementation. All proposed substitutes for key personnel, for reasons other than emergency situations (illness, death, emergency resignation, or emergency disciplinary termination), shall be submitted in writing by the Proponent to the City at least ten (10) business days in advance of the substitution, and the nominated individuals must be approved by the City's

ANNEX 1 – Schedule of Requirements

Project Manager prior to the proposed substitute's commencement of work on the Project;

- b. The Proponent shall permit the City to interview and accept any proposed substitute for a key employee. The résumé of any proposed substitute shall be signed by the substitute and by the Proponent's Project Manager and the résumé of the previous key employee shall be provided for comparison purposes;
- c. City Project Manager must agree to the substitution in writing before the substitution becomes effective;
- d. Any proposed substitute for a key employee shall have qualifications at least equal to those submitted in Proponent Personnel Résumé. The responsibility for providing evidence of meeting this requirement belongs to the Proponent; and
- e. If one or more key personnel are unavailable for work under the contract for a continuous period exceeding ten (10) business days, the Proponent will be required to immediately provide written notification to the City's Project Manager, and at the city's discretion, to replace the personnel with approved substitutes of equal or better qualifications within ten (10) business days after providing the City's Project Manager with the written notification.

4.5.3 Qualifications for Key Personnel

- a. **Project Manager (PM)** - The PM is assigned the management of the Proponent's proposed Solution, and project for the work performed under the contract. S/he performs day-to-day management of the project, identifies issues and risks, and recommends possible issue and risk mitigation strategies associated with the project. The PM acts as a facilitator between the City and the Proponent. The PM is responsible for ensuring that work performed under the contract is within scope, consistent with requirements, and delivered on time and on budget. Identifies critical paths, tasks, dates, testing, and acceptance criteria. The PM provides solutions to improve efficiency (e.g., reduce costs while maintaining or improving performance levels), monitors issues and provides resolutions for up-to-date status reports, and demonstrates excellent writing and oral communications skills;
- b. **Senior Application Systems Specialist** - Must be able to analyze information requirements. Must be able to evaluate problems in workflow, organization, and planning. Develops appropriate corrective action. Ensures the proposed Solution interface, reporting, analysis tools, integration parameters and processes address the requirements for the system.

ANNEX 1 – Schedule of Requirements

- c. **Integration Architect** - The Integration Architect is responsible for ensuring that the proponent's Solution effectively communicates via published API's using industry standard programming languages. In particular, this role will need to assure integration capabilities to City environment.
- d. **Mobile Specialist** - The Mobile Specialist is responsible for ensuring that the proponent's Solution is configured for the expected business function; specifically the components that affect speed, user experience, compatibility with operating system. The Mobile Specialist also should ensure that the mobile application is customized and tested to follow the requirements of this RFP.

5. TESTING, TRAINING, IMPLEMENTATION, ACCEPTANCE, AND MARKETING

5.1 TESTING

Within the Solution Test Plan deliverable, the Proponent shall describe the procedures for such testing, as well as how the Proponent will support the following testing methodology and timeline to incorporate the following test types and scenarios.

5.1.1 Develop Solution Test Scripts and Expected Outcomes

The Proponent must develop detailed system test scripts and expected outcomes from the detailed design documents and the Solution Test Plan, which should include the following:

- a) Test scripts and expected outcomes encompassing all modules and business functionalities for each project phase;
- b) Submit a comprehensive test data set, aligned to the test scripts and expected outcomes.

5.1.2 Conduct Solution Testing

- a) The City and Proponent are responsible and accountable for conducting system testing of the proposed Solution (detailed and stress tests);
- b) For the duration of the lifespan of the Solution, the Proponent should support a development and/or testing environment, in which new hardware, functionality, reports and workflows will be tested by the business prior to implementation in a Production environment.
- c) Depending on the origin of any issues arising from the test events, the Proponent must resolve all issues (defects), under their control, that are discovered during system testing. Any issues (defects) discovered that are under the City's direct control, the Proponent must assist and provide direction to ensure the defect resolution.
- d) All test scripts and scenarios, which do not pass the system testing, must be addressed to the City's satisfaction prior to implementation.
- e) The Proponent must log and track all defects until resolved in a defect-tracking tool, which will be available to the City project team for update and comments.
- f) Based on the tests performed, the Proponent must develop a Solution Test Execution Report, which includes Testing Defects and Issues Log; and

ANNEX 1 – Schedule of Requirements

- g) The City will verify that the system testing process and testing results are in accordance with the Solution Test Plan and report any deviations. The Proponent must support the City during the assessment. The Proponent must implement a mutually agreed scope of work based on the project phase testing results.
 - 5.1.3 **Solution Test Execution Report.** At the conclusion of Solution Testing phases, the Proponent shall provide a test report and delivered to the City within five (5) business days of the testing phase conclusion that includes:
 - a) Completed and signed checklists documenting the successful performance of each inspection or test;
 - b) A detailed schedule for discrepancy correction and retesting;
 - c) A lessons learned document indicating what went well, and what did not, in the performance of the particular testing phase; and
 - d) A list of updates/revisions needed to the testing plans for any subsequent testing/retesting phases.
 - 5.1.4 **Verify/Validate Stress Testing Process and Results.** The City will verify that the testing process and testing results are in accordance with the Test Plan and will report any deviations.
 - 5.1.5 **Testing Data and Software.** The Proponent shall specify any requirements necessary for testing. The Proponent shall be responsible to create test data for all testing phases. The Proponent must provide a method that can be used for logging test cases and for defect tracking and resolution process (logs all test cases, results, and issue resolution). Sufficient time must be allocated to train City personnel on the testing expectations and procedures.
 - 5.1.6 **Develop/Provide User Acceptance Test plan.** A User Acceptance Test (“UAT”) Plan shall be created by the Proponent, with the assistance of the City acting as the primary guide for the execution of the User Acceptance Testing activity for all interfaces that the business or drivers will interact with. The user test scripts and scenarios will cover the complete Solution, all City modules, and interfaces.
 - 5.1.7 **Execute User Acceptance Test.** A coordinated UAT where City project team and the Proponent will conduct user acceptance testing on the Solution, based on test scripts provided by the Proponent.
-

ANNEX 1 – Schedule of Requirements

If defects are identified during user acceptance testing, the Proponent shall address the defect and the Proponent will be responsible for implementing a mutually agreed scope of work based on the project phase testing results.

The Proponent is also responsible for updating all application and user documentation to be consistent with code that has been accepted and that will be promoted to the production environment.

5.1.8 Testing Support

The Proponent shall:

- a) Conduct functional testing to ensure the data produced from the proposed Solution addresses the scope of work of the project phase;
- b) Provide on-site assistance to the City during Functional, Integration, and User Acceptance Testing of the Solution for each project phase;
- c) Provide error handling and disaster recovery procedures, which ensure the components of the application work in accordance with City requirements; and
- d) The Proponent shall be required to update the testing plans and procedures based on feedback from the City, and provide the revised/updated plan(s) to the City at least five (5) business days prior to performance of the testing processes described above.

5.2 TRAINING

5.2.1 **Develop Training Plan.** The Proponent must develop a comprehensive User Training Plan Deliverable which must include/describe, at a minimum:

- a) the prerequisite user knowledge required prior to beginning training, as well as expected learning objectives, areas of focus and outcomes for each component of the training;
- b) details regarding the required materials, amount of time and expected learning objectives of each training course;
- c) differences based on the area of focus of the training; and

ANNEX 1 – Schedule of Requirements

- d) Recommendations as to training details (how many per session, how long for each session, required materials & technology).

5.2.2 **Conduct Training.** The Proponent shall provide on-site training services for the following service types:

- Installation and troubleshooting,
- Solution Management: Administrative and configuration services,
- Reporting,
- Train the trainer,
- General operation of the user interface.

The proponent shall be responsible for all training aids and manuals to be provided to each attendee, and also provided in electronic format.

The proponent is expected to provide cost details for further training sessions (please include details for on-site and remote training opportunities).

5.3 IMPLEMENTATION

5.3.1 During the Solution implementation, the Proponent shall provide the following:

- a. Complete and timely installation, and coordination of all Installation processes with the City's Project Manager;
- b. Confirm all Project Scope of Work and functional and technical requirements for the Solution have been met or addressed;
- c. Prior to the Solution implementation, the Proponent shall ensure that all the deliverables described in the proposal documents have been approved and accepted by the City's Project Manager;
- d. Training and Issues support is in place to aid the business in the implementation process;
- e. Implementation support;
- f. Conduct a walkthrough of the Solution User Guide and all Training Materials with the City Project Team; and
- g. Update the City Project team in a timely manner.

5.4 IMPLEMENTATION SUPPORT

- 5.4.1 The Proponent shall provide services for “implementation support” activities and those services shall be included in the Proponent’s firm, pricing established in the cost details form of this document
- 5.4.2 The Proponent shall provide support staffing during system installation through production go-live, as follows:
- a. **Project Manager** - The project manager shall be required to be on-site as needed for critical times of the system’s implementation to ensure better quality assurance management of the system’s implementation as described in the Proponent’s implementation plan. The Proponent’s Project Manager must be available by telephone (6am to 6pm Pacific Time) 7 days a week during the “go-live” or transition period of the Solution;
 - b. **Support Staff** - Minimum of one (1) FTE on-site, for the initial 48 hours following “go-live”; and
 - c. **Support Staff** - Following 48 hours after the production go-live, and for a period of 30 days, a minimum of one (1) FTE on-call, Monday through Friday (6am to 6pm Pacific Time).
- 5.4.3 The Proponent shall complete a milestone status report for each significant implementation milestone, stating what was completed and what actions are necessary as a result of the milestone. The City will review and formally accept each milestone report if the milestone deliverable demonstrates fulfillment of the RFP requirements.

5.5 SOLUTION ACCEPTANCE

- 5.5.1 Solution Acceptance will occur in four (4) phases:
- 1. **Functional Certification:** For each project phase the Proponent will certify that the Proponent’s Solution implementation is complete in accordance with project phase scope of work.

ANNEX 1 – Schedule of Requirements

2. **Proof of Integration:** The proponent is responsible for ensuring that the Solution is capable of integrating with the City's current suite of application integrations (including the capability to integrate via web services platform). To confirm that this has been successful, the Proponent must work with City teams to ensure that bi-directional communication between the Proponent's Solution and designated City's applications are fully operational
3. **Production System Documentation:** The Proponent shall deliver "as built" online or otherwise electronic and hard copy documentation, clearly describing actual implementation configurations, settings, customizations, and complete installed Solution documentation.
4. **90-Day Reliability Test:** The duration for the Performance Period for Acceptance shall be sixty (60) calendar days and shall begin after:
 - a) Configuration and Implementation of the Solution user interface has been deployed in a Production Environment for a period of 90 calendar days;
 - b) No major bugs or defects have been reported to the proponent in the implemented Solution for a period of 60 days;
 - c) Successful completion of User Acceptance Testing; and
 - d) City users and Customers have been utilizing the application for a minimum of ninety (90) days.

Criteria for Success:

- No major defects or bugs within the Solution has been reported
- Solution uptime is consistent with SLA parameters
- Support response is consistent with SLA parameters
- All functions implemented within the project phase scope of work continue to be functional

Outcome:

City's Project Manager will issue a written notice to the Proponent of either completion or failure of the 90-Day Reliability Test.

In the event that the 90-Day Reliability Test has been unsuccessful, the City Project Manager will identify the areas which were unsuccessful and negotiate with the Proponent on an acceptable Solution - upon which the application will then re-enter the Performance Period for Acceptance for and repeat if necessary until successful.

5.5.2 Solution Acceptance Completion

After all System Acceptance benchmarks have been achieved - the Proponent is expected to provide city staff with a Solution Acceptance Report, which documents benchmarks, significant achievements, deliverables and signoffs, for the phase of project implementation.

Upon City receipt and acceptance of the Solution Acceptance Report from the proponent - the project will enter a sustainment phase, in which all components have been installed and the Solution deemed to be stable.

5.6 MARKETING AND TRANSITION PLAN

5.6.1 Marketing and Transition Plan

The successful Proponent will be responsible for creating and executing a comprehensive Marketing and Transition Plan, which will be critical to a seamless roll-out to the public. The Marketing and Transition Plan should include:

- An overall strategy to ensure minimal disruption to the Customer at initial roll-out, (may include direct contact with account information for existing Customers);
- An overall strategy to improve awareness of the Solution for the duration of the contract;
- A comprehensive marketing and communications plan outlining how the Proponent, if selected, would promote the base and enhanced MPP features to encourage usage;
- Identification of tasks that to be are performed by the Proponent, the City and other players; and
- Design and installation of parking meter and pay station decals and/or other materials (e.g. NFC chips, signage, if required)

Prior to the execution of the Marketing and Transition Plan, the successful Proponent must receive approval from the City.

5.5.2 Cost of Parking Meter and Pay Station Decals and Other Materials

The successful Proponent will be responsible for all costs, both material and labour, to install and maintain all decals or other materials on City parking meters and pay stations. It is the City's sole discretion to determine if the physical installation and maintenance of parking meter decals and/or other material is performed by City staff or by others.

6. MAINTENANCE SERVICES AND LEVEL OF SUPPORT

6.1 TECHNICAL, MAINTENANCE, OPERATIONS AND LEVEL OF SUPPORT

6.1.1 Technical Support

The Proponent must describe their process and services for providing support for the proposed Solution (including technical, hardware, and data, reporting and billing inquiries). At a minimum, the City requires the Proponent to provide Solution support 7 days a week from 6:00am - 10pm [Pacific Time] with a maximum response time of 30 minutes.

6.1.2 System Support Services

- a. The Proponent must provide system maintenance (e.g. upgrades, enhancements, new releases, etc.) and technical support for all products/services provided under the contract, including ongoing unlimited technical support problem determination and resolution;
- b. The Proponent shall provide recurring application maintenance for the proposed Solution;
- c. All expected costs for proposed maintenance support shall be provided within the pricing table included in the RFP, Part C - Annex 3 - Commercial Proposal;
- d. The Proponent must provide for any upgrades to the system components to accommodate and maintain the Solution customizations developed within the scope of the project phases (or contracted with the Proponent in a change request). Concurrent with the installation of any upgrade or revision to the Solution, the Proponent must provide the City with updated Solution documentation;
- e. The Proponent must fully test and resolve any Solution deficiency on upgrades prior to installing/implementing the upgrades into production;
- f. The Proponent must ensure that upgrades may be rolled-back. There must be a back-out strategy if an upgrade fails. In performing the regression testing on a new version/upgrade of the Solution, the Proponent must certify in writing to the City that all the previous (i.e. prior) Solution capabilities will continue to work in accordance with the contracted requirements;

ANNEX 1 – Schedule of Requirements

- g. Maintenance services shall include, at a minimum, the detection and correction of Solution errors discovered by the City, or otherwise made known to the Proponent. The Proponent agrees to respond to the City's inquiries regarding the use and functionality of the Solution as issues are encountered by system users;
- h. For a cloud-based Solution, System Maintenance should also include all services necessary to maintain at least a 99.9% Solution operational uptime, redundancy, and recovery services described herein for all products provided by the Proponent, as well as the resolution of system errors, malfunctions, and system restoration. Scheduled downtime for maintenance or upgrades shall not be included in the calculation of system production uptime;
- i. The Proponent will describe their ability and approach to updating the Solution, and configuration settings; and
- j. If investigation and research is required by the Proponent's technical staff, and the problem cannot be resolved (or the question cannot be answered immediately), the Proponent's help desk/technical support staff shall notify City representatives within two (2) hours, and provide City personnel with a progress report (in electronic format) on the problem's resolution. The Proponent must continue to update City staff on the ongoing progress related to resolving the problem.

6.1.3 Maintenance Log

The Proponent shall keep a log of all maintenance/technical support calls made to the Proponent's Help Desk/technical support personnel, and document the complaints and problems reported to the help desk system, whether reported by a City resource or by the Proponent. The log shall be made available to the City as part of monthly or quarterly reporting, and at any other time as requested by the City. Maintenance logs shall be delivered to, or made available to the City no later than by the close of business (at 5:00 p.m. Pacific Time) on the fifth calendar day of every month. The log must, at a minimum, contain the following information:

- a. Time of incident notification;
- b. Name of City resource;
- c. Ticket Number;
- d. Description of Reported Problem/Complaint;

ANNEX 1 – Schedule of Requirements

- e. Indication of whether the problem/complaint was resolved at time of call;
- f. Description of any follow-up investigation/resolution plans;
- g. Date of and Description of Final Resolution;

6.1.4 Level of Support:

- a. The Proponent shall provide support services for the proposed Solution. The services proposed by the Proponent must include, but are not limited to, the following issues:
 - **Escalation Procedures:** The Proponent shall provide the City with a copy of the Proponent's trouble escalation procedures, and provide a written description of the processes and procedures that would be followed by City personnel when issues require escalation. The Proponent must maintain the above-mentioned procedures with correct and current data during the course of the maintenance period;
 - **Installation, Verification and Validation:** The Proponent is required to provide support during testing phases of new releases of the application;
 - **Application Defects:** The Proponent is required to provide resolution to all confirmed application defects within 30 days, or otherwise negotiated time period;
 - **Upgrade Support:** The Proponent must offer, for the full term of the maintenance agreement, support for the proposed Solution to ensure continued operation during and after upgrades and implementation of new releases of all user interface applications covered under the maintenance agreement;
 - **Enhancements:** The Proponent must provide enhancement updates to the user interface applications as they become available, or as requested by the City. The Proponent will provide a description of the method of distributing information on the available updates and software modifications, with clearly-defined responsibilities of the Proponent and the City.

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

- b. Through Solution support, the Proponent will ensure that the Solution remains compatible with the current and future City operating system software (Windows 7+), web browser (IE 11+ and Chrome), or any third-party software used by the Proponent that is associated with the developed Solution;
- c. Solution support includes updates and modifications as required, as a matter of federal, provincial or municipal law, and/or regulation in connection with the City's compliance standards; and
- d. The Proponent shall comply with the City's Change Management Process for testing and implementing Solution-related changes in the production environment. This process consists of thorough Solution-testing in the Development/Testing Environment. Following testing and acceptance, the system may be loaded into the Production Environment.

7. SECURITY REQUIREMENTS

7.1 PROPONENT SECURITY REQUIREMENTS

- 7.1.1 The integrity and security of the data communications are fundamental components of all applications procured by the City; accordingly, the City has implemented security processes and procedures that foster and safeguard the data integrity within all City applications. Proponents are required to answer a Cloud Computing Questionnaire (refer to RFP Part C - Appendix 15), if a cloud-based Solution is being proposed.
- 7.1.2 All Proponents proposing a cloud-based Solution must complete and submit the Cloud Computing Questionnaire (refer to RFP Part C - Appendix 15), and if selected as the successful Proponent, must comply with City Information Technology security policies and procedures regarding access to the City's networks and physical facilities;
- 7.1.3 Authorized Proponent staff may require secured remote access privileges into the configuration: therefore, City IT staff reserve the right to monitor all remote access activities;
- 7.1.4 The successful Proponent shall comply with, and adhere to, all relevant City Policies and Standards. These policies may be revised from time to time, and the Proponent shall comply with all such revisions. Current and revised versions of the security policy will be made available to the successful Proponent, following contract award;
- 7.1.5 The successful Proponent shall complete all required paperwork for security access if access is needed to the City's Information Technology LAN/WAN, as directed and coordinated with the Project Manager;
- 7.1.6 Any Proponent employee providing services under the contract, who will be in and out of City facilities on a daily basis, must participate in a City security awareness, occupational health & safety orientation and training session; and
- 7.1.7 At all times, at any City facility, the Proponent's personnel shall ensure cooperation with City site requirements, inclusive of being escorted at all times (if required), providing information in order to obtain a badge, and wearing the badge in a visible manner at all times.
- 7.1.8 The integrity and security of the data storage (when being collected, in transit and within the application) is of paramount importance to the City; therefore, the successful Proponent and the Solution must adhere to industry best practices in terms of data encryption, data transmission and key management.

8. PROPOSAL SUBMISSION FORMAT

Table 5 outlines the expected submission order of the Proposal. Proposal contents should be arranged in the following order, with headings shown below. One (1) hard copy, and one (1) electronic copy on USB must be submitted.

Table 5 – Proposal Submission format

Section Number	Section Title	Proposal Content Reference Details
		Title Page
		Table of Contents
1.0	PROPONENT OVERVIEW	<p>Provide concise written narrative responding to <u>each</u> of the following in Section 10.0 Proponent Overview:</p> <p>Section 10.1 – Executive Summary Section 10.2 – Understanding of Solution being sought by City Section 10.3 – Proponent’s Experience, Expertise and References Section 10.5 – Value-Added Services Section 10.6 – Proposed Alternatives</p>
2.0	DETAILED FUNCTIONAL REQUIREMENTS	<p>Complete all sections in Annex 2 – Detailed Functional Requirements spreadsheet:</p> <ul style="list-style-type: none"> ▪ 1.0 Global ▪ 2.0 Mobile App ▪ 3.0 IVR ▪ 4.0 Reporting ▪ 5.0 Customer Service ▪ 6.0 Transition Plan ▪ 7.0 Training and Documentation ▪ 8.0 References

Request for Proposals PS20160599

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

3.0	DETAILED TECHNICAL REQUIREMENTS	<p>Complete all sections in Annex 3 – Detailed Technical Requirements spreadsheet:</p> <ul style="list-style-type: none"> ▪ 1.0 IT Architecture ▪ 2.0 IT Standards ▪ 3.0 Support ▪ 4.0 Integration ▪ 5.0 Data Management ▪ 6.0 Cloud
4.0	COMMERCIAL PROPOSAL	<p>Complete RFP Part C – Form of Proposal, Appendix 3 – Commercial Proposal</p> <p>Refer to RFP Part A Section 7.0 Pricing.</p>
5.0	KEY PERSONNEL & REFERENCES	<p>Refer to Section 4.0 – Project Management and Solution Delivery Services, sub-section 4.5 Proponent’s Key Personnel.</p> <p>Proponent shall provide names, titles, roles and responsibilities of each proposed key personnel for execution of the project (e.g. implementation team, sustainment team).</p> <p>Proponent shall limit key personnel résumés to a maximum of two (2) pages per person.</p>
6.0	SUBCONTRACTORS	Complete RFP Part C – Form of Proposal, Appendix 10 – Subcontractors.
7.0	PROJECT IMPLEMENTATION PLAN AND SCHEDULE (“PIPS”)	<p>Refer to Section 4.0 – Project Management and Solution Delivery Services, and Table 4 – Deliverable Timetable.</p> <p>In the Proposal, Proponents shall provide a draft PIPS inclusive of a completed Table 4 – Deliverable Timetable, based on the City’s requirements . A more detailed PIPS will be required upon written notice of contract award.</p>
8.0	SUSTAINABILITY	<p>Complete RFP Part C – Form of Proposal:</p> <ul style="list-style-type: none"> • Appendix 7 – Corporate Sustainability Leadership Questionnaire; and • Appendix 8 – Sustainability Requirements Questionnaire
9.0	DEVIATIONS AND	Complete RFP Part C – Form of Proposal, Appendix 11 – Proposed Amendments to Form of Agreement, if any. <u>If none, state that the Proposal is fully consistent with the Form of</u>

Request for Proposals PS20160599

Provision of Mobile Parking Payment System: Mobile Application and Interactive Voice Response Services

ANNEX 1 – Schedule of Requirements

	VARIATIONS	<u>Agreement.</u>
10.0	CONFLICTS; COLLUSION; LOBBYING	Complete RFP Part C – Form of Proposal, Appendix 14 – Conflicts; Collusion; Lobbying.
11.0	INSURANCE	Complete RFP Part C – Form of Proposal, Appendix 5 – Certificate of Existing Insurance, and if applicable, attach Proof of WorkSafeBC Registration (refer to Part C – Form of Proposal, Appendix 13)
12.0	PROPOSAL FORM	Complete and execute RFP Part C – Form of Proposal, Appendix 1 – Legal Terms and Condition of RFP.
13.0	DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE	Complete and execute RFP Part C – Form of Proposal, Appendix 6 – Declaration of Supplier Code of Conduct Compliance form.
14.0	PERSONAL INFORMATION CONSENT FORM(S)	Complete and execute RFP Part C – Form of Proposal, Appendix 9 – Personal Information Consent Form(s).
15.0	FINANCIAL STATEMENTS	As required in RFP Part C – Form of Proposal, Appendix 12 – financial Statements, attach Proponent's Financial Statements for at least the prior two (2) years.
16.0	PROPOSER'S FORM(S) OF AGREEMENT	Refer to Section 11.0 – Proponent's Form(s) of Agreement, sub-section 11.1 Licence Agreement, Annual Software Maintenance and Support Agreement, and Service Level Agreement.
17.0	CLOUD COMPUTING QUESTIONNAIRE	If a cloud-based Solution is being proposed, Proponents should complete and submit RFP Part C – Appendix 15 Cloud Computing Questionnaire.

9. PROPOSAL EVALUATION

Proposals must comply with all Mandatory requirements identified in the RFP, Annexes, and Appendices (Proponents should also refer to Annex 2 and Annex 3 Mandatory requirements listed in Section 3.1.1, above).

The evaluation process may include two phases:

1. Phase 1: Evaluation of Proposals
2. Phase 2: Evaluation of short-listed Proponents and may include the following:
 - a. A Demonstration of the proposed Solution, as presented in the Proposal;
 - b. A completed Privacy Impact Assessment; and
 - c. Written responses to Proposal Clarification Questions (if any) from the City.

On-site demonstration of the Solution:

Short-listed Proponents may be required to conduct a demonstration of their proposed Solution in Vancouver to address the functional and technical capabilities articulated in their Proposals, and as stated in the RFP Requirements. The demonstrations should help to clarify characteristics or significant elements related to the Proposals, or the Proponents' field-tested/demonstrated systems. The demonstrations also give the Proponent the opportunity to highlight value-added features of the proposed Solution.

Proponents may be required to submit written copies of any material that will be presented during the demonstration (e.g. copies of a Power Point presentation, MS-Word, Visio, etc.).

Proponent's Team:

Short-listed Proponents attending the on-site demonstration should include, at a minimum, the following members of the proposed Key Personnel: project manager; and senior resources who will be executing the proposed implementation plan.

Refer to Part A - Section 8.0 of the RFP for additional details on the City's evaluation process.

10. PROPONENT OVERVIEW

10.1 EXECUTIVE SUMMARY

The Proponent should provide an Executive Summary that provides the City Evaluation Committee and City Management with a collective understanding of the contents of the entire Proposal.

The Executive Summary should briefly summarize the strengths of the Proponent and their subcontractors, and the key features of the Proponent's proposed approach to meet the requirements of the RFP by phase/milestone. The Executive Summary will include highlights of the following:

1. Products and service capabilities;
2. Significant features of the Proponent's services approach;
3. Previous relevant experience; and
4. Financial stability, company history and relevant clients.

The Executive Summary Section should be limited to a maximum of four (4) pages in length.

10.2 UNDERSTANDING OF SOLUTION BEING SOUGHT BY CITY

The Proponent should present their understanding of the problems being addressed by this RFP, the objectives, and the intended results. The Proponent should summarize how their Proposal meets the requirements of the RFP, Annexes and Appendices, and why the Proponent is best qualified to perform the work required. The Understanding of Solution Section should be no more than four (4) pages in length.

10.3 PROPONENT'S EXPERIENCE, EXPERTISE AND REFERENCES

Proponents and their subcontractors should clearly describe at least three (3) previous project experiences of a similar nature and complexity in scope, as well as the responsibility and technologies involved. These project summaries should be limited to no more than two pages per project, and should include no more than five (5) project summaries. Contact names and information (e.g. email address, telephone number) must be provided, to allow the City to perform reference checks.

ANNEX 1 – Schedule of Requirements

The Proponent should also describe the subcontractors' (if subcontractors are proposed) experience in providing the products/services that they will be responsible for providing as part of the Proponent's Solution. Project Summaries for the subcontractors should be limited to no more than two pages per project, and should be limited to three (3) project summaries. Contact names and information (e.g. email address, telephone number) must be provided, to allow the City to perform reference checks.

In providing this information, the Proponent should take into consideration the following areas of interest to the evaluators:

- The quality and relevance of references;
- Demonstration of extensive project management expertise utilizing and adhering to industry-accepted project management methodologies and best practices (e.g. PMI) on previous projects;
- Demonstration of successfully analyzing/understanding the business needs of the customer, offering appropriate solutions to meet/exceed those needs, and extensive experience in designing/configuring a system solution to fulfill the business needs of the customer;
- The ability to successfully implement the Solution, as demonstrated by implementation of comparable solutions; and
- Demonstration of extensive experience with projects related to the integration of the proposed Solution with other applications, and demonstration of completing a project within the timeframe established by the project schedule.

The City may contact references to validate information. Proponent and Subcontractors should either have satisfactorily completed, or be completing the qualifying projects, as verified by the references.

10.4 TECHNICAL AND FUNCTIONAL REQUIREMENTS

- 10.4.1 In order for the City to evaluate the Proponent's system solution's technical and functional capabilities, the Proponent's responses to the requirements stated in Annex 2 - Detailed Functional Requirements spreadsheet, and Annex 3 - Detailed Technical Requirements spreadsheet should contain sufficient and relevant details.

Comments columns in Annex 2 and Annex 3 are provided for Proponents to enter details of their response.

10.4.2 The Proponent should take into consideration the following areas of interest to the City:

- a. The ability of the user interface to increase/streamline access to information;
- b. The stated architecture goals and needs as identified within this document; and
- c. The ability of the proposed Solution to support:
 - o Mandatory and Critical functionality;
 - o The Desirable and Optional functionality;
 - o Flexibility and capability to add new features, connections and/or data sources in the future;
 - o The design, capability, and functionality of the proposed technical solution of the Proponent's Solution;
 - o The Solution provider's methodology and capability to ensure the least amount of business disruption during implementation.

10.5 VALUE-ADDED SERVICES

Proponents are encouraged to provide descriptions of any additional value-added services that are not already referenced by the RFP, Annexes, and Appendices.

Any value-added services should be presented as optional components which the City may choose, at the City's sole and absolute discretion, and at no additional cost to the City. Details of any value-added services should be included in RFP Part C, Appendix 3 – Commercial Proposal, under the 'Other Items' section of the pricing table. In addition, Proponents should provide a comprehensive description of their approach to value-added services.

Proponents may offer additional features, if applicable, which may have additional cost to the City. All associated pricing should be included in RFP Part C, Appendix 3 – Commercial Proposal, in Table 1.4 – Pricing for Other Services.

Proponents should identify and propose any other elements necessary to successfully execute the project: tasks and deliverables that are important to the success of the project should be articulated in the Proposal, with all associated costs itemized and detailed.

10.6 PROPOSED ALTERNATIVES

Alternate proposals may be considered by the City. The alternate proposal must address all of the requirements stated in the RFP, and the Commercial Proposal (RFP Part C - Form of Proposal, Appendix 3) must contain all pricing information in the pricing table format provided.

11. PROPONENT'S FORM(S) OF AGREEMENT

11.1 LICENCE, ANNUAL SOFTWARE MAINTENANCE AND SUPPORT AGREEMENTS

The Proponent may provide, for the City's review, a copy of their standard:

- a. Solution License Agreement(s);
- b. Maintenance and Support Agreement; and
- c. Service Level Agreement.

The City may review and consider the Proponent's terms and conditions; however, the City intends to execute the City's Supply Agreement in the form included in the RFP.