CITY OF MILWAUKEE
DEPARTMENT OF PUBLIC WORKS
REQUEST FOR PROPOSALS

Citation Processing/Collection Services and
Cash Management/Information Services
OFFICIAL NOTICE #59

DRAFT – March 18, 2008

Section 1 – Introduction

1.1 – Request for Proposal (RFP) Organization

This RFP is organized into five sections, as follows:

- Section 1, Introduction – a summary of the City's objectives for this project;
- Section 2, Operational Profile – a description of the City's parking organization and operation and citation processing and collection system;
- Section 3, Procurement Guidelines – a discussion of the City's procurement approach for this project, including evaluation guidelines, and the requirements for preparing and submitting proposals, including the required proposal format and content;
- Section 4, Program Requirements – the services, facilities and other resources required by the City from the contractor to manage its citation and parking enforcement programs; and
- Section 5, Contract Guidelines – the City's anticipated approach to contracting and key contract terms and conditions under which the work will likely be performed, including the City's requirements for Emerging Business Enterprise, Resident Preference and Living Wage.

This RFP also has four appendices, including the Certification of RFP Compliance (Appendix A), Statement of RFP Exceptions, Equals and Clarifications (Appendix B), Proposed Cost Schedule (Appendix C) and Designation of Confidential, Trade Secret and Proprietary Information (Appendix D). The appendices are attached hereto.

1.2 – Project Objectives

The Common Council adopted File Number 071250 on February 5, 2008 authorizing the Commissioner of Public Works to extend the current Citation Processing/Collection Services contract from May 4, 2008 to January 12, 2009. Pursuant to this resolution, if the contract (or a portion of the contract) is not awarded to the current contractor, it is extended under the same terms and conditions. If the contract (or a portion of the contract) is awarded to the current contractor, its expiration is extended to the contract effective date. The initial term of the new

contract sought through this RFP will be for a period of five (5) years and may be extended by one optional three-year extension, followed by one optional two-year extension.

The City of Milwaukee (hereinafter referred to as the City), through the Department of Public Works (DPW), desires proposals from qualified vendors to provide citation issuance, processing and collection services, including automated ticket issuance devices (TIDs) for the parking enforcement program, parking permit sales and services and an integrated towing management system. The purpose of this RFP is to solicit the most responsive and cost-effective proposals to provide such services.

The City shall, through the issuance of this RFP and the evaluation of all responsive proposals; select the proposal(s) that is (are) the most effective and efficient in meeting the City's operational requirements for the above systems and services. The City requires the successful vendor to assist the City in the development of enhanced citation and parking enforcement management systems. The ultimate objective of this procurement effort is to solidify and further the City's ongoing efforts to improve these processes.

This RFP is issued to solicit a wide variety of proposals from qualified vendors for the provision, operation, maintenance and enhancement of the City's parking citation processing, collection and management system. With the issuance of this RFP, the City is outlining its broad objectives and functional requirements and asking qualified vendors to explain how their capabilities best meet those objectives. In contrast to a more traditional RFP with rigid and detailed specifications, this RFP is flexible and "market-driven," soliciting creative, innovative solutions to the City's parking operational challenges.

1.3 – Project Scope

It is the City's intent to integrate the parking citation issuance, processing, noticing, reviewing and collection functions, and the associated on-street parking activities, into a unified, comprehensive and cost-effective user-oriented system. While multiple vendors may be selected, the City will need one vendor to assume overall responsibility for coordinating any unbundled service contracts and integrate the systems and business processes thereof. The City requires a firm (or consortium of firms) with sufficient capabilities and experience to help the City maximize the effectiveness and efficiency of its on-street parking management program.

The City requires a vendor (or vendors) to manage a full range of *mandatory* citation management and parking enforcement services. These mandatory services are defined in Section 4.0. In order to provide the mandatory services, the vendor chosen as the comprehensive service provider will need a rigorous and flexible citation management system. In addition to citation management services, other mandatory services include processing parking permits and implementing an integrated tow management system.

The mandatory services include the provision of automated TIDs and secondary collection services. However, these two services do not necessarily have to be provided by the same vendor. The City may select different vendors to deliver such services if it determines that it would be in its best interest to do so.

In addition to seeking the mandatory services summarized above, the City is soliciting proposals from qualified vendors to provide certain optional services, including support for a parking scofflaw (booting) program. The City welcomes proposals from vendors interested in providing optional services, even if they decide not to propose any mandatory services. All vendors are encouraged to propose alternatives to the City's citation management practices. These alternatives will be evaluated and, to the extent deemed feasible by the City, may be incorporated into the final contract(s).

1.4 – Project Stakeholders

The procurement of citation processing and collection services, as well as parking permit processing services and an integrated tow management system, is an extremely important project for the City in assuring its ability to manage parking operations in an integrated manner. The magnitude of revenues generated by issuing citations, towing vehicles and selling parking permits and the number of citizens affected by these operations increases the scrutiny of this RFP by elected officials and the general public. The Commissioner of Public Works and his designees are leading the procurement effort. The project stakeholders include the Department of Administration (Budget Office), City Comptroller, City Attorney, City Treasurer, Milwaukee Police Department, Municipal Court and the City Clerk. All have been involved in reviewing the specifications outlined herein.

Section 2 –Operational Profile

2.1 – Municipal Overview

The City of Milwaukee has an annual budget totaling nearly $1.3 billion and over 8,700 employees. The Department of Public Works, with an annual operating budget of $110.8 million and over 2,300 employees, is the City's second largest department (behind only the Police Department). The Department of Public Works consists of the Administrative Services Division (responsible for managing the Parking Fund); Operations Division; and Infrastructure Services Division. The Commissioner of Public Works is responsible for overseeing three enterprise funds, which includes the Parking Fund, Sewer Maintenance Fund and Milwaukee Water Works**.** These enterprise funds total nearly $249 million and employ over 650 employees.

The DPW-Administrative Services Division manages the City's on-street and off-street parking operations, but it is not the only City department involved with or affected by the services solicited in this RFP. For example, the Police Department issues about one-tenth of all parking citations and virtually all of the traffic and municipal citations.

While the City's primary focus for this RFP is the management of parking citations and parking enforcement, the City also seeks assistance through this RFP with the processing of non-parking citations. These include traffic citations and municipal citations. Traffic citations are moving vehicle violations subject to Wisconsin State vehicular statutes and/or local ordinance. Police personnel issue citations for traffic violations and use citation books provided by the State of Wisconsin. There are two types of municipal citations (non-traffic) issued by police personnel: juvenile and adult. These include loitering, shoplifting, disorderly conduct and truancy offenses. As illustrated in the table below, the City issued over 1,043,000 citations in 2007, of which 86% were parking citations and 14% were traffic and municipal citations.

All Municipal Citations Issued by Type & Year

Agency	2003	2004	2005	2006	2007
Parking	1,002,514	1,113,611	926,277	932,346	906,423
Traffic	153,217	111,616	110,527	94,066	95,816
Municipal	51,113	44,300	42,192	40,924	41,534
Totals	1,206,844	1,269,527	1,082,433	1,067,336	1,043,773

The Police Department issues several different parking permits and houses the automated payment centers at six police district stations. The City Attorney's Office (in particular, its Ordinance Enforcement Division) is responsible for prosecuting citations. It employs a Citation Review Manager to provide an informal, administrative venue for reviewing parking citations. The Municipal Court offers judicial hearings for violators wishing to contest their citations in court.

2.2 – Parking Organization & Resources

The Department of Public Works has primary responsibility for managing the City's parking operations. The Parking Fund is an enterprise fund totaling over $50.7 million and representing all fiscal activities associated with parking enforcement, parking information desk, tow lot, parking meters, parking permits, parking structures and lots and all associated contracts. As shown in the table below, the Parking Fund has 129 positions, of which 72 positions (over 55%) are assigned to the parking enforcement operation.

Overview of Parking Employees by Unit & Job Class

Organizational Unit	Job Class	Positions
Parking Administration	Parking Financial Manager	1.0
Parking Administration	Operations Supervisor/Coordinator	2.0
Parking Administration	Program Assistant/Intern	2.0
Parking Meters	Meter Technician	3.0
Parking Enforcement	Manager/Supervisor	8.0
Parking Enforcement	Parking Enforcement Officer	64.0
Parking Information Desk	Communication Assistant	22.0
Tow Lot	Manager/Supervisor	4.0
Tow Lot	Tow Lot Assistant/Crew Leader	10.0
Tow Lot	Tow Lot Attendant	13.0
Total Staffing		129.0

The Parking Enforcement Officers and Parking Information Desk employees are located at the Canal Street facility (123 N. 25th Street), and assigned to three shifts to ensure 24/7 coverage. The PEOs enforce the City's parking regulations, issue parking citations and order vehicles towed. The Parking Information Desk performs a variety of functions, including processing parking complaints, providing information on parking regulations, assigning parking complaints to PEOs, dispatching tows and processing night parking permissions. The Tow Lot (3811 W. Lincoln Avenue) is owned and operated by the City and is operational 24/7, but is only open to the public Monday through Saturday during normal business hours. Other employees of the Parking Fund staff the parking meter operation, parking structures and lots, and manage the Fund's financial resources.

DPW out-sources certain elements of the City's parking operation including citation processing and collection (solicited through this RFP), towing of illegally parked and abandoned vehicles, recycling of unclaimed vehicles, management of City-owned parking structures, parking meter coin collection and counting and snow plowing of City-owned parking lots. In 2007, these contracts totaled over $9.5 million.

The City's Parking Fund, an enterprise fund, generated approximately $39.6 million in 2007 from all on-street and off-street parking activities. Each year, the Parking Fund makes a multi-million dollar transfer of net operating income to the City's General Fund. Last year (FY07),

the Parking Fund transferred $15.8 million. Traffic and municipal citation revenues are collected and deposited in the General Fund.

2.3 – On-Street Parking Program

DPW operates a comprehensive on-street parking management program. This includes towing of illegally parked and abandoned vehicles, parking meters and several on-street parking permit programs. As shown in the table below, these programs generate over $32.6 million per year, of which about 59.3% are generated by parking citations, 19.2% by towing, storage and disposal fees, 12.5% by parking meters and 9.0% by parking permits.

Summary of On-Street Parking Revenues by Year

Revenue Source	2003	2004	2005	2006	2007
Citations	$20,148,770	$21,974,206	$19,757,472	$20,444,892	$19,324,307
Parking Meters	4,130,220	4,312,104	4,197,616	4,159,082	4,088,508
Parking Permits	2,620,604	2,948,989	2,658,974	2,782,827	2,927,799
Towing/Disposal	3,801,602	4,928,898	4,952,302	5,825,028	6,250,292
Total Revenues	$30,701,196	$34,164,197	$31,566,364	$33,211,829	$32,590,906

Total parking revenues have risen since 2003, mostly attributable to a 64% increase in towing/disposal revenues. During the same time period, parking citation revenue, the largest source of revenue, decreased by 4%.

The City's parking permit program is legislated through City ordinance. There are four parking permit programs as provided in the table below.

Overview of Milwaukee's Parking Permits & Licenses

Ord. No.	Ordinance Title/Topic	Summary	Fee
§81-85 / §101-27	On-Street Night Parking Permit	Quarterly & annual night parking permits for street & municipal parking lots	$12 / quarter & $44 / year
§81-85 / §101-27	Disabled Permits & 3rd Shift Worker Night Permits	Administered as part of night parking permit program	No fee
§81-86 / §101-27	On-Street Daytime Residential Parking Permit	Annual permit for on-street daytime residential parking	$3 / quarter & $10/ year
§81-87 / §101-27	On-Street Daytime Parking Permit for Special Areas	Daytime residential parking permit for commuter impacted & other special areas	No fee

Under the City's Night Parking Permit Program, 170,000-190,000 night parking permits are sold annually generating $2.9 million. The majority of permits are sold from nine automated payment centers located in six police district stations. As set forth in Ordinance §101-27, the Night Parking Permit Program is designed to prohibit vehicles from parking on City streets over night (between the hours of 2 am and 6 am, Monday to Saturday) without a permit. A permit costs $12 per quarter or $44 per year. Each permit is assigned an expiration date and an identification number and must be displayed. Only City residents with an eligible vehicle can

apply for a night parking permit. Those individuals who do not possess a night parking permit can be granted temporary night parking permission if requested before 1:00 am, Monday to Saturday. The City-staffed Parking Information Desk processes all requests (by telephone or on-line) for night parking permission. The volume of night parking permissions has increased dramatically from 120,000 in 2003 to over 201,000 in 2007. All night permits and permissions are downloaded into the TIDs nightly.

In addition, under Ordinance 101-27, three daytime parking permits can be issued to certain qualified residents if they meet the qualifications specified in the ordinances. To obtain any of these, qualified residents must apply to their local police district station. Currently, records for two of these three permits are kept manually at each station. The City desires that the vendor to whom the contract is awarded develop an automated database for each type of permit that can be accessible by limited City staff.

Some residential areas near high-traffic generators have limited hourly daytime parking. To allow residents of the block to exceed the time limits set:

1) One daytime permit known as the "Non-Conforming Residential Use" permit is issued to owners of older homes built before October 1970 with inadequate off-street parking per the zoning code regulations. This permit can be issued anywhere in the City as long as the residence meets the criteria set by ordinance, but it can only be used on the block of one's residence. Only one permit can be issued per household, but two license plates and vehicle information may be listed. Qualified applicants must pay $3 per quarter or $10 per year for these permits. These permit records are maintained manually at each police district station.

2) A second daytime permit known as a "commuter-impacted" permit is issued to residents of specific geographic areas that are legislated by ordinance where more than 20 percent of the parked vehicles are from outside the neighborhood. These permits are issued at the local police district station within each commuter-impacted district. A vehicle displaying this permit may park in excess of the daytime parking limits on any block within the legislated district boundaries as posted. One annual permit may be issued to a household, but two license plates and vehicle information may be listed. There is no charge for this permit. These permit records are maintained manually at each police district station.

3) A third daytime permit, the "Residential Preference Permit (RPP)," is only available within a subsection of the University of Wisconsin-Milwaukee (UWM) commuter-impacted area on the City's east side. On certain posted blocks within the UWM commuter-impacted district, permanent residents on either side of the block may park exclusively on one side of the block of their residence. Two permits may be issued to each qualified household. Provisions are also made for oral permission to be granted to guests and service contractors of qualified residents who wish to park on the block of

their residence. The City's PID grants permissions that must be downloaded daily into the PEOs ticket-issuance devices. As with the commuter-impacted permit, there is no charge for the RPP permit. A record of each permit is maintained in an automated database maintained by the contractor and accessible to limited City staff. It is likely that this permit may be expanded into other commuter-impacted areas during the course of this contract.

Some parking permits (e.g., daytime residential, night parking disabled, 3rd shift workers) are issued manually by the Police Department, either in person or by mail. However, DPW has acquired and installed nine automated, self-serve payment centers at which citizens may purchase night parking permits. The nine automated payment centers, which are located inside six Police Department district stations, handle a large volume of permit purchases, especially during peak periods (e.g., the first two weeks at the beginning of each quarter). During peak periods, DPW and the current contractor's personnel assist customers at the automated payment centers. The payment centers are also equipped to enable citizens to pay parking citations and utility bills.

2.4 – Parking Enforcement Program

Under Chapter 101 of the City's Traffic Code, the Commissioner of Public Works is authorized to erect parking signs, designate parking zones and take other reasonable measures to control access to public ways and maximize the availability and turnover of on-street parking spaces for desired and permitted uses.

The City's parking enforcement program is operated in conformance with applicable state laws and ordinances approved by the Common Council. The City's parking violation fine structure, which was most recently modified in 2002, is summarized in the table below.

Fine Schedule for Most Common Parking Citations

Parking Violation/Ordinance Title	Ord. No.	Fine
Unauthorized parking in handicapped zone	101-3	$180.00
No stopping violation or parking unattended heavy truck	101-23-2, 101-18, 101-23-11	$55.00
Tow-away zone parking violation, unregistered/improperly registered vehicle or unidentified owner	101-24, 101-25	$50.00
Loading zone or private (posted) parking violation	101-23-5	$40.00
Snow emergency parking (posted sign) or temporary no parking street construction violation	101-26	$35.00
Double, prohibited space (e.g., intersection, crosswalk or sidewalk) prohibited zone (e.g., school, bus & loading zone), fire lane, hydrant or station driveway, improper (e.g., wrong direction), other snow emergency & street sweeping parking violations & posted no parking	101-23-7, 101-26.5, 101-26.7, 101-27-4, 101-29, 101-23-2	$30.00
Parked adjacent to playground (posted), parking on service drive adjacent to highway or parking in excess of 24 hours (posted)	101-23-6, 101-23-30, 101-23-33	$25.00
Parking meter, parking time limit, angle parking, business area night	101-23-4, 101-23-6,	$20.00

parking violation & other restricted parking violations	101-28, 101-32	
Night parking permit, wrong side & winter-restricted violation	101-27	$15.00

The fines range from a low of $15 for night parking violations to $180 for disabled parking violations. The City's parking violation fines (at least the more frequently-levied fines) also are posted on the DPW parking website (www.parking.mpw.net).

In 2007, the City issued over 906,000 parking citations. As illustrated in the table below, two agencies—DPW and the Police Department—are responsible for enforcing the City's parking regulations, but DPW issues nearly 91% of all parking citations.

Parking Citations Issued by Agency & Year

Agency	2003	2004	2005	2006	2007
DPW	834,050	978,026	816,743	844,930	825,790
Police	168,464	135,585	109,534	87,416	80,633
Total	1,002,514	1,113,611	926,277	932,346	906,423

Before 2000, the City's Parking Enforcement Officers and the Parking Information Desk were assigned to the Milwaukee Police Department. In order to consolidate all parking operations in the Department of Public Works, the Common Council approved the transfer of the parking enforcement and the parking information desk operations. In 2001, an additional 20 PEOs were authorized in the budget to enhance parking enforcement efforts City-wide.

Two important trends are evident from the above table. First, since 2003, the percent of total parking citations issued by DPW has increased from 83.2% to 91.1%. This trend mirrors a pattern seen in other cities across the country—police departments are shifting their focus from enforcing parking regulations to other enforcement activities. Second, since 2004, the number of City-issued parking citations has decreased 15.6%.

DPW issues parking citations using automated Ticket Issuance Devices (TIDs) and the Police Department issues manual citations. Parking citation data in the TIDs is downloaded daily after each shift through an automated process while data from the manual citations must be entered manually. The City's automated and manual parking citations (front and back) are provided as Exhibit 1. Citations can be voided or dismissed at several points in the process, including the Violations Bureau, DPW Administration and Parking Enforcement, the City Attorney's Office, and the Municipal Court.

Parking violations by type can be seen in the table below. Night parking violations account for approximately 55% of all parking citations issued, a ratio that has changed little since 2003.

Parking Citations Issued by Type & Year

Citation Types	2003	2004	2005	2006	2007

Meter parking	160,207	190,754	153,298	139,857	120,713
Night parking	590,585	640,101	501,940	518,330	513,328
Timed parking	61,155	78,248	74,560	62,675	57,679
Other violations	190,567	204,508	196,479	211,484	214,703
Total	1,002,514	1,113,611	926,277	932,346	906,423

However, since 2004, there have been two noteworthy trends. First, the ratio of meter citations has declined from 16.0% to 13.3% of total citations issued. Second, the ratio of other parking citations (e.g., prohibited, private property, unregistered vehicle and street sweeping parking violations) has risen from 19.0% to 23.7% of total citations.

Most parking citations are issued to vehicles registered in the state of Wisconsin. In 2007, 90.7% of parking citations were issued to in-state residents. In-state residents are subject to registration holds placed on their vehicles if a citation remains unpaid after 58 days, and state residents can be certified with the Wisconsin Tax Intercept Refund Program (TRIP) for all outstanding parking citations totaling $45 or more. Of parking citations issued to out-of-state residents, a high percentage is from Illinois and Minnesota. The vendor must develop interfaces with all state Division of Motor Vehicles (DMV) that authorize sharing of vehicle ownership information in order to obtain this information expeditiously. The City's current citation processing contractor lists out-of-state violators (major scofflaws) with credit bureaus. The City expects this to continue under the new contract. In addition, in 2007, the City was unable to obtain correct owner registration information on 4.0% of all citations issued (due to illegibility issues, data entry errors, or failure to register one's vehicle).

Parking citations issued to vehicle leasing and rental agencies total approximately 7,700 annually, or 0.8% of all parking citations. Under current state law, the City, after issuing a citation to a leased vehicle, sends the first notice to the lessor (leasing or rental agency). If the lessor fails to send the requisite documentation on the lessee (driver) to the City's contractor within 30 days of the citation issuance date, it is responsible for paying the original forfeiture. If, however, the lessor satisfies the statutory requirement, the City's contractor must mail the citation notice to the lessee. If the lessee fails to pay the fine after two notices, the amount owed reverts back to the lessor who is then legally responsible for 50% of the original forfeiture.

Wisconsin state statutes prohibit municipalities from booting legally or illegally parked vehicles for unpaid parking citations. Nonetheless, DPW has an aggressive towing program in which illegally parked vehicles with at least two unpaid parking citations (over 30 days old) can be towed. However, DPW lacks the requisite statutory authority to use its towing program to fully support parking enforcement activities. For example, the City cannot tow parking scofflaws unless their vehicles are illegally parked.

2.5 – Vehicle Towing & Storage Program

The City owns and operates a Tow Lot and contracts for towing services of illegally parked, abandoned and police-hold vehicles. The City-owned and operated Tow Lot opened in 1995 and has a capacity of 2,200 vehicles. Daily tow lot inventory averages approximately 1,200 vehicles. As illustrated below, DPW towed over 36,200 vehicles in 2007, an increase of over 22% since 2003.

Vehicles Towed by Tow Type & Year

Vehicles Towed by Type	2003	2004	2005	2006	2007
Abandoned Vehicles	7,673	4,926	3,137	2,139	1,428
Illegally Parked Vehicles	22,055	24,407	23,662	29,520	34,845
Total	29,728	29,333	26,799	31,659	36,273

As the table shows, the City's towing activities comprise vehicles that are illegally parked or abandoned (includes police hold and health nuisance vehicles). The number of abandoned vehicles towed decreased from 25% in 2003 to only 4% in 2007 of total vehicles towed. This decrease reflects aggressive enforcement of parking scofflaws in previous years, increased demand for metal due to high scrap rates and changes in City ordinances to provide for more timely towing of illegally-parked vehicles.

Under City ordinances, DPW tows vehicles from snow emergency and other tow-away zones, as well as vehicles that do not display proper registration, or are blocking a driveway, alley or traffic. DPW also may tow vehicles 72 hours after posting a notice on the vehicle (and 48 hours after mailing a notice to the owner's last address).

The towing process begins when the Parking Information Desk receives a call from a PEO or in some cases a Police Officer. The PID notifies the appropriate tow contractor and initiates a tow record in the tow management system. The tow record includes all relevant vehicle identification information (license plate, vehicle identification number, make, model, year, type and color), vehicle location, vehicle damage and dispatch time and personnel information.

The tow contractor dispatches the appropriate tow truck to the dispatched location. Vehicles must be towed within specific time parameters. Illegally-parked vehicles must be towed within on hour while abandoned vehicles must be towed within 12 hours of being notified by the PID. The tow contractor delivers the vehicle to the City Tow Lot where the identification of the vehicle is verified, any damage on the vehicle is noted and the vehicle is inventoried and filmed. Tow Lot staff assigns a lot space to the vehicle. After a vehicle is confirmed on the lot, identification numbers are verified again, a value designation is made for notification purposes and the system is updated.

In 2007 76% of the vehicles towed were returned to the owner within three days. Under state law, the Tow Lot may recycle any unclaimed vehicle valued under $200. For vehicles valued over $200, the Tow Lot must wait 30 days and sell the vehicle to licensed auto or salvage dealers or otherwise dispose of as provided for by state law.

Once DPW impounds a vehicle, it will assess a reclamation charge of $95 per vehicle and $20 per day for storage. In 2007, the City towed over 36,000 vehicles and generated nearly $4.0 million in towing and storage fees and another $2.3 million in disposal fees. The City Tow Lot is authorized and equipped to process and collect towing and storage fees for claimed and unclaimed vehicles, parking citations, night parking permits and other vehicle related permits.

2.6 – Citation Processing, Payments & Collections

DPW is responsible for managing the contract for processing and collecting parking, traffic and municipal citations issued by the City (and the subject of this RFP). As part of the contract, there are three payment centers (referred to as Violations Bureaus). Parking, traffic and municipal citations can be paid at these locations. However, traffic and municipal citations can only be paid at these payment centers prior to their assigned court date. The current contractor provides for a high degree of administrative coordination and system integration for these business processes.

Under Ordinance §101-34, parking violators (registered owners of vehicles to which a parking citation has been issued) are required to pay the citation (known as entering into a stipulation) or dispute it. Violators are offered a full range of options for paying their citations, as follows:

- Mail – by mailing a check or money order to the Violations Bureau in the envelope provided with the parking citation;
- Telephone – by calling the Violations Bureau's Interactive Voice Response System (IVR) at any time to pay the amount due (plus a $1.00 transaction fee) via credit card;
- Online (Web) – by accessing the Online Payment feature on the DPW website (www.parking.mpw.net) to pay the amount due (plus a $1.00 transaction fee) via credit card;
- Automated Payment Center – by using one of the nine automated payment centers located at Police District Stations #2, #3, #4, #5, #6 and #7 to pay the amount due (plus a $1.00 transaction fee) with cash, check or credit card;
- In Person – by paying the amount due (cash, credit card, check or money order) at a Violations Bureau site and at the Tow Lot or at drop boxes (check only) located in various locations; and
- Tax Refund Intercept Program – by failing to pay a citation on a timely basis, the City may intercept a violator's state income tax refund to pay the outstanding balance.

There are three Violation Bureau locations: (1) north side location at 6223 N. Teutonia Avenue; (2) south side location at 2980 S. Chase Avenue; and (3) central location at the Police Administration Building at 951 N. James Lovell Street. The north and south side payment centers are open from 9:00 AM to 6:00 PM on weekdays and 8:00 AM to 12:00 Noon on Saturday while the central payment center is open from 8:00 AM to 5:00 PM on weekdays. The north and south side locations are leased by the current vendor. The central payment

center is located in a City-owned facility. In addition, there is one drop box located in City Hall and eight drop boxes located in police district stations and substations.

During the last five years (as shown in the table below), the City has experienced significant changes in the way parking violators pay their citations. First, the share of citation revenue paid in person has decreased from nearly 45% to 32%, the most significant decline of all payment methods. Second, the ratio of online payments has skyrocketed from less than 5% to over 21% of total citation collections.

Citation Collections by Payment Mode by Year

Payment Mode	2003	2004	2005	2006	2007
Mail	35.7%	33.6%	31.7%	27.5%	27.5%
Telephone (IVR)	8.7%	7.8%	6.4%	5.4%	5.5%
Online (Web)	4.6%	8.5%	14.5%	18.3%	21.1%
Automated Kiosk	0.0%	0.0%	0.9%	3.0%	3.9%
In Person	44.9%	39.8%	39.6%	33.3%	32.1%
TRIP	6.0%	10.3%	6.8%	12.5%	9.9%
Totals	100.0%	100.0%	100.0%	100.0%	100.0%

Clearly, more and more violators are taking advantage of convenient around-the-clock telephonic or on-line credit card payments. A continuation of these historical payment trends could have operational implications. For instance, it could eventually enable DPW to permit the vendor to reduce the number of in-person payment facilities.

Violators who do not contest a parking citation must pay the correct parking violation fine on a timely basis or incur up to three late payment penalties. If payment is made after 10 days but within 28 days after the citation issuance date, the violator incurs a late payment penalty of five dollars ($5.00). If payment is made after 28 days but within 58 days after the citation issuance date, the violator incurs an additional late payment penalty of ten dollars ($10.00). If payment is made after 58 days from the citation issuance date, the violator incurs an additional late payment penalty of fifteen dollars ($15.00). These late payment penalties, which are cumulative and total $30, are listed on the back of the automated parking citation and on the front of the manually-issued citation.

The payment cycle during which violators are required to pay their parking citations has remained relatively constant over the last four years. As exhibited by the table below, about 26% of all citations are paid by the first late payment threshold (i.e., within 10 days of the citation issuance date). Another 19% of citations are paid by the second payment deadline (within 28 days of the issuance date) and 11% by the third payment deadline (within 58 days of the issuance date). In total, nearly 57% of all parking citations are collected prior to the commencement of secondary collections (at least 80 days overdue).

Percent of Citations Paid by Payment Period & Year

Payment Period	2004	2005	2006	2007
Citations paid within 0-10 days	26.4%	25.1%	26.3%	26.3%
Citations paid within 11-28 days	19.7%	18.5%	18.8%	18.8%
Citations paid within 29-58 days	10.8%	11.4%	12.0%	11.4%
Citations paid within 59-80 days	3.1%	3.1%	3.0%	2.5%
Citations paid after 80 days	17.6%	16.5%	11.7%	5.6%
Unpaid citations	22.3%	25.3%	28.2%	35.4%
Totals	100.0%	100.0%	100.0%	100.0%

According to the data, the percentage of unpaid parking citations has increased each year. This is a reflection of secondary collection activities that are still ongoing for these citations. Over time, it is expected that these percentages will approach historic levels.

The City does employ other tools to maximize parking citation collections. First, the City obtains registered owner data from the Wisconsin Department of Transportation (WisDOT) via an automated process. DPW's contractor estimates that it enjoys a 95% success rate on registered owner data obtained from WisDOT; it strives to obtain out-of-state data through a subcontract with a vendor that specializes in this area.

The State of Wisconsin allows its municipalities to request a vehicle registration hold for unpaid parking citations. If a parking citation is 58 days overdue, the City through its contractor, places an electronic vehicle registration hold. Historically, the City has placed about 100,000 vehicle registration holds per year, but this number may increase with the inception of a newly-implemented batch hold process. A hold can be placed for one overdue parking citation or for multiple citations (through a batch hold process). The DMV charges $2.50 per hold if placed by the vendor and $5.00 per citation if the DMV has to manually place the hold. The effectiveness of registration holds remains unclear, but a registration hold effectively extends the statute of limitations for adjudication purposes from two to six years (i.e., the Municipal Court will dismiss any citation over two years old lacking a registration hold). At 80 days after the date of issuance, the City refers the citation for secondary collections, the point at which it begins to pay collection fees.

At or about 180 days after citation issuance dependent upon the timing of the tax filing season, the citation is certified with the Wisconsin Department of Revenue (WisDOR) for the Tax Refund Intercept Program (TRIP). About one-third of citations referred to secondary collections are collected through the TRIP. Since 2003, nearly 475,000 citations valued over $22 million have been certified and $9 million in payments have been generated under this program. The City's recent ability to obtain driver license numbers of vehicle owners from WisDOT has improved the TRIP certification rate to over 90%.

Despite these efforts, the City has $64.2 million in outstanding parking citations, of which approximately $25.2 million (or 39%) are considered reasonably collectable. Of the total

amount outstanding, $14.4 million citations (or 22.4%) were issued to out-of-state license plates of which $12.2 million have no registered owner information. Of the $49.8 million citations (or 77.6%) issued to in-state license plates, $18.1 million have no registered owner information. These outstanding tickets date back to 2002.

In 2007, DPW referred approximately 26% of all parking citations issued, representing $11.9 million in outstanding debts, to the contractor for secondary collections. The City makes no guarantees or other assurances as to the actual number or dollar value of cases to be referred to the contractor for secondary collections.

The current contract provides for purging and destroying of computerized records associated with parking citations that are at least six years old (statute of limitations for parking citations with registration holds) from the date of issuance. All written correspondence, reports and documents relating to parking citations are destroyed after seven years from the date of issuance (based on City policy).

On November 21, 2005 the Common Council adopted a resolution (File Number 041446) creating a task force to study the collection of delinquent taxes, forfeitures, judgments and fees owed to the City of Milwaukee, which totaled $124.5 million. The task force was directed to evaluate and make recommendations relating to procedures for collecting outstanding funds owed to the City. The recommendations pertaining to outstanding parking citations include the following initiatives:

- Introduce state legislation to provide for the towing/booting of legally or illegally- parked vehicles for unpaid parking citations and provide for their release only after all outstanding citations have been paid or adjudicated;
- Introduce state legislation to establish a time frame to adjudicate parking citations whereby failure to pay or to adjudicate would result in a default judgment issued;
- Streamline the registration hold process with Wisconsin DMV;
- Improve the City's access to State driver's license numbers to enhance certification for TRIP;
- Establish an education/media effort to advise the public of the consequences of having outstanding parking citations;
- Continue to explore ways to reduce collection costs;
- Include performance metrics for secondary collection efforts;
- Issue RFPs before current contracts expire to assure that the latest in collection techniques and rates are offered for consideration by the City;
- Explore and consider use of multiple collection agencies in future RFPs if economically feasible and administratively practicable;
- Explore and consider including a pre-collection call campaign on delinquent accounts in future RFPs if economically feasible and administratively practicable; and
- Explore ways to enhance contract specifications to improve collection efforts.

The first two initiatives relating to the introduction of state legislation have not yet been accomplished, although a parking scofflaw bill was introduced in the 2007-08 legislation session. The initiatives relating to the DMV, TRIP and an education/media campaign have been accomplished. The remaining initiatives are incorporated in this RFP.

Occasionally, violators submit excessive or duplicate payments for citations or a refund has been ordered. Under the current contract, the contractor is responsible for processing refunds and issuing refund checks to violators. Reimbursement requests for the refunded amounts is made monthly by the contractor to the City. In 2007, the City issued 32,119 refund checks with a total value of nearly $516,000.

2.7 – Parking Citation Review and Adjudication

While the vast majority of parking violators acknowledge their culpability and pay their citations, some decide to contest the citations they have received. Under Ordinance §101-34, parking violators may contest a citation before the Municipal Court. However, before availing themselves of the judicial process, violators may call the Violations Bureau to discuss the merits of the violation. If the Violations Bureau representative determines that the citation is invalid based on evidentiary reasons only (a list of evidentiary reasons is provided by the City), the citation will be voided. In 2007, the Violations Bureau received 119,914 calls from customers, many of which involved citation disputes.

If a citation cannot be voided due to evidentiary reasons, all residents of Milwaukee County may either pay the citation or call the Violations Bureau to schedule an appointment with the Citation Review Manager in the City Attorney's Ordinance Enforcement Division. The Citation Review Manager affords parking violators the equivalent opportunity of an administrative review. Depending upon the number of requests, appointments are usually scheduled between 2 – 8 weeks in advance. All additional late penalties are postponed until the day after the date of the scheduled review if the citation remains unpaid. However, a vehicle that is tow-eligible when the owner makes an appointment remains tow-eligible. Certain violators, such as out-of-Milwaukee County violators, the infirm and the incarcerated, are able to obtain parking citation reviews by mail. In 2007, approximately 425 reviews were scheduled weekly.

Each week, the contractor sends to the Citation Review Manager (via courier) paper copies listing all unpaid citations for each violator on a City-prescribed form. If a violator does not accept the decision of the Citation Review Manager, he/she may then sign the prescribed form, accept responsibility for the citations, and submit him/herself to the Municipal Court's jurisdiction. The violator, along with the paperwork listed above, walks down to the Municipal Court (located in the same building) to request a trial at a future date. Any police officer or PEO who issued the citation(s) can be subpoenaed as witnesses for the City. If the violator fails to keep his/her appointment with the Municipal Court, he/she may be found guilty. Violators who miss their appointments with the Citation Review Manager for any reason may not schedule another appointment. The Citation Review Manager has no means to offer and

monitor payment plans to violators who have outstanding parking citations at this time. The City would like the selected vendor to provide a system of entering and tracking payment plans to be offered by the Citation Review Manager.

If a violator still wishes to dispute a citation(s), s/he must appear in person with a photo identification card at any of the Violation Bureau payment centers and sign a "Notice of Appearance" form. At that time, the violator will be assigned a date to appear in Municipal Court. This form contains a list of all outstanding parking citations being disputed for which the violator takes responsibility in the event s/he fails to appear in court on the assigned date. The current contractor sends a citation extract file to the Municipal Court listing the citations to be heard (open citation report) and delivers the required physical documents for each case (e.g., copies of vehicle registration and drivers license) to the Municipal Court via overnight batch process.

Violators can also be scheduled into Municipal Court by being served a "summons and complaint." If a violator is towed and retrieves his/her vehicle from the Tow Lot and has outstanding parking citations, the violator may be served with a summons and complaint (depends upon the number of outstanding parking citations). The form includes all the outstanding parking citations and a scheduled court date to adjudicate the citations. Failure to appear in court can result in a default judgment being issued. In 2007, nearly 60,000 citations were scheduled for a Municipal Court hearing. According to the court, over 3,500 parking cases were adjudicated in 2007.

The Municipal Court comprises three elected judges and several court commissioners. Parking citations may be adjudicated in court until the expiration of the statute of limitations. The Municipal Court judges enforce the statute of limitations whereby an outstanding parking citation expires in two years from the date of issuance unless a registration hold has been placed on the citation during that time. If a hold has been placed, the adjudication period is extended to six years. Legislative efforts to limit the adjudication period to a more reasonable time frame (e.g., six months after issuance) have proven unsuccessful to date.

After a case has been sent to Municipal Court to be adjudicated, all revenues generated from payment of judgments are credited to the Municipal Court, not to the Parking Fund. No secondary collection fees can be charged by the vendor for fines collected by the Court. At this time, the Municipal Court is unable to provide information to DPW regarding the number or disposition of parking citations adjudicated in court.

The legal environment for parking citations poses several barriers to effective and efficient citation management. First, the parking citation is not considered prima facie evidence of the violation, as it is in most American cities. Second, under state law, any person may adjudicate a citation at any time up to two or six years after issuance (most cities in other states have shorter periods of time in which a violator is permitted to adjudicate his/her citation(s) before being judged in default).

2.8 – Technology Environment

The City's parking enforcement program is supported by a diverse technology platform. The current technology platform includes the following applications developed by the contractor under its contract with DPW:

- Parking permit processing system – on-line, real-time integrated database for night parking permits and other permits;
- Automated TIDs – provision of automated mobile citation issuance devices for issuing citations, downloading citation data into citation management system and uploading other databases into the TIDs including stolen vehicles, night parking permits and scofflaws;
- Citation management system – comprehensive management system for processing parking citations, payments and notices;
- Non-parking citation database – web- and domain-based database for supporting limited inquiries of traffic and other non-parking municipal violations;
- Interactive Voice Response (IVR) system – an automated communications system enabling clients to obtain information and make payments by telephone at any time;
- Point-of-sale – a cashiering system for accepting, processing and recording payments for citations, towing and storage fees and parking permits at the Violations Bureaus and Tow Lot.;
- Automated Payment Centers – hardware and software for nine automated payment centers acquired by the City, but maintained by a contractor;
- Secondary collections system (FACS) – a system for supporting the secondary collections of delinquent citations; and
- Tow management – an integrated system for processing and tracking tow contractor, tow zones, vehicle towing, storage and disposal transactions, including the inventory and sale of stored vehicles and disposition of J-bid vehicles.

These applications and databases operate on Oracle servers and are fully integrated and linked to the City's technology platform via the City's fiber optic network. DPW's current contractor maintains two data centers with load balanced application servers, an Oracle database and an EMC Fiber Channel Storage Area Network (SAN) and internally links its applications through a private secured network.

In addition, the City has developed or acquired certain applications that support some aspect of the parking enforcement program, including the following:

- Permissions – night parking permission and other permission applications;
- AVI/LPR system – two mobile units for photographing parked vehicles and scanning license plate numbers to identify parking violators, and which interfaces with a number of databases, including night parking permits and permissions, scofflaws and stolen vehicles;
- Enforcement – acquisition of PDAs for PEOs to enforce multi-space parking meters;

● Stolen vehicle system – database generated by the Police Department for tracking stolen vehicles;

● TRACS – a system acquired by the Police Department to automate the processing of traffic citations and the State interface; and

● Court Automated Tracking System (CATS) – a court-developed case management system used to process all cases heard by the Municipal Court.

These applications have been developed or acquired in an incremental fashion over several years and, as a result, are integrated to varying degrees. In some cases, processes are manual and outmoded. The lack of complete electronic interfaces between the citation management system and the City Attorney's Office and Municipal Court require labor intensive manual processing of records. The DPW's primary internal application support resources are DPW-Administrative Services Division's Technology Support Section.

The current citywide technology architecture comprises the following components. The City has a private fiber optic network (with fiber to over 100 buildings), a telecommunications system with 12,000 network ports on a 5 gigabit backbone and a consolidated Exchange email system for all City agencies. The DPW Technology Support Section is responsible for supporting network services 24/7 and ensures 99.999% reliability. DPW has standardized on Oracle database.

2.9 – Other Operational Issues

Over the years, DPW or the current contractor, at DPW's direction, has implemented many upgrades and enhancements to the citation management program. These enhancements have included the following:

● Full automation of DPW's parking citation issuance process, including the acquisition of automated TIDs and associated infrastructure;
● Acquisition of PDAs for PEOs to enforce the multi-space parking meters;;
● Implementation of an automated parking permit database and processing system;
● Implementation of automated 24/7 IVR and on-line payment systems;
● Batch processing of vehicle registration holds by WisDOT;
● Implementation of the Tax Refund Intercept Program (TRIP);
● Installation of automated payment centers for permit issuance and citation payment; and
● Installation of a mobile license plate recognition system for parking enforcement.

The City fully intends to continue exploring and pursuing system upgrades, business process improvements and other productivity enhancements for its parking enforcement and citation management programs. Initiatives being pursued include:

● Implement the recommendations of the Common Council's Debt Management Task Force as it relates to parking citations;

- Seek enabling state legislation for the booting and towing of parking scofflaws and limiting the timeframe to adjudicate parking citations;
- Automate or streamline processing of traffic and municipal violations;
- Improve the interface with the City Attorney's Office to streamline the citation review process and improve customer service; and
- Improve the interface with the Municipal Court to seek automation where appropriate and to reduce data entry errors.

DPW will look to the vendor selected through this procurement process as a full partner in the implementation of such initiatives. For example, the City is seeking recommendations from vendors for meeting such needs as the electronic transfer of case data to the Citation Review Manager and an automated process to enable the Citation Review Manager to initiate and track compliance to payment plans established for violators.

Section 3 – Procurement Guidelines

3.1 – Process Overview

The City is employing an open, competitive process for soliciting proposals from qualified firms and selecting a contractor. DPW will employ a procurement process with three phases: 1) proposal solicitation, 2) proposal evaluation and 3) contract negotiation/award. DPW, the City agency issuing this RFP, plans to carry out the procurement activities for this project in accord with the schedule set forth in the table below.

Overview of Anticipated Procurement Schedule

Procurement Activity	Estimated Timing
Approval of RFP by Common Council	April 9, 2008
Publication & issuance of RFP by DPW	April 14, 2008
Pre-proposal conference for vendors	April 28, 2008
Submittal of vendor inquiries to DPW	May 7, 2008
Issuance of DPW responses to vendor inquiries	May 14, 2008
Submittal of vendor proposals	May 23, 2008
Evaluation of initial proposals & selection of finalists	June 6, 2008
Evaluation of finalists	June 20, 2008
Contract(s) negotiation & award	June 30, 2008
Commencement of operations under new contract(s)	January 12, 2009

As indicated above, after obtaining Common Council approval, DPW shall issue the RFP in April 2008 and require proposal submittals from vendors by May 23, 2008. It is DPW's intent to award a contract (or contracts) no later than June 30, 2008. If a new contractor is awarded the contract for all or a portion of the defined services, the contract will begin on January 12, 2009 to accommodate a transition period due to the complexity and diversity of services required herein.

All qualified vendors will be accorded a reasonable opportunity through this procurement process to demonstrate the capabilities and benefits of their respective organizations, products and services. That goal notwithstanding, the City reserves the right to modify the above schedule should it determine that it would be in its best interests to do so, and in that event, will duly notify all interested vendors.

3.2 – Vendor Evaluation & Selection

1. Evaluation Committee – DPW plans to establish a five-member evaluation committee comprising of representatives of several City departments. Other City staff will serve as technical advisors to the evaluation committee on areas of their relevant expertise. DPW's consultant will facilitate the review and evaluation of all proposals.

2. Evaluation Process – While the timing of the evaluation phase will be influenced by the number of proposals received, the City will conduct a thorough internal assessment of all proposals. On behalf of DPW, the consultant will develop a matrix in which to summarize and rank the initial proposals based on how well the proposals meet the requirements of the RFP. DPW management will then recommend a list of finalists for the evaluation committee to review. The evaluation committee will, using a structured evaluation scoring mechanism, assign points to each proposal, quantify the degree to which each proposal meets the City's requirements and rank the proposals in order of preference. The evaluation committee will then make a contract award recommendation to the Commissioner of Public Works.

3. Vendor Demonstrations – Once the proposals are submitted and the finalists selected, the City will require the qualified vendors to demonstrate their system capabilities, make presentations and provide additional information to facilitate the City's final selection decision. The City will notify vendors of the time and place of any such demonstrations or presentations.

4. Vendor Selection – Once a contract(s) recommendation is made, the City will proceed with the contract(s) negotiation/award phase. Using the criteria set forth herein, the City will select at least one vendor to provide the required products and services. The City will select the vendor whose submittal—in the City's exclusive judgment—best meets the evaluation criteria defined herein. DPW will then negotiate a contract with the selected vendor or, if it is in the City's best interest, negotiate contracts with multiple vendors. DPW reserves the right to negotiate with the vendor(s) with the next highest score(s) should contract negotiations with the recommended vendor(s) prove unsuccessful.

3.3 – Proposal Evaluation Criteria

1. Summary – The City will evaluate all responsive proposals using formal evaluation criteria. The criteria, summarized in the table below (along with their respective weighting factors), will help the City determine which proposals offer the best and most cost-effective products and services enhancing the long-term efficiencies of the operations.

Summary of Proposal Evaluation Criteria & Weighting Factors

Criterion	Description	Weight
Organizational Capabilities	Corporate capabilities for meeting City's needs, as measured by such factors as organizational stability, financial strength, relevant experience, prior performance (quality of client references), local resources & EBE/RPP commitment	10%
Project Team Capabilities	Organization & qualifications of project team, as measured by such factors as role, authority & credentials of proposed site manager, experience & expertise of other key staff & prior performance of key staff (quality of client references)	15%
Technical Compliance	Ability to meet or exceed the City's functional & technological requirements for providing the requested services, as evidenced by a technical plan, degree of compliance & extent of noted exceptions to requirements	30%
Overall	Understanding of City's citation management program & parking	15%

Responsiveness	enforcement/tow, operating environment, revenue potential, productivity improvement opportunities, customer service needs & ability to meet City's operational needs in a comprehensive, efficient & harmonious manner	
Implementation Approach	Ability to implement contract & any service enhancements in timely & orderly manner, as reflected by such factors as management plan for deploying requisite resources & implementation plan for expediting critical conversion activities	10%
Cost-Effectiveness	Overall value of the proposed services as measured by such indicators as unit costs, collection fees, discounts, performance incentives & net benefits	20%

The City, as part of its evaluation process, will assign weighting factors to reflect the relative significance of each evaluation criterion.   The City's evaluation criteria for this procurement effort are described in more detail below.

2. Organizational Capabilities – The City is seeking a vendor with the requisite stability, financial strength, technical resources and organizational agility to meet the City's requirements during the term of the contract. It should possess at least five years of relevant experience and substantial expertise in the management of comparable programs and delivery of comparable products and services (as measured by the quality of client references and such indicators as verifiable success with comparable processing volumes and collection rates and specific collection techniques). Where relevant, it should offer a robust technology platform, effective tools (e.g., Interactive Voice Response, on-line payment and document imaging technology), proven techniques (e.g., interfacing with WisDOT for registered owner data and vehicle registration holds and releases and with WisDOR for TRIP certification and any other relevant resources in sufficient depth and breadth to meet the City's needs. It should strive to meet the City's policy goals, such as the Emerging Business Enterprise (EBE) and Resident Preference Program (RPP) goals, and dedicate sufficient local resources to ensure prompt and responsive customer service. All subcontractors should offer comparable capabilities in their respective areas of expertise.

If a vendor is interested in providing one or more of the unbundled services described herein, but is not seeking selection of the comprehensive service contract, it must fully demonstrate the organizational capabilities to deliver that service. For instance, if a vendor is proposing secondary collection services, it must offer proven experience in providing collection agency services for parking citations, including profiles of relevant client engagements (e.g., parking citation accounts managed, amounts collected as a percentage assigned and client references), as well as suitable collection capabilities (e.g., advanced skip tracing, predictive, auto-dialing systems, websites and other computer technologies, access to legal services and trust accounting capabilities). It also must be duly licensed by the State of Wisconsin, fully compliant with applicable state statutes (e.g., WIS §218.04) and operate in adherence to relevant provisions of the Fair Credit Reporting Act and other applicable federal laws and regulations.

3. Project Team Capabilities – The City needs more than a high-quality vendor, it also needs a vendor that will assign experienced and knowledgeable staff to the City and this contract. To that end, the vendor should offer a well-conceived staffing plan for organizing and deploying the

breadth and depth of staff resources that will be required to meet the City's needs. It should commit a strong project team with the requisite experience, skill sets and attributes to successfully implement and manage the City's citation program, and to deliver all the services it is required to deliver. The site manager should have sufficient authority to fulfill his or her duties, make timely decisions in the normal course of serving the City's interests and, to the extent relevant, possess the requisite experience and skills to manage a program of comparable magnitude. The other project team members should possess strong and relevant capabilities as well. The key members of the project team should offer proven success in providing municipal clients the very products and services requested by the City herein (as measured by the quality of client references for comparable programs).

4. Technical Compliance – The City will select a vendor(s) that can best demonstrate the ability to fully meet the City's functional and technological requirements for the products and services defined herein. Each vendor must propose a sound and thorough technical plan for meeting the City's requirements for the products or services that the vendor is required to provide. The vendor must address every relevant element of technical compliance, such as customer service, process functionality, technology effectiveness and system performance, database access and file transfer and extract capabilities, indicate to what extent (if any) it plans to exceed the City's requirements, note any exceptions to the City's stated requirements and offer 24/7 support for all proposed systems, products and equipment.

For every service class for which it submits a proposal, the vendor must fully demonstrate the comprehensiveness, quality, timeliness and reliability of its proposed products and services for projects of this nature and magnitude. For example, vendors submitting proposals for an unbundled service like secondary collections must offer a sound collection strategy, tailored collection techniques and superb resources for collecting overdue parking citations.

5. Overall Responsiveness – The City is seeking vendors with the best proposals for each discrete service class defined herein, but it also needs a vendor that is best positioned to integrate these discrete services in a holistic, comprehensive and efficient manner. The successful vendor will be able to demonstrate a strong corporate commitment to implementing and managing innovative and exemplary citation programs for municipalities. It should be familiar with the City's needs as well as its citation management program, operating environment, revenue potential, productivity improvement opportunities and customer service demands. It should possess a solid grasp of best practices for managing each citation and enforcement function desired by the City (e.g., citation issuance, citation processing, notice processing, payment processing, primary and secondary collections and tow management systems). It should offer innovative alternatives for improving the performance of the City's citation and parking enforcement programs, including creative techniques or ideas that will better enable the City to maximize its net citation revenues and meet or exceed its operational needs well into the future. Finally, the City needs a vendor that can maximize the synergism of the contract services, as evidenced by such factors as overall system integration, business process

seamlessness, data transfer and compatibility, uniform management reporting and single point accountability for the success of the affected operations.

6. Implementation Approach – The City must be assured that the vendor is equipped to install its products or implement its services (or any requested service enhancements) in a timely, orderly and seamless manner. Each vendor must offer a detailed and sound management plan for organizing and deploying the non-staff resources that will be required to meet the City's needs, such as facilities, technology, automated ticket issuance devices or other appropriate equipment and resources. It should propose a comprehensive and responsive implementation plan, including a task schedule, milestones and specific strategies for expediting data conversion/migration and other critical transition activities. The vendor, where appropriate, must demonstrate the measures it will undertake to train City staff and minimize operational disruptions during the conversion process.

7. Cost-Effectiveness – The DPW seeks the most cost-effective proposal for meeting its objectives, one that assures the City of an acceptable return on its investment. A cost-effective proposal is defined herein as a proposal that: 1) maximizes fiscal benefits (e.g., citation revenues and net collections of delinquent accounts) over the course of the contract; 2) yields other quantifiable benefits desired by the City (e.g., high citation collection rate or low data error rate); 3) minimizes the City's unit and aggregate service costs over the contract term as well as its implementation costs; and 4) offers performance incentives (or penalties) for encouraging the contractor(s) to optimize its performance. Each vendor is strongly encouraged to propose an incentive plan that will help make it and the City full partners in a cost-effective citation and parking enforcement program. In short, the City desires a contract (or contracts) that will maximize its return on investment.

3.4 – Proposal Submittal

This RFP requests proposals to provide a variety of products and services. In order to meet the City's needs and, at the same time, take advantage of the best products and services that the market place has to offer, this RFP solicits three types of proposals: 1) those that offer a comprehensive integrated solution to the City's aggregate requirements; 2) those that offer solutions to discrete (unbundled) services that the City views as mandatory; and 3) those that offer solutions to discrete (unbundled) services that the City views as optional.

Vendors, either as stand-alone entities or joint ventures, are encouraged to submit proposals to provide all of the services described herein. However, the City understands that, in some cases, vendors will prefer to submit proposals to provide only one service or a combination of discrete services. To that end, the City has identified the following submittal categories for which it will accept proposals from qualified vendors:

- Submittal Category 1 – Comprehensive (bundled) citation management services (including all of the mandatory services encompassed in Category 2);

● Submittal Category 2 – Discrete (unbundled) mandatory services; and
● Submittal Category 3 – Discrete (unbundled) optional services.

Vendors may respond to any one or combination of the proposal submittal categories listed above. Vendors submitting proposals for Category 1 services must address all of the mandatory services listed in Category 1 and, in order to demonstrate the potential cost savings associated with comprehensive service package, also may submit proposals for discrete (unbundled) services (Category 2 and Category 3 submittals), including cost proposals predicated on the assumption that the vendor would only provide one or more of the discrete (unbundled) services. The Category 1 service group is, by definition, comprehensive and thereby encompasses all of the mandatory services (bundled or unbundled) referenced in the Category 2 group. Vendors submitting Category 1 proposals are encouraged, but not required, to address the Category 3 services. Vendors submitting proposals for discrete or unbundled Category 2 or 3 services may select one or more of the listed services in those categories.

The products and services solicited for each category are enumerated in the table below.

Summary of Requested Products & Services by Submittal Category

Submittal Category	Solicited Products & Services
Category 1 – Comprehensive (Bundled) Mandatory	All of the following services: ■ Core citation management services (per Section 4.2) <u>plus</u> ■ Other citation management & on-street parking program support services (per Section 4.3)
Category 2 – Discrete (Unbundled) Mandatory	Any one or more of the following services (per Sections 4.2 & 4.3): ■ Core citation management services <u>or</u> ■ Automated citation issuance & data capture (automated TIDs) <u>or</u> ■ Manual citation issuance & data capture <u>or</u> ■ Parking permit processing <u>or</u> ■ Automated payment center support <u>or</u> ■ Vehicle towing management system <u>or</u> ■ Secondary collections (delinquent account management)
Category 3 – Discrete (Unbundled) Optional	Any one or more of the following services (per Section 4.4): ■ Booting / parking enforcement interface <u>or</u> ■ Parking program analysis

Each vendor must indicate in its cover letter the submittal category to which it has decided to respond. Each of the above products and services are defined in Section 4.0.

The City has reviewed available market data and understands that many vendors are neither predisposed (nor well-positioned) to propose all of the products and services solicited by the City through this RFP. At the same time, the City also recognizes that some of these vendors may have discrete product and service offerings that could significantly benefit the City. Therefore, the City has decided to solicit proposals for certain discrete (unbundled) services. The City reserves the right to award separate contracts for any of the discrete Category 2 or 3

services, but, if it does so, it will adjust the scope of the Category 1 contract to exclude any services and/or products in the Category 2 or 3 contract(s).

Vendors shall submit ten (10) hard copies of their proposal under sealed cover and in accordance with the other instructions provided herein and two (2) copies of a CD-ROM containing the entire contents of the proposal by no later than 4:00 P.M. (C.D.T.) May 23, 2008. Proposals must be received by the Department of Public Works Contract Office, 841 N. Broadway, Room 506, Milwaukee, WI 53202.

Vendors are solely responsible for ensuring their proposals are delivered on time. Delays caused by any delivery service, including the US Postal Service, will not be grounds for an extension of the deadline for the receipt of the proposals. Postmarking by the due date will not substitute for actual proposal receipt. Proposals may not be delivered by facsimile transmission or other telecommunication or electronic means. Late proposals will not be accepted. Proposals received after the deadline will be returned unopened.

Proposals must be completely sealed in an envelope clearly marked with the company name. The original submission must be clearly marked "Original". Proposals must be marked in the lower left-hand corner with "Parking Citation Processing Proposal—Official Notice 59". All proposals submitted will be binding upon each vendor if accepted by the City. Vendors must prepare their proposals in a concise manner and present all information on standard 8.5-inch x 11-inch paper (bound on the 11-inch side). They may provide additional information (e.g., marketing brochures, procedural manuals and training manuals), but only as appendices to their proposals. Since the City may check client references, the client contact information should be accurate and current. Organizing and preparing the proposals in accordance with such guidelines will greatly facilitate their review and evaluation by the City.

3.5 – Proposal Contents

1. Overview – The City is requesting certain information to be supplied by all vendors. Each proposal shall be organized using the sections listed below and contain the information required for each section.

- Cover Letter – A summary of proposal highlights, including an indication of the chosen submittal category and a commitment to provide the services described in the proposal, signed by the vendor's authorized representative;
- Corporate Data – A description of the vendor's (and any subcontractor's) organization, financial condition and relevant capabilities, a list of similar programs managed, services or products delivered to clients within the last five years, and at least three client references for comparable programs managed or services delivered;
- Staffing Data – A staffing plan, a profile of the relevant credentials of the proposed personnel, a resume for each managerial and supervisory employee and client references for key managerial employees;

- Technical Plan – A description of the services to be provided, including how the vendor will meet the City's objectives and satisfy or exceed its functional requirements, a management reporting structure, a technology plan, a resource management plan and an implementation plan; and
- Fiscal Plan – The vendor's proposed costs for each service, estimated benefits and any proposed payment terms.

The required contents of each section are set forth in more detail below. No proposal will be accepted unless the requested information is complete and accurate.

2. Cover Letter – The transmittal letter shall be provided in the form of a standard business letter signed by an individual authorized to legally bind the vendor. It shall include assertive statements attesting to the following:

- A summary of the services offered by the vendor in the proposal (i.e., the proposal submittal category the vendor has selected);
- The accuracy of the information contained in the proposal;
- A declaration that the vendor's financial condition fully reflects the most current financial information and is not materially affected by any subsequent events;
- A commitment to comply with all applicable laws and regulations and satisfy all City requirements (excluding any noted exceptions);
- A disclosure of any data in the proposal that the vendor deems proprietary; and
- A commitment that the vendor's offer shall remain valid for at least 180 days.

If the proposal deviates from the requirements of this RFP, the transmittal letter should indicate the section of the proposal in which the deviations are specified.

3. Corporate Data – This section of the proposal shall include the following information:

- A *corporate profile*, including a brief history of the corporation, critical corporate ownership characteristics and changes, and indicators of the corporation's size (e.g., assets, revenues, deposits and employees);
- A *fiscal profile*, including documentation of the corporation's financial position and credit worthiness (e.g., recent independent credit rating report), a current audited financial report, a statement of any pending litigation or material contingencies and any insurance coverage (other than a performance bond) the vendor typically provides as a customary business practice;
- A *citation management profile*, including any relevant experience in managing, implementing and converting similar programs for comparable cities, the vendor's relevant technology platform and other relevant resources for delivering the requested services and any special capabilities for meeting the City's requirements (e.g., specialized citation processing, payment and collection tools);

- A *prior performance profile*, including at least three client references attesting to the vendor's success in delivering or managing comparable products or services (i.e., client contact and telephone number, summary of the work performed, the contract duration and contract service costs);
- A *local resource profile* describing the vendor's locally-based resources, including any facilities and employees located within the Milwaukee metropolitan area, local consultants engaged by the vendor to support project planning and implementation, appropriate registrations for doing business in the state and City and a certification that the firm has or will have met all necessary criteria for doing business with the City;
- A *subcontractor profile* with detailed profiles of any subcontractors the vendor plans to use in connection with the proposed project, including relevant corporate, fiscal, citation management, prior performance and local resource profiles for each subcontractor proposed herein; and
- An *EBE and RPP plan* setting forth the vendor's proposed plan for satisfying or exceeding the City's EBE and RPP goals and policies as provided for in Section 5.4.

The RFP requires the vendor to achieve a minimum 18% Emerging Business Enterprise participation. Each vendor is required to complete and include in their proposal Form A "EBE Participation for Subcontractors and/or Material Suppliers", indicating all proposed EBE firms and the level and detail of the work to be performed. The required information shall include the names and addresses of the EBE firms to be used, the services to be provided by the EBE firms and the dollar value of those services. The completion of this form in its entirety will reflect a vendor's best efforts in achieving the EBE participation goal in compliance with City ordinances and will be considered by the City in the final selection process. Failure to submit this form will result in the vendor being declared non-responsive. Vendors may contact the City's Emerging Business Enterprise Program Office at 414-286-5553 for assistance with the EBE program.

4. Staffing Data – Each vendor shall submit a *staffing plan* for organizing and deploying the staff resources that will be required to meet the City's needs. The staffing plan shall include a project team organization chart, a staffing schedule, job descriptions and a training program. The organization chart should clearly itemize the total number of employees, contractors or other assigned personnel by job class or function (e.g., collectors) and office location. Each vendor shall explain how its staffing plan will meet the City's needs. It should identify all key personnel who will be serving the City, including a senior account manager and any other critical staff. For each proposed project team member, the vendor shall provide a resume of professional credentials, experience and skills, including a complete, itemized occupational history, academic credentials, relevant licenses and certifications, relevant experience with similar clients and projects, any other relevant experience and expertise and the percentage of time that will be assigned to the City's contract. For each of its three most important staff, the vendor must provide at least one client reference, including the customer name, contract duration and telephone number. The vendor also must provide a contact list indicating primary and secondary contact data for all major functions and potential troubleshooting issues.

5. Technical Plan – Each vendor must provide a thorough description of its proposed services. The proposed plan should adequately depict the manner in which the vendor will implement and manage the City's citation management program and deliver other proposed services. The service plan should include the following elements:

- A *functional plan* for satisfying or exceeding the City's functional requirements as set forth in Section 4.0 (as well as any exceptions to the City's specifications);
- A *management reporting structure* for satisfying or exceeding the management reporting requirements set forth in Section 4.0;
- A *technology plan* for satisfying or exceeding the technology requirements set forth in Section 4.0 (e.g., detailed information on the application service provider model, the system hosting method, current hardware and desktop configuration, software configuration, network communications and database);
- A *resource management plan* for providing the facilities, equipment, supplies and any other non-staff resources required to meet the City's needs; and
- An *implementation plan*, including strategies, tasks, responsibility assignments, milestones and task interdependencies, for furnishing facilities, installing technology and expediting data conversion and other critical transition activities.

The City will assume that each vendor is proposing to meet the service requirements set forth in Section 4.0 unless the vendor specifically notes exceptions. Each vendor should disclose any exceptions to any City requirements by using the exception form (see Appendix B). Vendors hoping to distinguish their proposals should identify opportunities for improving operational performance, customer service, citation management processes and on-street parking practices, other operational enhancements the vendor would like the City to consider, and any other factors that the vendor believes the City should consider in evaluating its proposal

6. Fiscal Plan – The City intends to execute a contract for the services summarized herein on a tiered pricing basis. This pricing structure will involve three elements: 1) comprehensive service fee; 2) comprehensive service performance incentive; and 3) discrete service fee. Each pricing component is discussed in more detail below.

- Comprehensive service fee – the comprehensive service vendor shall provide a detailed, itemized schedule of transaction-based fees or costs for all services associated with its proposed service plan, including transaction fees for processing citations and a contingency fee for secondary collections (e.g., percent of collections);
- Comprehensive service performance incentive – the comprehensive service vendor shall propose incentive compensation to be linked to the achievement of specific performance targets (e.g., collections of old accounts); and
- Discrete service fee – any vendor submitting unbundled service proposals shall specify its proposed fee for each discrete service it decides to offer (e.g., a monthly service fee for automated TIDs, a contingency fee for collecting delinquent accounts, a monthly fee to provide and support an integrated tow management system).

These cost elements are explained in more detail below.

The comprehensive service fee is the vendor's proposed cost structure for providing all mandatory services included in the Category 1 submittal package. This cost structure should include a unit processing fee (or fees) for comprehensive mandatory services (e.g., citation data entry and processing, noticing and account management, customer service, payment processing (including the operation of three payment centers) and administrative review support. The proposed comprehensive service fee also should include itemized prices for other mandatory services, including automated citation issuance (automated TIDs), secondary collection services, parking permit processing, automated payment centers and tow management system support services.

The comprehensive service vendor will be responsible for all costs, except the direct and reimbursable costs noted below. For instance, the comprehensive service costs will include all fixed costs, such as facilities, personnel, technology, equipment, insurance and bond costs. The vendor will be responsible for all up-front costs, such as facility renovation, equipment acquisition, implementation and data conversion costs. The vendor also will be responsible for most other costs, such as citation production, citation envelopes, communications, storage, security, supplies, management reporting, overhead and independent audits. All of these costs must be built into the vendor's comprehensive service fee, regardless of how this fee is structured by the vendor.

The City understands that volume may affect the pricing structure for comprehensive services. Therefore, each vendor shall specify its comprehensive service fees on a unit basis as suggested by the table set forth below.

Proposed Comprehensive Service Fee by Citation Processing Tier

Service Cost Item	Cost Unit	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Automated citation processing	Citation					
Manual citation processing	Citation					

Note: *Tier 1* = up to 250,000 citations per year, *Tier 2* = 250,000-499,999 citations per year, *Tier 3* = 500,000-749,999 tickets per year, *Tier 3* = 750,000-999,999 tickets per year and *Tier 4* = at least 1,000,000 tickets per year.

For the comprehensive service fee, vendors should offer volume-sensitive pricing tiers for increases in citation processing volume. Since substantial increases in citation volume would enable the vendor to spread its fixed cost base over more citations, the City would expect the vendor to incur lower unit costs and thereby offer lower transaction fees. The vendor should use the volume ranges noted in the above table to present its prices. As long as it uses the suggested volume ranges, it may also propose alternative volume ranges for presenting pricing tiers.

The City also understands that the vendor's costs may increase over the term of the contract. The vendor must identify any factor(s) by which it expects its fee to increase in each subsequent year of the contract term. For example, if a vendor proposes a formula such as a cost-of-living adjustment, it must specify the formula to be used. Otherwise, the City will assume that the fee for the first year will remain stable for the life of the contract.

For the purpose of this RFP, vendors should assume that certain costs will be paid directly by the City or by the violators (i.e., direct costs) or reimbursed by the City or by the violators (i.e., reimbursable costs). The direct costs shall include: vehicle registration hold costs. The reimbursable costs shall include: postage for notices sent prior to secondary collections, armored courier service for automated payment centers, printing of night parking permits, data entry of manually-issued night parking permits and refunded citation amounts. Neither direct nor reimbursable costs should be included into the comprehensive service fee.

Vendors should fully itemize all proposed costs, including any underlying assumptions, variables and payment terms that significantly affect their proposed costs. Vendors may propose alternative compensation arrangements so long as they provide detailed pricing information in accordance with the pricing tiers described above. Possible alternative cost structures could be: 1) a unified cost per processed citation; 2) a tiered unit cost structure with a base unit cost for each processed citation and incremental unit costs for each notice (by type) and paid citation; and 3) an incremental base charge for each difficult-to-collect citation (e.g., out-of-state violators or those violators unable to be certified through TRIP). The vendor shall also indicate the expected benefits to be achieved from its proposed service plan. These benefits shall include parking citation revenues and any other quantifiable benefits the vendor reasonably expects the City to realize by virtue of engaging its services.

The comprehensive service performance incentive, if approved, would provide a mechanism by which the comprehensive service vendor could be rewarded for outstanding contract performance. To that end, the City would welcome alternative incentive structures for consideration. Possible incentives could include a percent of revenues linked to specific performance targets or a higher collection contingency fee for difficult-to-collect accounts as set forth in the Outstanding Debt Task Force report. Possible disincentives could include payment reductions for excessive error rates or a failure to meet other performance standards (e.g., response times). Regardless, the proposed incentive structure should be linked to the vendor's timely attainment of measurable performance targets. Possible targets might include collections by certain timeframes, collections of old accounts, aggregate collection ratio or net revenues per citation.

The discrete service fee is required for any vendor submitting an unbundled service proposal. For each discrete service offered by a vendor making a Category 2 or 3 submittal, the vendor must specify its proposed fee. For example, a vendor submitting a proposal to provide automated TIDs should propose a discrete service fee for that particular service as defined in Section 4.0, such as a monthly service fee for providing TIDs and the associated support

services. Similarly, a vendor offering secondary collection services must offer a proposed contingency fee for collecting delinquent accounts. In addition, the secondary collection vendor may itemize collection fees using different rates for in-state and out-state accounts, those accounts intercepted through TRIP and those accounts with no registered owner information.

Any proposed optional services or service enhancements should be priced separately. The vendors who decide to offer such alternatives should disclose any costs and submit a proposed cost structure for each optional service or service enhancement.

For the purposes of developing cost proposals for this RFP, vendors should use the following assumptions:

Summary of Costing Assumptions for Vendors
(Based on 2007 data)

Indicator	Unit	Volume
Automated citations issued	Year	825,000
Manual citations issued	Year	86,000
Notices mailed to parking violators	Month	114,000
Correspondence mailed	Month	1,500
Telephone calls received & handled via IVR	Month	20,000
Telephone calls received & handled by operators	Month	11,000
Walk-in payments received & processed	Month	16,000
Mail-in payments received & processed	Month	21,000
IVR citation payments received & processed	Year	38,000
Internet payments received & processed	Year	160,000
Payment refunds issued	Month	3,200
In-state debts assigned for secondary collection	Year	225,500
Out-of-state debts assigned for secondary collection	Year	13,000
Citations certified for TRIP	Year	230,000
Vehicle registration holds placed	Year	88,000
Vehicles towed	Year	35,000
Citation review hearings scheduled	Week	425

Vendors should clearly identify any underlying cost assumptions for their proposed structures that vary from those listed above.

The City will examine each vendor's proposed costs and benefits, including net parking citation revenues or collections, for accuracy and reject any cost information that is incomplete, inconsistent or inaccurate. The City will then evaluate proposed costs and benefits to determine which vendor offers the most cost-effective services. The City reserves the right to negotiate proposed fees with the selected vendor(s).

3.6 – Other Procurement Guidelines

1. RFP Receipt & Addenda – Every prospective vendor must notify the City's RFP Coordinator (listed below) in writing or by e-mail of its receipt of the RFP no later than 4:00 PM (CST) on April 24, 2008 or within 4 calendar days of request of RFP if after April 24th. The City reserves the right to amend the RFP once it has been issued and will furnish any RFP addenda to all vendors complying with the requirements set forth herein.

2. Pre-proposal Conference – The City plans to conduct a mandatory pre-proposal conference for all interested vendors at 9:00 AM. (CST) on April 28 as indicated in Section 3.1 in the Commissioner's Conference Room, 841 N. Broadway, Room 509, Milwaukee, WI 53202. All vendors who expect to attend the conference are required to send an RSVP via e-mail to the City's RFP Coordinator (listed below) by no later than 4:00 PM (CST) on April 25, 2008 so that the City can ensure adequate meeting space. Questions for clarification posed at the pre-proposal conference will be responded to in a memo and any alterations to the RFP will be provided in the form of an addendum. Both, if applicable, will be e-mailed or faxed to all participants by no later than 4:00 PM (CST) on May 7, 2008. No oral responses to questions posed will alter the terms of the RFP. Only written responses to questions and addenda may be used by the vendor to respond to the RFP.

3. Vendor Questions – All questions in regard to this RFP must be made in writing to the City's RFP coordinator.

> Ms. Cindy Angelos
> Parking Finance Manager
> Department of Public Works
> 841 N. Broadway, Room 501
> Milwaukee, WI 53202
> E-mail: cindy.angelos@milwaukee.gov
> Fax: (414) 286-0535

In addition to questions posed at the pre-proposal conference, vendors have an opportunity to submit written questions. Written questions must be submitted via mail, fax or e-mail, no later than 4:00 PM (CST) on May 7, 2008. Address all questions to the RFP Coordinator listed above. It is the vendor's responsibility to determine whether the RFP Coordinator has received such communications. All answers to questions will be written and e-mailed or faxed to all vendors by 4:00 PM (CST) on May 14, 2008. If the questions result in a change to the RFP specifications, an addendum(a) will be sent to all vendors who have received an official copy of the RFP.

4. Proposal Acceptance – The issuance of this RFP does not constitute a commitment by the City to award a contract or pay any costs incurred by vendors in responding to this RFP, providing additional information to the City or for participating in any presentations or interviews. The City reserves the right, in its sole discretion, to reject any or all proposals, or any portions thereof, to waive any irregularities or informalities in any proposal or in the proposal procedures, to accept or reject any item or combination of items, to re-advertise for

proposals, to withhold the award for any reason the City determines, and/or to take any other appropriate action that is in the best interest of the City. The Commissioner of Public Works, in his sole discretion and for the City's best interest, may decline to accept proposals from any vendor which has an outstanding debt to the City, defaulted (as surety or otherwise) on any obligation to the City, performed in an unsatisfactory manner on a prior City contract or received an unsatisfactory audit report by either the City Comptroller or an independent certified public accounting firm.

A vendor may withdraw a proposal at any time up to the date and time the proposals are required to be submitted as provided for in section 3.1. To accomplish this, a written request signed by the vendor's authorized representative must be submitted to the RFP Coordinator. After withdrawing a previously submitted proposal, the vendor may submit another proposal at any time up to the proposal closing date and time.

5. Non-Endorsement – As a result of the selection of a vendor(s) to supply products or services to the City, the DPW is neither endorsing nor suggesting that the vendor's product or services is the best or only solution. The vendor agrees to make no reference to the City or DPW, in any literature, promotional material, brochures, sales presentation or the like without the express written consent of the Commissioner of Public Works.

6. Vendor Representations – All vendors are responsible for obtaining a sufficient understanding of the City's full requirements to adequately respond to this RFP. The failure or omission of any vendor to examine this RFP shall in no way relieve it of its obligations with respect to its proposal or, if it is selected, the subsequent contract. Any exceptions to any requirement must be clearly documented in the proposal. If a vendor is unable to meet any requirements set forth herein, then that vendor must clearly indicate any requirements it is unable to meet in the exception form (Appendix B). Any failure to note an exception will be construed as a representation of compliance with the requirement, regardless of intent.

7. Proprietary Information – The City will not disclose any portion of any proposal prior to the award of a contract to anyone other than the members of the evaluation committee, other relevant City staff or DPW's consultant. After a contract is awarded in whole or in part, the City shall have the right to duplicate, use, or disclose all proposal data submitted by vendors in response to this RFP as a matter of public record. Moreover, the City shall have the right to use any ideas, or adaptations of such ideas, contained in any proposal received in response to this RFP, and neither the selection nor rejection of any proposal will in any way impair or otherwise impair this right. If a proposal contains information in areas that a vendor views as proprietary, the vendor is required to complete the "Designation of Confidential, Trade Secret and Propriety Information" form (Appendix D) and submit it with the proposal.

8. Other Issues – The Commissioner of Public Works reserves the right, in his sole discretion, to postpone or cancel this RFP, reject any or all proposals, waive any irregularity or informality in any proposal or the selection process, cancel any award made pursuant to this RFP and

award any contract for the items herein, either in whole or in part, based on the best interests of the City. The decision of the Commissioner of Public Works shall be final and conclusive. By virtue of submitting a proposal in response to this RFP, each vendor shall agree to use this process as the sole means for contesting a contract award, or airing any other grievance related to the contract or this RFP.

Section 4 – Program Requirements

4.1 – Overview

The City will select one contractor that can demonstrate the organization and staff capabilities, expertise and experience to ensure the thorough, efficient, effective and seamless integration of all business processes and data defined herein. That one contractor—the comprehensive service contractor—will provide the City with a Citation Management System (CMS) and the requisite products, supplies, services and other assistance to ensure the effective and efficient operation of the City's citation management processes. If the City selects other contractors to provide one or more unbundled services, the contractors shall be responsible for ensuring the full compatibility of its products and services with those of the comprehensive service provider. In turn, the comprehensive service provider will have primary responsibility for ensuring the overall integration of all products and services provided to the City, including those provided by the unbundled service providers.

The vendor selected to assume responsibility for the comprehensive service package must have the requisite experience, expertise and resources to successfully deliver, implement and manage a citation processing program with an annual volume of at least five hundred thousand (500,000) citations. The vendor must possess the proven capabilities to effectively and efficiently handle this volume, and meet the functional, staffing, reporting, technology and other requirements summarized in this section. The successful vendor will fully demonstrate the ability to meet all of the requirements outlined below (except to the extent it fully discloses any exceptions).

The services required (or desired) by the City include, but are not necessarily limited to, those summarized in the table below by type of specification. The mandatory requirements are summarized for core citation management and other citation management and on-street parking program support services.

Overview of Specified City Products & Services by Type

Specification Type	Specification
Mandatory services – core citation management services	▪ Manual citation issuance & data capture ▪ Citation processing (parking, traffic & municipal) ▪ Noticing & account management ▪ Fleet citation management ▪ Customer service management ▪ Payment processing ▪ Towing / parking enforcement interface ▪ AVI / LPR interface support ▪ Administrative review
Mandatory services – other citation management & on-street parking program support services	▪ Automated citation issuance & data capture ▪ Parking permit processing ▪ Automated payment center support ▪ Vehicle towing management system

	▪ Secondary collections
Optional services	▪ Booting / parking enforcement interface
	▪ Parking program analysis

The optional services requested above are booting/parking enforcement interface support and parking program analysis. Vendors are welcome to propose other optional services.

The City has outsourced its citation management services since 1992. The City deems it essential that, under the new contract(s), it experience no decrease, degradation or disruption of the services provided pursuant to the current contract(s). In other words, this RFP defines the current contract services received by the City as the baseline specification threshold for its new contract(s); the new contractor(s) must provide the same or improved functionality as that attained under the current contract(s).

Vendors are encouraged to propose enhancements to the mandatory services so long as the mandatory services meet the functional requirements. However, the vendors must itemize any incremental costs, as well as the relative advantages and disadvantages, associated with such enhancements. The City will consider proposals to provide service enhancements that, on the basis of the proposals submitted, and in its exclusive judgment, are deemed likely to yield benefits in excess of any marginal costs associated with the proposed services. The City may decide to include such enhancements as project requirements during the contract negotiation phase, but will only obtain mandatory service enhancements from the vendor it engages to provide such services.

4.2 – Functional Requirements for Mandatory Core Citation Management Services

1. Overview – The City's mandatory functional requirements for core citation management services include the cost-effective processing and collection of parking, traffic and municipal citations. For the purpose of this RFP, the City's citation management program involves the following core business functions:

Summary of Functional Requirements for Mandatory Core Citation Management Services

Function	Required Products & Services
1. Manual citation issuance & data capture	▪ Provision & inventory control of manual citation books for police officers ▪ Collection & data entry of all manual citations (i.e., parking, traffic & municipal) ▪ Entry, maintenance, storage & quality control of all citation data (e.g., void data) ▪ Provide seamless automated interface with Police Department system for traffic & municipal citations (future implementation) ▪ Provide required management reporting for Police Department, State & FBI (future implementation)
2. Citation processing	▪ Maintain automated, comprehensive database for every citation & violator ▪ Provide adequate edits & controls to ensure data integrity & accuracy ▪ Provide automated interface with state DMVs (e.g., Wisconsin & Illinois) ▪ Continually request & obtain current DMV vehicle registered owner data ▪ Ensure on-line, real-time data access, edits & updates for all citation data

	▪ Generate comprehensive reports of all citation processing activities ▪ Provide full, automated fee calculation & escalation capabilities ▪ Ensure seamless, on-line integration with appropriate subsystems
3. Noticing & account management	▪ Processing of non-routine transactions (e.g., voided citations, on-demand DMV registration hold releases & bankruptcy claims) ▪ Generation & mailing of required notices to violators ▪ Acquisition, research & quality control of registered owner data from state DMVs ▪ Placement, processing, tracking, release and reconciliation of registration holds ▪ Closure of parking citations referred to municipal court
4. Fleet citation management	▪ Support City's corporate fleet enforcement program ▪ Maintain interfaces with program participants ▪ Process citations, notices, invoices & payments
5. Customer service management	▪ Staffing & operation of customer service call center & three walk-in service centers ▪ Provision of IVR system for receiving & routing all customer service telephone calls ▪ Receipt & processing of correspondence letters ▪ Record, research & dispose of in-person, mail & telephone customer inquiries ▪ Digital recording & storage of calls ▪ Defective meter reporting ▪ Preliminary citation dispute documentation, investigation & resolution
6. Payment processing	▪ Collection of in-person & mail payments ▪ Staffing & operation of three walk-in payment centers ▪ Provision of integrated cashiering system for walk-in payments ▪ Provision of internet payment portal ▪ Provision of IVR system for telephone payments ▪ Processing of payments in-person, mail, telephone/IVR, internet, automated payment center, drop box & lock box transmittals ▪ Credit card processing & merchant account management ▪ Non-routine transaction processing (e.g., NSF checks & refunds)
7. AVI /LPR interface support	▪ Support of two Automated Vehicle Identification (AVI)/ License Plate Recognition (LPR) units for parking enforcement vehicles ▪ Interface AVI/LPR with citation management system for scofflaw enforcement, stolen vehicle database and night parking permit/permission database
8. Towing / parking enforcement interface	▪ Provide at least three automated cashiering stations for Tow Lot, including software & processing support for all cashiering transactions (e.g., fee assessment, fee adjustment & receipt generation) ▪ Provide tow management system for recording, processing, tracking & reporting all tow processes (i.e., eligibility determination, noticing, dispatch, towing, intake, impoundment, disposal & disposition) for all tow-eligible vehicles, including abandoned vehicles ▪ Generation of comprehensive management reports
9. Admini-strative review	▪ Preparation of administrative citation review case folders ▪ Scheduling of administrative citation review & Municipal Court. appointments ▪ Maintenance of administrative citation review calendar ▪ Processing of administrative citation review dispositions ▪ Provision of payment plan recording & tracking system for Citation Review Manager

This RFP outlines DPW's understanding of the City's functional and technical requirements for all citation management business processes. While the RFP will provide the framework for the contract(s) ultimately executed, it will not necessarily be incorporated by reference in the contract(s). The City reserves the right to reject any or all proposed modifications or

exceptions to the requirements. The City's functional requirements for this RFP are described by function in more detail below.

2. Manual Citation Issuance and Data Capture – The vendor shall obtain all parking, traffic and municipal citations from City agencies producing hand-written citations in an effective and efficient manner. The vendor also shall provide a cost-effective process for capturing citation issuance data from manual citations.   The City's manual citation issuance and data capture requirements are presented in the table below.

Functional Requirements – Manual Citation Issuance & Data Capture

Factor	Minimum Service Requirement
Manual citation data capture	▪ Collect, record, recount, verify, batch & process all manual citations ▪ Enter & image all manual citation data into citation management system within 48 hours of receipt of manual citations ▪ Create control reports & return citations & transmittal report to City
Traffic & municipal citation data entry	▪ Deliver citations by courier daily for data entry ▪ Enter citations within 48 business hours of receipt ▪ Export citation data to court nightly 10 days before court date
Citation control & inventory	▪ Maintain manual citation & entry batch form inventories ▪ Provide accounting controls for all citations ▪ Employ effective citation data entry edit, verification & batch controls ▪ Track issued, voided, dismissed, "sent to court" & missing citations ▪ Generate control reports & reconcile manual citations with control reports ▪ Support City's efforts to control citation inventory & minimize un-accounted for & voided parking citations
Voided citation management	▪ Provide on-line capability to administratively void tickets, apply void code to City-approved identification numbers & monitor voided tickets on-line ▪ Track & recommend ways to minimize voided citations

The vendor shall be responsible for all data entry activities, including keying citation data and verifying inputs for quality assurance. The vendor shall be responsible for all costs associated with picking up and delivering citations, including courier service costs.   Although not a functional requirement, DPW is interested in pursuing short-term service enhancements, such as the automated issuance and imaging of manual citations. Vendors should indicate whether they currently provide this functionality.

3. Citation Processing – The vendor providing a comprehensive service submittal must provide an automated citation management system for processing, controlling and managing all citation data from initial issuance and data capture to resolution. This system shall support the City's parking enforcement program and provide the City with useful, accurate and timely information. The City's citation processing requirements are presented in the table below.

Functional Requirements – Citation Processing

Factor	Minimum Service Requirement
Non-parking	▪ Maintain non-parking citations on database

citations	▪ Transmit valid & accurate non-parking citations to Municipal Court for processing (interface with CATS)
Citation database	▪ Import & store citation files in ASCII format (or comparable format) ▪ Maintain automated, comprehensive database for each citation (i.e., citation number, officer number, violation date, time, code & location, meter number, vehicle code, make, color and body type, license plate number, registration state & number, violation fine/penalty amounts, delinquency date & field remarks)
Violator database	▪ Maintain automated, comprehensive database for each violator (i.e., name, address, prior violations, prior payments, delinquent amounts, administrative review date, time & resolution) ▪ Maintain on-line contact history (with staff notes) for viewable license plates ▪ Maintain database of all other parking program management data
Data quality	▪ Apply approved field validation rules to each violation (e.g., correct data type for each field, acceptable field length & valid field contents) ▪ Provide adequate edits & controls to ensure data integrity & accuracy (e.g., edit algorithms & field cross-checks) ▪ Validate required data (e.g., vehicle code, license plate number, registration state, violation code and date & badge number) ▪ Ensure proper vehicle registration ownership identification ▪ Reject invalid citations & store in error table (with appropriate error code) ▪ List all invalid citations on citation error report ▪ Review & correct all invalid or incorrect violations & post to database ▪ Identify unworkable citations (i.e., citations with invalid or missing data) & report unworkable citation statistics to City
DMV interface	▪ Maintain agreements & automated interfaces with Wisconsin & Illinois state DMVs for obtaining name & address data for all cited vehicles ▪ Maintain active relationships with all other DMVs, including in-depth knowledge of DMV rules & efficient DMV interfaces (e.g., automated, tape, disk or on-line) ▪ Aggressively pursue acquisition of vehicle owner name & address information from Wisconsin & out-of-state vehicle registries ▪ Obtain vehicle & lien-holder name & address information for towed vehicles ▪ Maintain accurate interface for processing multiple plate types ▪ Maintain effective tools & procedures for editing, using & updating DMV data ▪ Ensure conformance of citation database with applicable DMV standards
DMV data request	▪ Continually request DMV vehicle owner data (e.g., name, address, vehicle make, license number & confirmation date) for every unpaid citation ▪ Automatically generate vehicle registry requests for all parking citations in accord with City-approved criteria (e.g., within 7 days for in-state plates & within 21 days for out-of-state plates) ▪ Generate follow-up of DMV registration data requests within 30 days of prior DMV data request (e.g., up to three for Wisconsin & one for out-of-state plates) ▪ Obtain new names & addresses when mail returned & update database Automatically re-request follow-up data for "no hits" (e.g., edit rejects or when data unavailable or not supplied by DMV) & update database ▪ Conduct National Change of Address (NCOA) search as required
Split registration	▪ Provide automated tools to split registration records (for ownership changes) ▪ Assign citations to correct registration record & link expired & new registrations based on City-approved parameters
Registration suspension & renewal	▪ Maintain effective working relationship with WisDOT for registration holds ▪ Interface with DMVs for processing registration holds & ensure high success rate for facilitating such transactions ▪ Directly access WisDOT system & place registration holds on groups of multiple unpaid citations (batch holds) or single unpaid citations & for unpaid towing &

	storage fees as directed by City ▪ Directly access WisDOT system to remove registration holds as citations and towing/storage fees are paid or voided ▪ Directly access WisDOT system to track registration suspension activity for customer service purposes ▪ Report all registration suspension release transactions
Data access, updates & security	▪ Ensure on-line, real time access to all parking citation & violator data via key attributes (e.g., violator name & address, LPN, registration state & number, violation location & citation number) ▪ Make citation records & data available on-line within 24 hours of issuance (48 hours for manually-issued citations) ▪ Perform data edits (e.g., violator name, address or telephone number), record new data & update database via on-line, real time process ▪ Provide adequate security controls to ensure that all changes are duly authorized & properly documented
Transaction processing & reporting	▪ Process transactions & update parking citations to database ▪ Provide full, automated fee calculation & escalation capabilities, including ability to automatically calculate, assess & adjust late payment penalties ▪ Generate activity reports of all citation processing activities, including daily activity reports & cumulative period-to-date reports (e.g., week, month & year) ▪ Maintain on-line history of system-generated events & processing transactions ▪ Perform automated case status analyses, determine required activity (e.g., name & address request or notice generation) ▪ Perform time-based activities & facilitate other license plate-level transactions ▪ Reassess scheduled activities based on new transactions & update case status for next activity ▪ Automatically generate boot/tow eligibility list & updated scofflaw & stolen vehicle lists & distribute to designated City departments, contractors & agencies ▪ Provide TRIP activity information (e.g., date certified, amount certified, amount intercepted, amount remaining to be intercepted & account status),
System linkages	▪ Ensure seamless, on-line integration with appropriate subsystems (e.g., noticing, towing & administrative review) ▪ Perform automated data edits & verifications with subsystems

In order to maximize collections, the vendor shall maintain effective working relationships and automated system interfaces with all state DMV'S that release registrant data. The vendor should maintain complete and accurate documentation of DMV processing requirements, including interface specifications, data formats and registration update schedules. The data exchange interfaces (e.g., file transfer protocol, tape-to-tape or manual transfer) should satisfy state requirements and should be automated wherever possible. The vehicle registration data process with WisDOT must be automated.

4. Noticing and Account Management – The vendor shall be responsible for issuing and distributing all citation, payment, secondary collection and adjudication notices required by the City and performing other management services for accounts. In accord with a progressive schedule approved by the City, the vendor shall print and mail the notices to alert vehicle owners of current liabilities and any additional liabilities that will result from a continued failure to pay. The vendor shall generate and mail at least two notices for each citation before the citation is assigned for delinquent account management. A third notice is sent out to vehicle owners by

the Wisconsin DMV only if the City places a registration hold on a license plate for specific citations. The City's noticing and account management requirements are presented in the table below.

Functional Requirements – Noticing & Account Management

Factor	Minimum Service Requirement
Notice format & modifications	▪ Ensure notice includes all City-required data (e.g., citation number, date of issuance, registration state & number & amount due) ▪ Provide ability to revise notice format & text within 72 hours upon City's request
Notice scheduling	▪ Provide automated progressive & sequential noticing requested by City ▪ Continually & automatically review database to identify notice-eligible citations ▪ Furnish capabilities to mail notices for individual citations & composite notices by registration number, including notices for partially paid tickets ▪ Enable time- & criteria-based citation selection variables for each notice type (e.g., citation age & returned mail status)
Notice generation	Generate following notices for violators with current addresses as follows: – 1st Overdue Notice – send immediately after first payment deadline, informing owner of first late payment penalty, second payment deadline & consequences of non payment – 2nd Overdue Notice – send immediately after second payment deadline, informing owner of second late payment penalty & consequences of non payment (e.g., towing or registration suspension) – Collections notices – sent after citation referred to secondary collections process (+80 days after issuance) ▪ Automatically generate notice for voided citations ▪ Automatically generate form letters & other correspondence advising vehicle owner of events (e.g., inquiries received & under review, outstanding balances & receipt of partial payments) ▪ Generate & send out any notice City deems necessary
Notice delivery & returns	▪ Address notices to registered owners based on DMV information ▪ Conduct quality control review of all notices to ensure compliance with applicable standards (e.g., City & US Postal Service) ▪ Prepare composite notices by license plate number ▪ Automatically generate & distribute emails with attached documents ▪ Log each notice into system by mail date to ensure proper delivery sequencing, deliver notices to post office & reconcile mailing quantities ▪ Record notice returns (e.g., expired or invalid address), retain & display invalid address data, suspend appropriate notice activity ▪ Correct all addresses for which returned mail from US Post Office indicates new address, update database & resume noticing cycle for violators with new address
Bankruptcy notices	▪ Receive notification of bankruptcy filings by violators ▪ Notify City Attorney of bankruptcy ▪ Temporarily suspend collections of bankruptcy filer per City Attorney direction ▪ File debt claim (e.g., part for §13 cases & entire debt for §7 cases)
Municipal Court interface	▪ Ensure reliable & timely data exchange/interface between citation management system & Municipal Court ▪ Provide Municipal Court with paper copies of all electronic citations (at least until Municipal Court's electronic case file project is fully implemented) ▪ Provide sufficient citation data in timely manner to Municipal Court & City Attorney's Office to enable prosecutors to file cases & Court to adjudicate cases ▪ Maintain accurate legal tables to ensure that all ordinance & statute numbers

	correspond with Municipal Court data base for citations sent to Municipal Court ▪ Obtain & enter data from summons, complaint & Notice of Appearance forms completed by citizens at walk-in centers or tow lot, update citation management system (to reflect dismissal) & export citation data to Municipal Court ▪ Ensure prompt closure of parking citations referred to Municipal Court (i.e., immediately delete adjudicated cases from Open Citations Report)
Notice management	▪ Record & display notices sent by type & mailing date ▪ Scan, digitize & store notices for on-line access ▪ Maintain complete, on-line record of notice activity & all mailed notices with mail dates on database available for real-time access & inquiry ▪ Provide on-line inquiry access by notice date/type & citation or vehicle license plate number ▪ Display citation status through noticing & collection cycle ▪ Suspend noticing activity for returned notices until securing new address, display returned mail status & display all returned notices for future inquiries ▪ Temporarily suspend levying of additional late fees upon receipt of valid mailed inquiry (out-of-county residents, infirm, incarcerated) or scheduling of administrative review or judicial hearing ▪ Generate & analyze reports on noticing activity (e.g., response rate)

The City shall specify the procedural requirements for notifying parking violators of pending violations, outstanding liabilities, scheduled reviews and potential consequences of non-payment. It also shall specify the form, content, sequence and timing of all notices issued to violators.

5. Fleet Citation Management – The vendor must support the City's fleet management program for companies with large vehicle fleets (e.g., delivery, utility, rental and leasing companies) in full accord with applicable state laws and City guidelines. The functional requirements for this program are outlined below.

Functional Requirements – Fleet Citation Management

Factor	Minimum Service Requirement
Citation processing	▪ Process citations & license plate registrations for fleet vehicles ▪ Perform notice generation functions ▪ Link or decouple LPNs & owners & transfer to correct participant (lessee) as needed ▪ Provide agency interfaces (e.g., automated acquisition of lessee names & addresses from vehicle rental/leasing agencies)
Payment processing	▪ Enter payment data & apply payments ▪ Make inquires to agencies to collect past due amounts ▪ Process all overpayments & refunds according
Noticing & customer service	▪ Send all required notices for outstanding parking citations issued ▪ Develop & maintain interfaces with agencies ▪ Provide dedicated staff & customer service telephone number ▪ Handle all inquiries & disputes & schedule reviews as required
Reporting	▪ Prepare daily control reports ▪ Prepare monthly management reports (e.g., license plate register, citation issuance report, delinquency statement) for City ▪ Provide reports & on-line inquiry-only access for agencies ▪ Generate monthly reports listing each agency's cited vehicle & correct fleet code

| | ▪ Prepare specialized collection notice reports for agencies |

A fleet management program will enable participating agencies to pay or have their citations reviewed in a consolidated manner. The vendor's system must be fully integrated with the citation management system and database and have the capability to process parking citations issued to leased, rental and fleet vehicles, and review violations and collect fines in connection with such vehicles. Parking citations issued to lease and rental vehicles must be processed according to state law that governs their unique treatment.

6. Customer Service – The vendor must provide effective telephone, Internet and correspondence service and sufficient personnel, equipment and other resources to expeditiously handle all public inquiries. The City's customer service requirements are presented in the table below.

Functional Requirements – Customer Service

Factor	Minimum Service Requirement
Walk-in service	▪ Provide comprehensive customer services for all walk-in inquiries ▪ Provide sufficient staff at walk-in sites to perform customer service functions
Mail-in inquiries	▪ Maintain Post Office boxes for correspondence & other mail inquiries sent to Violations Bureau ▪ Process returned mail, edit incorrect addresses & process re-mailings ▪ Receive, scan, digitize & store all incoming correspondence in accord with City guidelines ▪ Record correspondence received for each citation & violator & enter correspondence pertaining to specific citation into database ▪ Track & send to Citation Review Manager all valid correspondence for each citation requested for review ▪ Record return of correspondence by Citation Review Manager with disposition of each citation
Outbound correspondence	▪ Generate & mail letters in response to inquiries within ___ days of receipt date ▪ Generate & distribute all outgoing citation correspondence in accord with City specifications regarding form, content, sequence & timing of correspondence ▪ Generate & mail letters informing violators of relevant status changes (e.g., inquiry status, investigation status, administrative action, hearing results, NSF check receipt & special payment requirements) ▪ Automatically generate form letters upon entry of City-specified codes ▪ Scan, digitize & store all outgoing correspondence in accord with City guidelines ▪ Receive correspondence returned by US Postal Service, secure new address from Postal Service where possible & update database
Telephone inquiries & calls	▪ Maintain adequate telephone facilities, equipment & staffing for handling anticipated volume of telephone inquiries for parking citations ▪ Provide means to communicate with non-English speaking people ▪ Provide & maintain 24/7 IVR system with tiered script, user-friendly menu options, caller identification, call back capability, message acceptance, credit card payments & fax server ▪ Provide 24/7 IVR system for citation payment & balance inquiries & fully interface with citation management system to minimize call volumes handled by customer service representatives ▪ Digitally record all inbound & outbound calls (maintain for at least 90 days)

	▪ Digitally record all inbound & outbound calls for processing & collections (maintain for at least 90 days) ▪ Provide regular monitoring of staff's telephone etiquette to ensure professionalism & correct information is being disseminated at all times
Internet inquiries	▪ Provide easy-to-use, integrated web site for accommodating Internet-based inquiries, accepting payments & delivering relevant information to customers ▪ Provide simple instructions for navigating web site, accessing data base, making payments & ensuring positive customer experience with website ▪ Ensure ability to send automated emails to violators ▪ Provide appropriate security controls for web-based system
Data access & activity tracking & reporting	▪ Store all correspondence in accordance with City retention policies ▪ Provide real-time, on-line access to citation database ▪ Provide real-time capability to suspend noticing & enforcement activities during inquiry investigation & link other inquiries to specific citations ▪ Display all incoming & outgoing correspondence for on-line access & review ▪ Provide IVR system with effective interface & performance reporting

The three walk-in service centers must be located at City-approved sites on the north side and south side and the Police Administration Building (central). The operating hours for the north and south side walk-in centers must be from 9:00 AM to 6:00 PM on weekdays and from 8:00 AM to 12:00 Noon on Saturdays. The operating hours for the central walk-in center must be from 8:00 AM to 5:00 PM on weekdays. The walk-in centers will be closed for DPW-approved holidays. No walk-in service center may be closed for any reason without DPW's prior written approval.

The vendor shall provide and maintain a web page in accord with City standards to provide accurate and current parking citation data to the public and accommodate parking citation inquiries and payments. The web page shall interface directly with the citation management system and provide City-approved data to customers (e.g., pending citations or outstanding balance). The system shall provide appropriate firewalls and data encryption technology to protect the security of all Internet-based data and transactions, and generate suitable reports and audit trails to monitor system performance.

The City's citation management program generates a considerable volume of complaints and inquiries. The customer service function represents a critical gateway for citizens and visitors to City government and personal encounters with this unit will help shape each person's view of City government as a whole. The decisions made by customer service representatives, and the manner in which they are communicated, also can affect the number of future disputes, hearings and violations. Consequently, the City shall expect the vendor to possess proven experience in handling a high volume of public complaints and inquiries in a courteous and professional manner and maintain a customer service unit with an extremely high degree of integrity and professionalism.

Although not a functional requirement at this time, DPW would like vendors to describe their respective email capabilities for all outbound communications. This would include the vendor implementing an efficient process for capturing email addresses from violators.

7. Payment Processing – The vendor must provide comprehensive and convenient payment services and capabilities for the receipt and accounting of all citation payments for all required payment modes. The City's payment processing requirements are presented in the table below.

Functional Requirements – Payment Processing

Factor	Minimum Service Requirement
Walk-in payments	▪ Receive, record & account for all payments received at 3 walk-in payment centers for parking, municipal & traffic citations, night parking permits & "notice of appearance" forms with identification cards checked by staff ▪ Provide on-line, real-time & integrated cashiering system to allow over-the-counter payments or exception processing & generation of receipts ▪ Maintain automatic interface with City's automated cashiering system so cashiers are not required to access & update multiple financial systems ▪ Enable cashiers to determine amount due, record payments & adjustments, update system for all payments received & provide effective reconciliation, closing & audit control procedures[1] ▪ Accept payments by cash, check, credit/debit card or money order
Mail-in payments	▪ Provide post office box/lockbox services for all mail payments ▪ Staff local secured site to process all mail payments & perform all clerical tasks associated with this function ▪ Collect all payments received at lock box & deliver to processing site ▪ Open, sort & clear all mail in secure facility, open all payment envelopes, sort correspondence for manual processing & batch process payments ▪ Batch citations with payments immediately upon opening ▪ Enter all mail payment data within 24 hours of receiving said payments (consecutively date & number all citations with payments) ▪ Post payments to database at day of receipt at post office box
Telephone payments	▪ Provide comprehensive online, real-time system for processing telephone payments & process, apply, record & manage all telephone payments ▪ Provide & maintain 24/7 IVR system fully interfaced with citation management system for citation payments and balance inquiries ▪ Accept payments by approved credit/debit card
Internet payments	▪ Provide comprehensive online, real-time system for processing Internet-based payments with seamless citation management system interface ▪ Accept, process, apply, record & manage all Internet-based payments ▪ Process, apply, record & manage on-line payment adjustments & error corrections ▪ Provide full menu of payment options (e.g., on-line credit card & check payments) ▪ Automatically deduct payments from violator's checking account by eCheck at City's website
Payment application	▪ Process all payment data & update citation status within 24 hours of receipt ▪ Verify input & output totals ▪ Automatically link payment images to citation management system ▪ Maintain accurate, automated record of payment dates & amounts ▪ Apply payments lacking citation number to vehicle & then citations on last-in, first-out basis & update all transactions to database in real-time mode
Municipal Court interface	▪ Enter payment data for walk-in & mail payments, update system prior to court date & send daily reports to Municipal Court detailing these payments

[1] Such capabilities should include password sign-on, computer-generated cashier report and receipt reconciliation, twice-per-day balancing, operator cash-out and receipt segregation by form (e.g., cash, check or credit card).

	▪ Notify Municipal Court immediately upon accepting payments on any contested parking citations & itemize in Daily Payment Received Report & ensure parking debt is removed from TRIP once transmitted to court
Early payments & refunds	▪ Process payments on citations not yet keyed into database, create shadow ticket transaction upon payment (enter citation number, payment amount & license plate), & create single citation record at appropriate time ▪ Process all overpayments & refunds in accord with City guidelines ▪ Search database for overpayments meeting approved date parameters, generate refund report itemizing such overpayments & automatically generate report with violator's name & address, overpayment amount & violation number(s)
Partial payments	▪ Support partial payment of fines & penalties ▪ Allow for payment of citation(s) causing tow eligibility ▪ Promptly notify violator of any partially-paid citations
Unapplied payments	▪ Record all unapplied payment amounts to citation number in unapplied payment file & make reasonable attempts to identify intended citation number for payment ▪ Produce escrow account report tracking funds collected from violators, but not applied to accounts
Bad & NSF checks	▪ After receiving NSF checks from City, attempt redeposit within 1 business day ▪ Record & process returned non-sufficient funds (NSF) & bad checks ▪ Reinstate processing activity for returned checks, adjust revenues, assess NSF charges, notify NSF issuers & reconcile NSF transactions ▪ Track NSF/bad checks, maintain NSF/bad check file for persons previously remitting bad checks & electronically download at pre-determined times ▪ Seek & obtain replacement payment, including returned check fee, in City-required format (e.g., money order or cashiers check) for all returned checks
Deposit	▪ Date, number & endorse all checks for deposit within 24 hours of receipt ▪ Ensure daily depositing of all receipts into City-approved account ▪ Ensure armed courier service pick-up of all bank deposits ▪ Deposit all funds into the City-approved account & provide City with batch listing & deposit slips ▪ Reconcile all received funds & perform daily bank deposit ▪ Provide proven batching, control, audit & reporting systems to ensure full security & integrity for all cash & deposits
Accounting controls & reporting	▪ Generate reports for controlling & balancing cash receipts ▪ Generate payment ledger with key data for each record ▪ Display violator payment history sorted by key factors (e.g., citation number, license plate number & violation date) ▪ Record all payments & receipts in conformance with Generally Accepted Accounting Principles (GAAP) ▪ Establish appropriate accounting controls & procedures for reconciling payments with deposits & automatically generate audit trail of all transactions ▪ Confirm & reconcile fund transfers per City rules & resolve any discrepancies

Note: *24 hours* may be construed as the end of the next business day.

The vendor will accord violators the ability to tender payments through a wide variety of methods, including walk-in payment centers, mail, automated payment centers, telephone (using a dedicated IVR system) and the Internet (using a City-approved website linked to the DPW Parking website at www.parking.mpw.net). It shall provide sufficient resources, including all facilities, equipment and personnel necessary to support all such payment modes.

It will allow the public to make payments using different forms, including cash, checks, money orders, electronic checks, automated check/bank drafts and City-approved credit/debit cards (e.g., VISA and MasterCard). Since the City expects the successful contractor to open and maintain merchant services accounts, vendors should identify the merchant services accounts they will need with credit card companies for this contract. All payment methods using credit card data in any manner must be Payment Card Industry Data Security Standards (PCI DSS) compliant.

All citation payments must be made payable to a City-approved name and account. The City will establish or approve a bank account or bank accounts for processing all citation payments, such as an account for credit card payments for which only deposits may be made by the vendor. No other account access by the vendor is permitted. The vendor shall use a City-approved local post office box, lockbox and lockbox service provider for managing the receipt of mail-in payments. The lock box service shall expedite the processing and deposit of mail-in payments in accord with procedures approved by the City. The vendor shall provide adequate reports to fully account for all payments and deposits. The vendor shall maintain sufficient staff to process all lockbox payments on a timely basis and provide bonded couriers to pick-up up any mail in accordance with the City's approved schedule. In the future, DPW would prefer vendors use automated check processing with banks to the extent allowable under federal rules and feasible for the local processing bank.

The vendor shall provide automated cashier terminals (ACTs) for processing and recording payments in an on-line and in a real-time mode. At a minimum, the ACTs shall perform the following functions:

- Immediately post all payments to the citation management system by City-approved transaction factor (e.g., citation number, violator name, violation date, vehicle license plate state/number and vehicle registration state/number);
- Facilitate payment inquiries on individual citations by transaction factor;
- Display payment activity by transaction factor;
- Display total payment receipts by cashier and terminal for reconciliation control;
- Provide on-screen prompts for amount paid and change due;
- Perform on-line cash adjustments for current/previous processing days;
- Facilitate the payment of miscellaneous fees; and
- Provide integrated credit card payment and tracking.

A total of 12 ACTs are required to be provided by the vendor. The ACTs shall be deployed as follows: Eight ACTs at all three walk-in centers (3 each at north and south side and 2 at central) and four ACTs at the Tow Lot. Currently there are three ACTs at the Tow Lot, but the City is anticipating an expansion in the customer service area providing for an additional service window. Each ACT also will provide the following high speed printing capabilities:

- Customer receipt printing – generate a printed display of paid citations with citation numbers, amounts owed (by fee type), amount tendered, paid and returned, payment type, date and time, disposition code, license plate, cashier and receipt number;
- Cashier transaction journal printing – print a duplicate receipt with total fine, penalty, fee, cash, check, and money order amounts, and total amounts by cashier (e.g., open gross, close gross, voids and net amounts);
- Validation printing – generate automated and hard copy documentation of all key data (e.g., transaction number, citation number, amount owed by type, payment date, time, amount and mode, receipt number and cashier); and
- Endorsements – validate checks and money orders and print appropriate data (e.g., for deposit only, City name, bank name, account number, deposit date, terminal number, receipt number, citation number and check/money order amount).

The vendor shall enable all cashiers to work in an off-line mode during any processing interruptions. Each ACT shall have full financial and security controls (e.g., passwords, segregated cash-out, segregated totals by payment form and full audit trails).

The vendor shall provide and maintain a fully integrated and secured pay-by-web service to allow easy customer payment of parking citations via the Internet. The web service shall accept credit card payments, automatically credit the customer's account in the citation management system and transfer monies into the appropriate account. The vendor shall provide the requisite interface with the credit card clearinghouse to obtain real-time authorizations and eliminate charge-backs. Citation information can be obtained by the user of this web-based system via entry of license plate number or citation number.

8. <u>AVI/LPR Interface Support</u> – The vendor must support the City's two current AVI units and LPR technology for parking enforcement, for identifying scofflaws, night parking permit/permission holders and stolen vehicles. The functional requirements for this program are outlined below.

Functional Requirements – AVI/LPR Interface Support

Factor	Minimum Service Requirement
Vehicle scanning	▪ Enable PEOs to use units to scan & digitize photos of parked vehicles into citation records. ▪ Scan license plates & match LPN against pre-loaded databases
Scofflaw enforcement	▪ Automatically identify scofflaws by scanning plates & identifying matching LPNs with citation management system
Permit/permission enforcement	▪ Automatically identify night parking permit/permission violators by scanning plates & identifying non-matching LPNs (if no match, vehicle lacks permit/permission)
Stolen vehicle identification	▪ Automatically identify stolen vehicles by scanning plates & identifying matching LPNs with stolen vehicle database
System interface & reporting	▪ Automatically upload parking data from citation management system, parking permit/permission & stolen vehicle databases to AVI/LPR units

	▪ Automatically download parking data from AVI/LPR units to citation management system ▪ Enable interface from TID to AVI/LPR unit ▪ Generate required reports (e.g., photo evidence, GPS, plates read & system usage)

The City acquired two AVI/LPR units (AutoVu) and began using the AVI/LPR technology for its parking enforcement operations, especially for scofflaw, night parking permit/permission and stolen vehicle enforcement. The use of the AVI/LPR for scofflaw enforcement has had limited application since the City is prohibited by state law from towing legally-parked vehicles for unpaid parking citations. If the City is successful in getting legislation passed to allow for towing and/or booting of legally-parked vehicles for unpaid citations, it is likely the City would expand its use of AVI/LPR units.

9. Towing/Parking Enforcement Interface – The vendor must support the City's towing program for illegally parked, abandoned and other vehicles. The functional requirements for this program are outlined below.

Functional Requirements – Towing/Parking Enforcement Interface

Factor	Minimum Service Requirement
Scofflaw identification	▪ Automatically identify cited vehicles with outstanding citations ▪ Provide on-line inquiry capabilities for generating scofflaw lists
Field access & support	▪ Provide effective interface with automated TIDs ▪ Provide effective interface with automated TIDs ▪ Enable PEOs to automatically identify tow-eligible vehicles ▪ Enable DPW personnel to easily locate, dispatch, tow & inventory towed vehicles
System interface	▪ Record & document all towing transactions ▪ Interface tow system with citation management system ▪ Interface booting program with citation management system, if legislated ▪ Automatically update citation management database with towing data
Reporting	▪ Provide on-line inquiry support for towing programs ▪ Enable PVB to easily display tow records & towed vehicle status ▪ Display inventory of towed vehicles residing on impound lot ▪ Generate daily reports of towed & stored vehicles

The vendor shall support the City's vehicle towing program for parking violators, including the provision of on-line, real-time inquiry support in the office and field. The vendor's system must identify violators with multiple delinquent violations (in accord with City specifications).

10. Administrative Review – The vendor shall support the City's administrative review program for citations. The vendor will interact effectively with the City Attorney's Office, the host agency for the citation review process, support the Citation Review Manager and facilitate the efficient operation of all functions of the administrative review process (e.g., case folder preparation, case retrieval, data access, display and update and disposition management). The City requests this process to become automated with electronic transfer of data to the Citation

Review Manager. The vendor also will ensure that all data and reports sent to the Municipal Court are accurate. The City's requirements for this program are presented in the table below.

Functional Requirements – Administrative Review

Factor	Minimum Service Requirement
Administrative review scheduling	▪ Schedule administrative review cases based on approved parameters ▪ Record & display administrative review hearing requests ▪ Enter review request into CMS to deactivate violation fee increases and registration holds, pending review ▪ Provide on-line, user-restricted scheduling function for assigned City staff ▪ Generate balanced review schedule ▪ Enable on-line display & updates of daily review calendar (e.g., add citations to scheduled reviews)
Calendar management	▪ Notify violators of review date & time (e.g., verbal, Notice of Appearance & Summons & Complaint) ▪ Generate calendar for Citation Review Manager
Disposition processing	▪ Offer administrative review for single or multiple citations ▪ Provide for on-line citation reviews by designated City personnel ▪ Offer ability to merge multiple citations for one review case ▪ Provide required parking citation data & records for all scheduled reviews ▪ Facilitate on-line, real-time entry of review disposition transactions by code, for a single citation or for multiple citations merged for a single case ▪ Provide on-line entry of dispositions (e.g., settlement agreements) to post review results to CMS & update database ▪ Perform on-line, real time updates of review results by disposition type, recalculate amount due & generate disposition transaction receipt ▪ Automatically generate required notices or correspondence
Disposition tracking	▪ Maintain all disposition data on permanent record (e.g., case number, review date & time, disposition name & code, reviewing officer, original fine & penalty amounts & adjustment amounts) ▪ Suspend noticing process for scheduled hearings (pending review results) ▪ Automatically reactivate noticing process if violator fails to comply with rules
Municipal Court interface	▪ Maintain current & accurate ordinance & statute tables to ensure that all ordinance & statute numbers correspond with Municipal Court data base for citations sent to Municipal Court ▪ Enter additional data for citations walked to Court from citation review office (e.g., weight, race & driver license number), update citation management system (to reflect dismissal) & export citation data to Municipal Court
Management Reporting & system interface	▪ Provide reports to facilitate regular reviews of the Citation Review Manager activity (e.g., number of citations reviewed, disposition of each citation)

The vendor shall provide the requisite technology and process support to enable the City Citation Review Manager to view the images of the original citations and any related correspondence at their workstations, and conduct on-line administrative hearings. This would require the vendor to scan the actual images of citations (handwritten or computer-generated) into an image storage and retrieval system, store such images on optical disks and make them available to Citation Review Manager and/or Municipal Court judges on their desktops. The City will provide the vendor with approved disposition codes and corresponding business rules.

In the future, the City may desire the ability to conduct telephone and internet administrative reviews.

In addition, the vendor must institute rigorous quality control standards for citations to ensure that all data sent to, and received by, Municipal Court personnel are accurate and reliable. In order to maintain a citation data error rate of less than 2%, the vendor should identify and scrub citation data errors (e.g., name, date of birth, address and license plate number) before transmitting the data to the Municipal Court. It also should review and validate all reports sent to the Municipal Court (e.g., check the Open Citations Report to ensure that it only includes open citations).

4.3 – Functional Requirements for Other Mandatory Citation Management & On-Street Parking Program Support Services

1. Overview – For the purpose of this RFP, the City's mandatory functional requirements for other citation management and on-street parking program support services include the following:

**Summary of Functional Requirements for Other Mandatory Citation Management
& On-Street Parking Program Support Services**

Function	Required Products & Services
1. Automated citation issuance & data capture	- Supply automated ticket issuance devices (TID) & other required supplies for PEOs (including computerized ticket stock) - Perform TID uploads & downloads (e.g., permits, scofflaws & stolen vehicles) - Ensure effective AVI/LPR system interface - Input, maintenance, storage & quality control of citation data (including void data) - Provision & support of host citation issuance software & system - Generation of management reports
2. Parking permit processing	- Record night parking permits sold manually & electronically at walk-in centers, Tow Lot, automated payment centers & police district stations - Contract with reliable printer for all manually & electronically-sold (automated payment center) quarterly & annual night parking permits including those issued manually to disabled & for qualified third shift workers - Input, maintenance, storage & quality control of all parking permit data (night, daytime & disabled parking permit programs) - Generation of comprehensive permit management reports for audit purposes by City
3. Automated payment center support	- Support 9 automated payment centers at designated sites on 24/7 basis - Interface with citation management system & night parking permit database - Accept payment for WE Energies utility bills - Accept all payment forms (credit/debit cards, check, cash) for citations & permits - Arrange with City-approved bank to order $1 & $5 bill change requirements to replenish cash dispensers on daily basis for each payment center - Contract with armored vehicle service to collect money & replenish permits & change in each automated payment center - Produce & dispense night parking permits - Ensure continual servicing of hardware & 99.9% reliability
4. Vehicle towing management	Provision of four automated cashiering stations for City Tow Lot, including software & processing support for all cashiering transactions (e.g., fee assessment, fee adjustment & receipt generation)

system	▪ Provision of tow management system for recording, processing, tracking & reporting all tow processes (i.e., eligibility determination, noticing, dispatch, towing, intake, impoundment, disposal & disposition) for all towed vehicles ▪ Generation of comprehensive management reports
5. Secondary collections	▪ Manage delinquent account collections (i.e., citations overdue at least 80 days) ▪ Manage WisDOR interface for TRIP certifications & payments ▪ Conduct focused collection activities (e.g., credit bureau reporting & skip tracing) ▪ Placement of outbound collection calls using predictive dialer services ▪ Digital recording of all collection calls ▪ Generation & delivery of secondary collection notices & correspondence ▪ Provision of collections software system & support ▪ Itemized tracking & reporting of secondary collection activities & performance

2. Automated Citation Issuance and Data Capture – The vendor shall provide the City with a fully automated and integrated citation issuance system, including automated ticket issuance devices, printers, charging and transmission equipment, batteries, and parking citation stock and envelopes. It shall supply a sufficient number of automated TIDs and other materials (e.g., citation stock and envelopes) for maximizing the productivity of an average staffing contingent of 64 full-time PEOs. The vendor also shall provide a flexible and cost-effective system for capturing ticket issuance data from automated ticket issuance devices.   The City's automated citation issuance and data capture requirements are presented in the table below.

Functional Requirements – Automated Citation Issuance & Data Capture

Factor	Minimum Service Requirement
Automated citation issuance	▪ Provide mobile TIDs to enable PEOs to issue automated parking citations ▪ Generate batch number for TID files & make all imported files available for on-line review
TID uploads, downloads & interfaces	▪ Download computer-generated citations to master file & upload into citation management system at shift end ▪ Post valid automated citations to database within 24 hours of receipt ▪ At shift end, upload TIDs to designated PC at Parking Enforcement Division ▪ Maintain & administer TID uploads & downloads (e.g., night parking permits & permissions, specialized permissions, scofflaws & stolen vehicles) at shift end ▪ Provide seamless AVI/LPR system interface
Automated citation data capture	▪ Provide seamless interface with automated TIDs ▪ Ensure on-line receipt of parking citation data ▪ Ensure efficient transfer of citation data into citation database ▪ Input, maintenance, storage & quality control of citation & void data ▪ At day end, transfer all citation data to citation management system ▪ Enable on-line inquiries for voided parking citations
Voided citation management	▪ Enter citation voids & suspensions into system ▪ Provide on-line capability to administratively void tickets, apply correct void code & monitor voided tickets on-line ▪ Enable on-line inquiries for voided parking citations
Quality control & reporting	▪ Use City-approved file format & parameters for validating street/address data ▪ Provide sufficient reports for timely analysis of PEO productivity performance ▪ Create control reports & return transmittal reports to City ▪ Generate other City-required management reports

The vendor shall provide 75 automated, hand-held ticket issuance devices (TIDs), including a sufficient back-up supply of TIDs. The TIDs shall be self-contained, portable computers of durable construction. They shall be lightweight, easy to read, easy to carry (e.g., with a hand strap) and designed for convenient mobile use by parking and traffic enforcement officers. Each TID field unit shall include a computer, printer, battery pack and enough citations to facilitate the achievement of the City's productivity requirements for parking enforcement officers, without requiring an additional carrying case. The TIDs and printers shall be moisture-proof and capable of operating without interruption in the City's external environment, including low temperatures, high humidity levels and significant temperature fluctuations.

The City's other TID requirements include the following:

- Provide a full alpha-numeric keyboard that maximizes PEO accuracy and speed and facilitates single-key stroke entry with data prompts, stored data fields (e.g., standard violation, street and vehicle codes) and verification routines;
- Maintain accurate date, time and ticket number data on an automated, real-time basis;
- Maintain all other standard data in memory (e.g., officer name, badge number, beat code and issuing agency) and print it automatically on tickets;
- Upon the PEO's completion of data entry, automatically issue a ticket that is impervious to rain, sunlight and changes in temperature;
- Automatically capture all relevant data for newly-issued tickets (e.g., ticket number, date and time, registration state and number and expiration date, vehicle make and body style, police district number, meter number (if applicable), , violation code, officer identifier, fine amount, and remarks section;
- Enable PEOs to easily correct a ticket and issue a new ticket with the same number prior to recording;
- Enable PEOs to identify tow-eligible vehicles and stolen vehicles and those without night parking permits or permissions;
- Use standard, re-chargeable batteries with adequate battery capacity to power all equipment for at least one eight-hour shift;
- Ensure adequate data integrity, recoverability, storage and memory; and
- Include flexible programming and effective communications capabilities.

All citation data shall be stored for automatic transfer to the citation management system at shift end. In order to eliminate the need for back office data entry of citation data, the vendor's system should accommodate the on-site interfacing of the TIDs with the parking citation management system for citation processing purposes. The system shall automatically and quickly download the citation data, generate daily activity reports, upload data for the next shift and charge the TID. The charging process should be concurrent. The vendor shall supply sufficient chargers and transmission cradles to support the handheld devices. The vendor also shall furnish adequate supplies (e.g., batteries and tickets) and technical support over the term of the contract to ensure that all PEOs deployed to enforcement areas are fully equipped with operational TIDs at all times. Finally, the vendor is encouraged to provide information on the

feasibility of utilizing wireless technology for the TIDs to communicate in real-time, upgrading the automated TIDs to include cameras, upgrading the TIDs to be GPS-enabled and providing for an interface with the City's new multi-space meter system.

3. Parking permit processing – The vendor shall provide the requisite technology and service to effectively support the City's various parking permit programs, including day- and night-time programs. The functional requirements for parking permit processing are outlined below.

Functional Requirements – Parking Permit Processing

Factor	Minimum Service Requirement
Permit zone maintenance	▪ Establish, digitize & maintain commuter-impacted and RPP permit zones ▪ Provide on-line access to permit zone database ▪ Ensure full street/address data maintenance abilities ▪ Enable staff to perform on-line zone updates (e.g., street information)
Permit account management	▪ Provide on-line capabilities for City-approved staff to add, change or delete permit accounts ▪ Update account data (e.g., name, permit number & vehicle) ▪ Input, maintenance, storage & quality control of all parking permit data (night, daytime, disabled & third shift workers parking permit programs)
Permit sales	▪ Sell & record night parking permits by quarterly & annual permits at walk-in centers, Tow Lot, police district stations & automated payment centers
System interface & access	▪ Interface night parking permit database with citation management system to ensure that persons with valid permits are not cited or towed ▪ Support on-line inquiries of permit accounts by account number, decal number, license number, name & street ▪ Ensure Police Department access to night parking permit database
Accountability	▪ Provide accounting & other financial controls for permit payments ▪ Design, maintain & generate parking permit program management reports as requested by the City ▪ Generate comprehensive management reports

The vendor must support the City's parking permit programs, including all residential, daytime and night parking permit programs. In the future, DPW may explore the feasibility of an active, RIFD-based permit process. In addition, the DPW and the Police Department may like the ability to offer web-based and mail-in parking permit sales.

4. Automated payment center support – The vendor must support the City's automated payment centers as an integral component of its on-street parking permitting and enforcement programs. The functional requirements for automated payment centers are outlined below.

Functional Requirements – Automated Payment Center Support

Factor	Minimum Service Requirement
Equipment	▪ Support nine automated payment centers at six district police stations for acceptance of citation payments & issuance of parking permits ▪ Ensure continual servicing of hardware and ensure reliability of 99.9% ▪ Ensure cash dispensers and permits are replenished in a timely manner

Permits	- Offer interactive permit ordering capabilities for customers - Produce & dispense acquired permits
Payments	- Accept all payment forms (e.g., cash, check, debit/credit card) & track each activity (e.g., quarterly & annual permits, citation payments, utility payments) by payment form & machine - Provide secured collection & delivery of payments
System integration	Ensure integration of automated payment center system with night parking permit database & citation management system
Reporting & accountability	- Promptly pick-up, deliver & deposit receipts to City-approved lock box/account - Provide full reconciliation & reporting of all transactions

The City's automated self-operated payment centers must be fully and functionally integrated with the citation management system and the night parking permit database. The vendor must institute a scheduled preventative maintenance and support program to ensure 99.9% reliability.

5. Vehicle towing management system – The vendor must support the City's vehicle towing management program, including its management information system. The functional requirements for this program are outlined below.

Functional Requirements – Vehicle Towing Management System

Factor	Minimum Service Requirement
Cashiering	- Provide four automated cashiering stations for Tow Lot - Ensure full software & processing support for all cashiering transactions (e.g., fee assessment, fee adjustment & receipt generation) - Streamline & expand entry & multi-record correction capabilities - Integrate credit card transactions with cashiering system (now manual) - Add dedicated key for debit cards - Automate credit card data entry process
Towing processing	- Validate data for all vehicle entries (cannot find stolen vehicle if one digit off) - Provide tow management system for recording & processing, tracking all tow processes (i.e., eligibility determination, noticing, dispatch, towing, intake, impoundment, disposal & disposition) - Validate data for all vehicle entries (cannot find vehicle if one digit off) - Provide tow management system for recording, processing & tracking all tows (i.e., eligibility determination, noticing, dispatching & towing)
Vehicle storage	Provide tow management system for recording, processing & tracking all stored vehicles (i.e., intake, impounding & disposing)
System interface	- Ensure on-line, real-time inquiry support for Tow Lot personnel (e.g., towing requests for booted vehicles, when enacted) - Provide interface with wireless handheld units for verifying vehicle information, release, inventory & assessment of vehicles stored at the Tow Lot - Provide interface of tow record with videos or other assessment-related digital images
Reporting & accountability	- Provision of tow management system for tracking & reporting all tow activities - Generation of comprehensive and ad hoc management reports

The vendor must provide an effective technological solution to support the City's vehicle towing management program for all towed vehicles. This system shall provide the capabilities to record

citizen complaints and inquiries on-line, schedule the removal of illegally-parked and abandoned vehicles, track the towing and storage of illegally-parked and abandoned vehicles and update and display relevant data. The City also must maintain an automated vehicle inventory to facilitate the prompt location of vehicles. The vendor shall generate notices for all towed vehicles in order to satisfy the established notice requirements. The tow system shall also track tows by zone and street location. The system should track compliance with pre-determined performance criteria. Finally, the vendor shall support the City's junk-bid (J-bid) process, with call-in lines, auction programs, titling/de-titling notifications and other related functions. The vendor's system should be integrated with the citation management system to ensure that payments or other case dispositions update booting and towing lists in real time. The vendor also should be able to effectively interface the tow system with the stolen vehicle database provided by the Police Department.

The City desires to acquire an enhanced towing management system. For example, tow releases should be automated to automatically trigger inventory changes and other transactions and the Tow Lot's system downtime—and disruption to vehicle releases—should be minimized. An enhanced vehicle towing and storage system should include the following:

- Cashiering – streamline and integrate all cashiering functions, offer menu-assisted, touch type functionality for key transaction types (e.g., tow release, summons/complaint issuance linked to court scheduling system, permit/citation payments and record updates) and enable multiple cashiers to work from a single workstation without closing out for breaks and improve cash management controls;
- Data entry and access – automate vehicle registration data entry, minimize redundant data entry for different transaction types, automate data transfers, ensure rigorous data validation for all entries, and ensure real-time on-line access and inquiries for all vehicle towing and storage, night parking permit, citation management, and related databases;
- Transaction processing – unify towing databases, automate billing for all vehicles, improve processing of payments for towing fees, storage fees, parking citations, night parking permits, sales permits, vehicle salvage fees and other fees, integrate DMV registration holds and TRIP certification with citation management system, integrate DMV de-titling process, accept credit card transactions and merge sales function for auctions;
- WisDOT Interface – interface with the DMV for driver's license scan and VIN scans for direct data updates;
- Lot management – automate Tow Lot inventory process and provide mobile automated hand-held units for vehicle data entry, release, search and views (like those used at vehicle rental agencies), incorporate automatic VIN readers and bar code inventory system;
- Security – restrict access by employee security levels, eliminate secondary log-in requirement and implement keycard, code or finger-print security feature and provide restricted access to towing contractors to remote locations;

- Report and form generation – automate generation of key forms (e.g., summons and complaint forms) and implement menu-assisted report generation; and
- Records management – design and implement a records management program for the towing and storage operations, scan and electronically archive documents and improve ability to store and access video images.

The City will welcome proposals that address most if not all of the above desired enhancements. DPW desires efficient processing and customer service for all transactions performed at the Tow Lot, including towed vehicle view, search and release, summons/complaint issuance, permit/citation payment and record updates. DPW also is considering facility improvements (e.g., expansion of the customer reception area) to add at least one more (i.e., a fourth) cashiering station. Such changes will require vendor support.

6. Secondary collections – The vendor shall provide an effective collection program and make diligent, cost-effective efforts to collect the delinquent accounts assigned by the City. The City currently defines a delinquent account as any parking citation not paid within 80 days of issuance. The City's secondary collection requirements are presented in the table below.

Functional Requirements – Secondary Collections

Factor	Minimum Service Requirement
Debtor identification	▪ Promptly access & obtain accurate vehicle registration data with high success rate from DMVs in Wisconsin & all other states & DC that legally permit data exchange ▪ Sort & aggregate citation by license plate, match number & date of registered vehicle against DMV files & identify vehicle owner name & address ▪ Initiate advanced skip tracing if no contact made with debtor ▪ For notices returned with incorrect address, access postal service forwarding system or local cross-referencing directories to identify debtor
Notice dunning	▪ Notify debtor of outstanding liabilities & issue dunning notices, using most productive approach as determined by City ▪ Notify credit bureaus of major scofflaws as defined by City ▪ Provide business reply envelope with courtesy reply envelope
Telephone dunning	▪ Use telephone dunning for appropriate accounts to directly contact debtor, inform violator of potential sanctions, encourage payment & collect amount due ▪ Continue telephone collection activities at approved intervals until collected ▪ Use electronic dialer to increase efficiency of telephone collection campaign ▪ Digitally record all calls for secondary collections (retain at least 90 days)
TRIP certifications & payments	▪ Obtain driver license numbers of delinquent violators from WisDOT to certify with TRIP ▪ Obtain any other information necessary (third party) to certify with TRIP if driver license number cannot be obtained ▪ Obtain & process TRIP certifications for violators meeting parameters defined by the City ▪ Obtain, process & account for TRIP payments & update citation management system ▪ Remove parking debt from TRIP once transmitted to municipal court
Collection	▪ Offer full menu of payment options (e.g., on-line credit card & check payments)

accounting	▪ Offer payment alternatives where appropriate ▪ Allow partial payment & suspension of enforcement activity for good faith payors ▪ Enable City to refer unpaid towing & storage fees to secondary collections ▪ Enable the imposition of collection fees to balance due, if requested by City ▪ Add or accrue additional charges (e.g., interest) for accounts if requested by City
Collection account analysis	▪ Sort & analyze delinquent account data ▪ Analyze collectable citations & report collectable citation data to City (e.g., number & value by state, license plate & aging category) ▪ For un-located accounts, store registration & citation data on system & automatically resume collection activity when subsequent citations issued ▪ Resume collections when violator successfully terminates bankruptcy proceedings
Collection activity tracking & reporting	▪ Maintain timely, accurate & easily-audited transactional database ▪ Generate monthly reports tracking assigned citations, collection actions, including monthly comprehensive collection report (e.g., referral date, amounts due & collected, contingency fee, net remittance & account status) ▪ Produce accounts receivable reports for all accounts, including number & value of unpaid parking citations & collections by aging category as defined by the City ▪ Produce monthly report of uncollectible citations purged from the system (as allowed under City policy) ▪ Analyze accounts receivable trends (e.g., collection ratios by violator, technique & aging category) & recommend more effective collection methods

The contractor shall employ sufficient number of professional collection agents and support personnel to carry out secondary collection activities and maximize the collection of referred citations. The contractor shall prepare and recommend written business rules for governing the secondary collection procedures, but the City retains the right of final approval for such rules. Upon request, the contractor's personnel shall meet periodically with City personnel to discuss collection services and methods. The vendor must provide effective accommodation for non-English speaking payers.

Each month (no later than ten business days after the end of the prior month), the contractor shall provide a remittance check and a comprehensive collection activities report. Upon receipt of a written request, the contractor shall immediately make available to the City any and all records pertaining to the collection of delinquent accounts at a City-designated site during normal working hours. At a minimum, the contractor shall maintain files documenting each delinquent account and the full history of all collection activities conducted for that account.

DPW will refer accounts to the contractor at its sole discretion. The contractor shall collect payments on all accounts assigned by the City, including cases of unsuccessful prior collection attempts by the City or other collection agencies. The contractor, upon the City's request, shall suspend collection activity and return, at no charge, any accounts referred to the contractor in error. The City also may recall any case previously referred to the contractor after one year at no charge to the City, but any amounts received on recalled cases within thirty (30) calendar days from recall will be credited to the contractor at the applicable contingency fee rate. The contractor shall not negotiate reductions in any delinquent account without the City's prior written approval.

The vendor must adhere to nationally-accepted professional standards for collection activities and ensure the professional quality, technical quality, timely completion and coordination of all secondary collection services furnished by its officers, employees, agents and subcontractors. The vendor shall fully comply with the Fair Debt Collection Practices Act, Fair Credit Reporting Act and all other applicable federal statutes, regulations, rules and standards, plus all applicable Wisconsin fair debt collection practice and consumer protection laws and regulations, and applicable licensing and accreditation standards for collection agencies. In addition, the vendor must be able to demonstrate a successful track record with the collection of overdue parking citations at comparable volumes.

4.4 – Optional Services

1. Overview – The City has identified certain optional services for which it may require support from a qualified vendor in the future. Those optional services are booting/parking enforcement interface and parking program analysis.

2. Booting/Parking Enforcement Interface – The City is seeking legislative authorization to boot parking scofflaws for unpaid citations. If and when this legislation is approved, the City will need a vendor to support a comprehensive booting program. The functional requirements for the booting program are outlined below.

Functional Requirements – Booting/Parking Enforcement Interface

Factor	Minimum Service Requirement
Scofflaw identification	▪ Enable identification of scofflaws by citation number, vehicle owner name, license plate number & vehicle identification number ▪ Automatically identify cited vehicles with outstanding citations ▪ Provide on-line inquiry capabilities for generating scofflaw lists ▪ Generate & update boot eligibility list ▪ Generate & download all boot-eligible vehicle data (e.g., LPNs) into TIDs & AVI/LPR units
Field support	▪ Provide effective interface with automated TIDs & AVI/LPR units ▪ Enable PEOs to automatically identify boot-eligible vehicles ▪ Give booting crews on-line, real-time access to boot-eligible vehicles ▪ Install & maintain mobile PCs in boot vehicles ▪ Provide fully functional GPS transponders in boot vehicles & install GPS tracking system interfaced with dispatch operations ▪ Display on-line scofflaw status on office & mobile boot vehicle PCs ▪ Enable boot crews to perform mobile, real-time vehicle clearances & updates
Boot tracking	▪ Enter booted vehicle & boot release data ▪ Provide on-line inquiry support for booting program ▪ Record & document all booting transactions ▪ Track boot deployment & booted vehicle location & status ▪ Track vehicle boot release orders & updates ▪ Automatically update citation database
System interface	▪ Ensure on-line, real-time posting of all payments for booted vehicles

	▪ Record & document all booting transactions for parking scofflaws ▪ Automatically update citation management database with booting data ▪ Automatically communicate boot release data & update boot-eligible list when citations paid, dismissed or closed
Reporting	▪ Enable PVB to easily display boot records & boot history ▪ Enable users to sort boot-eligible vehicles by citation issuance or registered vehicle owner address to help PEOs locate vehicles ▪ Display booted vehicle status, boot deployment & on-street boot days ▪ Generate daily reports of booted vehicles ▪ Generate towing request orders for booted & tow-eligible vehicles ▪ Automatically generate report of booted vehicles by officer for parameters

Subject to pending enabling legislation, the vendor must be able to support the City's planned vehicle immobilization program for scofflaws, including the provision of on-line, real-time inquiry support in the office and field. The vendor's system must identify violators with multiple delinquent violations (in accord with City specifications), ensure the accurate and immediate posting of payment or other disposition data and inform the City's boot teams of their current status. The mobile digital terminals in the booting vehicles should give booting officers real-time updates of booted vehicle status, including payments, dismissals and clearances.

3. Parking Program Analysis – The City may desire additional management and analytical support to take full advantage of local and national parking data and trends. Vendors are encouraged to propose the services of a full-time or part-time management analyst to prepare and present timely and useful management reports to the City, analyze and interpret such reports and the underlying data, identify critical performance trends and issues, and recommend enhancements to the City's program and operational practices as well as better ways to use existing management reports more effectively.

4.5 – Management Reporting Requirements

The comprehensive service contractor shall design and provide a hierarchical set of pre-programmed, dynamic, flexible, useful and visually-compelling management reports. The reporting structure will range from strategic, dashboard indicators to detailed front line performance statistics. The structure, format, frequency and content of all management reports shall be subject to prior City approval. Upon City approval, the vendor shall provide a full complement of daily, weekly, monthly, annual and real-time management reports that help DPW (and, where appropriate, other City agencies) continually and effectively monitor, assess and improve the operational performance of the City's on-street parking and citation management programs. The comprehensive service provider will have single-point accountability for the management reports.

The vendor shall provide comprehensive, accurate, detailed, useful and timely citation management reports in accord with formats, guidelines and frequencies approved by the City. These reports shall track citation activity at key stages (e.g., data entry, processing, noticing, collections and disposition), citation revenues by fee type (e.g., fine, late payment penalty),

citation revenues by violation type (e.g., meter, permit and other), citations by disposition type (e.g., voids, dismissals & paid) and all other City-required parking management metrics (e.g., citations issued, payments received, notices generated, dispositions by type and collections by aging category). In addition, the City will require *ad hoc* reports as requested by elected officials, DPW management, the media or through open records requests. The vendor must respond to these requests in a timely manner and in some cases provide the information on the same calendar day, or at most within 24 hours of the request. Sample management reports required by the City are listed in the table below.

Summary of Sample Management Reports by Function

Function	Required Attributes of Management Reports
Citation issuance & data capture	▪ Issued citations by violation, location, violator, issuer, beat, day & time category, & those issued by TIDs and those manually issued ▪ Voided citations by void reason or code ▪ Officer log, productivity, shift utilization & beat utilization ▪ Design, maintain & generate parking enforcement management reports as requested
Citation processing	▪ Citations processed by status (e.g., entered, voided, dismissed, open & closed) ▪ Citation processing activity & operator productivity ▪ Citations by registered owner status ▪ Skeletal, duplicate, suspended & reactivated citations ▪ Unidentified citations (i.e., citation data does not match DMV data) ▪ All other system-generated events & processing transactions ▪ Automatic sorting of citation data for various fields in a chronological or alphabetical manner(e.g., differentiate voids & dismissals) ▪ Detailed audit trails of recorded transactions ▪ Cleared citations by closure reason/code
Noticing & account management	▪ Notice activity log ▪ Notices by violation, violator & notice category ▪ Notice holds or suspensions with reason for hold/suspension ▪ Notice effectiveness by notice category ▪ Notice detail for scofflaws (tow-eligible violators)
Customer service management	▪ Correspondence (letters) received, processed, resolved & pending ▪ Complaints & inquiries by issuer, violation, violator & complaint category ▪ Complaint & inquiry dispositions by issuer, violation, violator & complaint category
Payment processing	▪ Payments by violation, violator & payment category ▪ Payments by other category (e.g., late, out-of-state, post-activity) ▪ All other payment processing transactions (e.g., partial payments, overpayments, unidentified payments, refunds, payment adjustments & corrections) ▪ Transactions & dollar values by payment type & processing mode ▪ Cashiering reports (e.g., daily cash, detail cash & over/under-ring reports) ▪ Late, NSF or other fees (e.g., charged, paid, outstanding & removed) ▪ Overpayments by type (e.g., apply, refund or unknown) & refunds by account ▪ Accrued fine & late fee aging analysis (e.g., 30, 60 & 90 Days) ▪ Full payment transaction, deposit & payment reconciliation audit trails
Secondary collections	▪ Citations & dollars assigned by violation, violator, license plate, payment & aging category ▪ Citations & dollars collected by violation, violator, license plate, payment & aging category ▪ Scofflaws & other top violators ▪ DMV hold reconciliation

	▪ Collection receipts by collection agency, payment mode (e.g., OTC, mail, IVR) or payment cycle threshold (e.g., after 2nd collection notice or TRIP certification) ▪ TRIP collection performance ▪ Citation aging & credit balance report
Administrative review	▪ Daily review docket (number of reviews, number of citations reviewed, value of citations reviewed) ▪ Disposition analysis by citation (e.g., void, dismissal, payment of original forfeiture, payment of portion of late fees, payment of total amount outstanding, sent to court)

Note: Reporting frequencies (e.g., daily, weekly, monthly, annual & year-to-date) shall be determined by City.

Upon contract award, the vendor(s) will work with DPW to define the management reporting structure. The parties will incorporate the agreed-upon management reporting structure in the final contract(s).

The vendor must provide a web-based dashboard system and as well as on-line access to management reports through PC workstations connected to its system. The vendor's system should ensure quick and easy access to reports using browser-based software, clear report indices and summary report formats. The vendor should give City staff the ability to print or save reports onto disks for future use.

The vendor shall provide comprehensive, detailed and current documentation for all vendor system resources and City parking citation transactions. This documentation shall include vendor production schedules, activity records (e.g., citations processed, documents generated, notices mailed, inquiries received, DMV transactions performed and TRIP certifications requested). The vendor will maintain an effective system for recording, monitoring and resolving all citizen complaints and inquiries. Moreover, it will maintain a performance reporting system to track and resolve customer service problems as they arise.

The City's initial management reporting requirements will be finalized in the contract. The City and selected vendor will jointly design the report structure to be set forth in the contract documents. The vendor shall specify and design all required reports to be issued on a daily, weekly, monthly, quarterly and annual basis as specified by the City. Any daily report shall be designed to provide cumulative (year-to-date) weekly, monthly or annual totals. Since the City's reporting needs are likely to change over the course of the contract, the vendor must have the flexibility and capability to modify these reports at no additional cost to the City.

Any vendors selected by the City to provide one or more unbundled services, as defined in this RFP, shall develop a management reporting package for that service or those services. For example, the vendor selected to provide a vehicle towing management system will develop a full array of management reports to enable DPW to track and analyze towing activity. Such reports could include information about towed or stored vehicles by violator category, zone or location and performance data (e.g., towing response time).

The vendor shall provide a user-friendly, *ad hoc* report writer feature to enable the City to access and analyze data online, and design and generate custom desktop reports. The City

should have the ability to print *ad hoc* reports at City sites and at the vendor's local service center. All files supporting these reports shall be available and accessible to the City. Upon receiving a City request to produce an *ad hoc* report, the vendor shall carry out the request promptly and at no additional cost to the City. Upon request, the vendor must train City staff in the design, use and interpretation of management reports produced by its system, and consult with City staff regarding reports, at no additional cost to the City.

4.6 – Technology Requirements

1. Overview – The provider of comprehensive services shall provide the requisite technology platform for meeting all functional requirements set forth in the RFP. Any contractors selected by the City to provide any one of the discrete or unbundled services set forth in this RFP shall be required to provide the requisite technology platform for meeting the functional requirements set forth herein for those particular services.

2. Technical Requirements for Citation Management System – The comprehensive service contractor shall provide an automated, comprehensive, on-line, real time, user-friendly, reliable, integrated, flexible and auditable citation management system, and all computer hardware, software and equipment required to support this system. While each vendor proposing a comprehensive service package must fully demonstrate how its proposed citation management system will meet the City's requirements, the system shall have, at a minimum, the characteristics summarized in the table below.

Summary of Required Characteristics for Citation Management System

Feature Type	Mandatory System Characteristics
Data entry, access & processing	▪ Scan & digitize images of all documents & records to store & facilitate data citation retrieval ▪ Enter or ensure controlled entry of all citation management system data ▪ Expedite efficient & effective processing of all citation transactions & data ▪ Ensure on-line, real-time user access to all citation program data (e.g., data required to ensure quick & accurate responses to citizen inquiries) ▪ Ensure data access via full range of screens & data elements (e.g., citation number, date & location, vehicle registration state/number & LPN/state, VIN, violator name/driver license number & fleet name/code)
Data display, update & storage	▪ Expedite responses to all walk-in, telephone & Internet-based inquiries ▪ Enable users to immediately display all citation-related data (e.g., citation number, type, date & officer) ▪ Enable users to immediately display all vehicle-related data (e.g., vehicle state/registration number, tow eligibility & citation history) ▪ Enable users to immediately display all other required data (e.g., inquiry type, date & result or fleet program participation) ▪ Enable authorized users to perform on-line updates of all citation data to reflect relevant transactions (e.g., noticing, payments & adjudication dispositions)
Database management	▪ Maintain an automated database with capacity to process at least 500,000 citations per year & access records of at least 10,000,000 citations, violator records, license plates & violators

	▪ Manage all database functions (e.g., data changes, data updates, data integrity analysis & reporting & file purge processing) ▪ Build & maintain comprehensive, integrated & secure citation database ▪ Track all relevant data for every citation (e.g., citation number, violation code, date, time & location, officer, vehicle code, make, model & color, registration state & number, fine & fee amounts & disposition codes) ▪ Link unified database with appropriate subsystems to allow easy desktop retrieval, review & update of all related data ▪ Furnish comprehensive & current data dictionary of all data tables, elements & references for any hosted data on timely basis to City in City-approved format ▪ Provide adequate audit & security controls for database
Communications	▪ Maintain ultimate responsibility for all citation & parking data communications ▪ Ensure effective seamless interface & communications between citation management system & other sub-systems (e.g., AVI/LPR & TIDs) ▪ Provide all communications network hardware & software required to maintain continuous citation system operations, seamlessly link system hardware, browsers & databases, ensure immediate access to citation & parking database for all authorized users & ensure prompt data downloads & uploads ▪ Work with DPW Technology Support Section to provide most cost-effective & secure communications solution (could include direct City fiber connection to locally-installed citation management system)
Other	▪ Maintain audit trails of all actions taken regarding each citation, from citation issuance through final resolution ▪ Protect, store, secure & back-up all hosted data as approved by City ▪ Obtain prior City approval of all data recovery procedures & frequencies

The vendor shall provide all hardware required to satisfy or exceed the functional requirements set forth herein for all services within all applicable manufacturer support guidelines. The vendor's system will require several hardware components, including robust application servers for processing on-line, real-time inquiries, interfacing with other computer systems and storing vast quantities of data. The City will have multiple users who will require access to the vendor's citation management system simultaneously. The system shall comprise a Windows/PC-based network with adequate computer terminals and monitors, adequate memory, hard and disk drive capacity and security controls and link to the City's fiber optic network. The City's user stations will be located in the Municipal Building, Police Administration Building, police district stations, parking enforcement facility and the City Tow Lot. The vendor is only required to provide computer terminals and monitors at the seven police district stations. A total of eight is required—with two allocated to Police District Station #5.

The vendor shall manage all data processing facilities required to support the citation management system. It shall operate a sophisticated, state-of-the-art data center to meet the City's functional requirements, with adequate flexibility to meet significant increases in the City's needs. The data center shall be adequately protected against any power interruptions or surges. In addition, the vendor shall ensure adequate security for the data center, including controlled access to processing areas, fire prevention and control systems, and the requisite complement of security systems, cameras and guards. The vendor also shall provide ample, dedicated back-up capabilities to supplement on-line processing, accommodate potential processing interruptions and maintain current data (e.g., T1 link redundancy to continue payment processing on a back-

up or stand-alone basis). System maintenance or upgrades which disrupt system access must occur during non-customer services hours and require 72 hours advance notification.

The comprehensive service vendor will be responsible for assuring the seamless integration of the citation management system and systems provided by other vendors (e.g., a secondary collection subsystem). This vendor also will be expected to work with DPW and other City agencies to identify opportunities for improving the integration and performance of relevant application systems.

3. Technical Requirements for All Systems – Every contractor, regardless of the service provided, shall provide an automated, comprehensive, on-line, real-time, user-friendly, reliable, integrated, flexible and auditable system, and all computer hardware, software and equipment, required to deliver the service in a manner that meets or exceeds the City's functional requirements for that service. At a minimum, each system or sub-system shall have the characteristics summarized in the table below.

Summary of Required Characteristics for All Systems

Feature Type	Mandatory System Characteristics
Software development	▪ Provide Windows-based client application software ▪ Provide proven commercial database software ▪ Offer flexible & modular design for accommodating City's anticipated transaction volumes & dynamic needs to facilitate cost-effective modifications ▪ Maintain all system software (including application software, database software, operating systems & other devices) within manufacturer support guidelines & at most currently-available version (fully operational & licensed if applicable)
Data entry, access & processing	▪ Enter or ensure controlled entry of all system data ▪ Expedite efficient & effective processing of transactions & data ▪ Ensure City full on-line, real-time & unrestricted access to all hosted data for any purpose via any City-approved screen, format or method ▪ Ensure 24x7 accessibility (except for scheduled system maintenance) ▪ Use City-approved file format & parameters for validating street/address data ▪ Deliver all required data to desktop with prompt desktop response time
Data display, update & storage	▪ Enable users to immediately display all other required data ▪ Enable authorized users to perform on-line updates of all data ▪ Store citation data & documents in accord with City's requirements ▪ Obtain written approval from City before disposing of any City data
Database management	▪ Build & maintain complete, integrated & secure database for system ▪ Track all relevant data for every system transaction ▪ Link database with comprehensive citation system ▪ Secure prior City approval of any database used to contain or manipulate data
Communications	▪ Work with DPW Technology Support Section to provide most cost-effective & secure communications solution which could include direct City fiber connection to locally-installed citation management system ▪ Ensure full network compliance with City standards (e.g., user name & password conventions, IP addressing schemes, domain & directory services structures, log-on script processing, WAN technology, LAN structure & desktop configurations)
Security & reliability	▪ Minimize on-line system down-time & maximize system availability (i.e., ensure *four 9s* reliability)

	▪ Perform system maintenance on Sunday morning at a time agreed upon by the City or for any reason system has to be taken down ▪ Provide sufficient security features to prevent system abuse & minimize potential risks of data loss, damage or manipulation (e.g., unique access codes for authorized personnel & multiple security access levels for different modules & data files) ▪ Automatically detect any security breaches & investigate & report such breaches to City ▪ Back up all systems, databases, libraries & data files at least once per day with the ability to restore from log files up to current time (e.g., after on-line system shut down & nightly batch work) ▪ Back up daily tapes & send to off-site storage on weekly basis ▪ Transfer transaction database & updates to City on quarterly basis ▪ Upon communications failure, ensure continuous processing back-up or stand-alone basis, store all transactions on hard disk & transmit to data center & recover all data up to point of failure (without loss of data or data integrity) ▪ Upon major system component failure, offer prompt, seamless switch to back-up processing center or alternate facility with real-time data connections
Other	▪ Acknowledge City ownership of all hosted data ▪ Provide adequate audit & security controls for database ▪ Provide adequate system & procedural controls to ensure full accountability of all transactions & monies, from initiation through final resolution & archiving ▪ Maintain rigorous control & reconciliation procedures for on-line & batch updates

The vendor shall provide all hardware required to satisfy or exceed the functional requirements set forth herein for the services it delivers within all applicable manufacturer support guidelines. The vendor also shall provide all relevant system components with a sufficiently-controlled environment (e.g., filtered UPS power, temperature control and fire mitigation) to ensure stable system operations, and allow a controlled shutdown without data loss in the event of power shortages or climate-related failures.

Each vendor also shall propose a plan to maintain and test a disaster recovery and business continuity plan to provide for the quick restoration of all facilities and technology resources. The plan shall provide for a disaster recovery site with adequate office space, technology resources and any other resources required for effective service. The vendor must provide adequate back-up, service restoration and recovery systems and procedures and, as necessary, off-site resource redundancy and alternate processing arrangements, to ensure effective and timely transaction processing during any system downtime.

Each vendor, for any and all service categories, shall provide a continuous, around-the-clock help desk support facility to expedite the prompt identification and resolution of system performance problems. This facility shall include a toll-free number staffed by experienced technical support personnel and an automated problem tracking and resolution system. To minimize system downtime, the vendor should provide a responsive, efficient and cost-effective process to diagnose, replace or repair any component that fails to perform to specifications. The vendor also shall promptly and thoroughly respond to any external and internal audits of system controls, procedures and security features.

The vendor shall effectively and fully document all systems and make timely enhancements to all system software at no cost to the City. It shall provide current, detailed system documentation, including but not necessarily limited to, system user manuals describing each system component, functional manuals describing the use of each system component in the context of day-to-day job duties, and any forms or documents that must be completed by staff or customers. The vendor shall provide comprehensive system acceptance services, including system demonstration, system testing, user acceptance testing and system modification testing, and provide at least one (1) year's written notice of any intent to terminate its support or maintenance of the system it contracts to provide.

The vendor shall provide hardware, software, databases and other technology resources that will accommodate the City's current and anticipated processing volumes and adapt to future technology changes. The system hardware and software shall be sufficiently flexible in design and architecture to accommodate potential changes in the City's legal and operating environment (e.g., changes in statutes, ordinances and business rules). The contract shall include a mechanism for defining, developing, testing and approving design specifications for system changes. To the extent that the vendor makes system upgrades, it will provide comprehensive system acceptance services, including system demonstration and testing, and user acceptance testing.

4.7 – Other Requirements

1. Overview – The comprehensive service vendor will have to provide ample facilities, including space comparable to the current walk-in facilities and central office space for housing the call center, local management staff and any other internal operations and personnel required to meet the City's functional requirements.

2. Personnel – The vendor(s) shall provide adequate staff to maintain the citation management system, operate the parking violation program, ensure effective customer service and perform all other services required to meet the City's objectives and functional requirements as set forth herein. Each vendor will be responsible for determining the most effective and efficient staffing plan for meeting the City's needs for the service it proposes to deliver, but it must demonstrate precisely how its proposed staffing plan will best serve the City's interests.

The City encourages each vendor to develop and propose a staffing plan that will dedicate the maximum quantity and quality of staff resources to the City in a cost-effective manner. For example, each vendor proposing the comprehensive service package should submit a staffing plan that honors the following principles:

- There should be a Senior Account Manager with the requisite authority and responsibility for ensuring the overall success of the vendor's contract with the City;

- There should be a Local Service Manager responsible for supervising all local staff and services (e.g., walk-in payment processing and customer inquiry services);
- The customer service personnel should have the requisite expertise, tools and other means to resolve all telephone, internet and correspondence inquiries in a prompt and professional manner;
- The vendor should ensure the availability of qualified technology professionals (e.g., network administration and automated TID support technicians) for supervising system operations and resolving system performance issues;
- A qualified financial/accounting professional should be assigned responsibility for supervising the recording, reporting and reconciliation of financial transactions; and
- There should be an adequate number of qualified personnel (e.g., cashiers and customer care specialists) to meet the City's functional requirements and accommodate the City's anticipated transaction volumes.

In order to meet the City's objectives and functional requirements, the vendor will likely have to provide a blend of on-site and remote personnel. In some cases, a vendor may find it necessary to hire local individuals to fulfill key on-site roles. In any event, the vendor's staff must possess the requisite capabilities to perform their assigned roles in a professional, effective and efficient manner. Where appropriate, such individuals may be required to possess technical certifications as evidence of their capabilities or have to undergo security clearance and background checks.

The vendor must provide staffing in accordance with the approved staffing plan throughout the term of the contract, except as otherwise approved by the City. The vendor must adhere to the requirements of the Resident Preference Program (Section 5.6) and the Living Wage ordinance (Section 5.5) for hiring staff. The vendor must provide a current organization chart at least once per year, and upon any changes in the approved staffing plan. The vendor will ensure that all employees receive adequate training in relevant state legislation and regulations, City codes, regulations, rules and policies, vendor system and procedural requirements and customer service operations. The vendor also shall maintain adequate insurance coverage for all employees handling cash and other funds.

3. Walk-In Service Centers – The vendor must operate two walk-in service centers and staff a third (provided by the City). The two walk-in service centers must be located within the boundaries of the City of Milwaukee and their locations must be approved by the City. The service centers must be established within 90 days of contract execution. The service centers shall be responsible for performing all required citation management program functions specified herein, and managing all resources committed to the successful achievement of the City's objectives. The vendor shall staff the local service centers during the regular operating hours designated by the City. The vendor shall provide adequate physical security for all equipment, files, cash, checks, citations, permits and other items located at the local service center, and maintain its walk-in customer service facilities in full compliance with applicable City standards.

4. Call Center – The vendor shall provide a full service, user-friendly call center for handling the City's volume of citation-related telephone calls. Citizens shall have the ability to make toll-free calls to this facility to complain or inquire about parking citations, make payments or schedule administrative reviews. The vendor shall handle and record all such telephone calls in accord with guidelines approved by the City and document call center performance, including the number of calls answered, call wait times, and abandoned calls.

The vendor's telephone facility shall include a 24/7 Integrated Voice Response System (IVR) that handles all incoming phone calls, takes messages, provides accurate and reliable account information and accepts payments. The vendor's pay-by-phone service must be fully integrated with the vendor's telephone answering system and parking citation database. The facility should include a TTY line for hearing-impaired inquiries. The vendor must provide all hardware, operational system software and application software for the IVR. In addition, the vendor's system shall automatically track key performance indicators, including incoming calls, processed calls, IVR-processed calls, operator-processed calls, disconnected calls, busy calls, average wait time per call and average call time.

5. Implementation – The products and services procured through this RFP must be fully implemented by January 12, 2009. Assuming contract execution by July 1, 2008, the contractor(s) must develop and deliver to the City a comprehensive and realistic transition and implementation plan by August 1, 2008. If the selected contactor(s) cannot effectively implement the required products and services by the required date, any compensation due the existing contractor under the current contract, as extended, shall be assessed against the selected contractor on a pro rata daily basis, as liquidated damages and not as a penalty, for each day of delay.

The vendor must offer a proven approach to implementation planning and coordination for projects of this nature and magnitude. It must provide a thorough, well-conceived and detailed implementation plan for ensuring prompt and efficient installation and conversion, based on the vendor's prior experience as well as the City's unique needs. The project implementation plan shall specify key deliverables and milestones, project tasks, estimated start and completion dates, staff assignments, staff hours and other resource requirements. The plan should clearly indicate the sequencing, critical paths and inter-relationships of all tasks. This plan shall also include a detailed description of planned conversion activities (e.g., transferring City data, converting current vendor files, interfacing with various systems, collecting outstanding citations and processing new citations). This plan must include activity descriptions, anticipated timetables, database conversion requirements and electrical and site requirements.

Finally, the comprehensive services vendor shall document and distribute citation management business rules, provide detailed system manuals and procedures and routinely update such documents as policies or programs are changed. The vendor shall provide detailed system and procedural manuals for City staff and provide a toll-free telephone number for the City to

contact vendor support personnel at any time between the hours of 7:00 am and 7:00 pm, CST, Monday through Friday. In addition, the vendor shall provide forms and records management services. It shall design, procure, distribute and manage all citations, notices, other forms and envelopes. It shall report on the usage and status of all forms as required by the City.

The vendor shall provide comprehensive training of appropriate City staff regarding the operation of the vendor's proposed systems. The vendor must prepare a plan explaining how this training will be implemented and the number of trainees to be trained on each system. The plan shall, at a minimum, include training sessions on all new hardware, software, equipment and other products associated with the implementation of the required services.   The vendor providing TIDs shall provide adequate training to all PEOs to ensure that they can effectively and efficiently use the equipment. The vendor also shall be expected to provide at least 20 hours of ongoing management, user and/or customer service training per year in the form, manner and timing requested by the City.

Section 5 – Contractual Guidelines

5.1 – Contract Award & Term

The City shall have the right to select and negotiate a contract with any vendor (or vendors) whose submittal, in the City's exclusive judgment, best meets the evaluation criteria defined in this RFP. Upon selection, the City will notify the successful vendor of its intent to award a contract, but will reserve the right to communicate with other vendors in order to attain the City's objectives and execute a contract (or contracts) that best serve the public interest. The City will consider joint ventures as long as one firm is clearly designated as the prime contractor and the contract contains language that binds all parties. However, the City reserves the right to approve all subcontractors in advance.

The City desires to award a contract for five (5) years with an option to extend three (3) additional years followed by an option to extend two (2) additional years. Options to extend the contract may be properly-executed by entering into written amendments between the parties.

The City will negotiate in good faith to execute a contract with the successful vendor(s). In the event that the City is unable to execute a contract with the successful vendor(s), the City will begin negotiating a contract with the vendor(s) with the next highest score. Any funds committed or costs incurred by the successful vendor prior to contract execution will be solely the vendor's responsibility. The Commissioner of Public Works will approve the final contract, which is subject to the approval of the City Attorney and the City Comptroller. Any vendor selected to enter into a contract with the City will be expected to enter into an agreement with the City of Milwaukee Department of Public Works that reflects in all material respects the provisions contained herein.

5.2 – Contract Performance Standards & Monitoring

The City intends to include performance standards and targets in the contract(s) entered into as a result of this RFP. Potential performance standards are presented in the table below in accord with the major functions outlined in Section 4.0 of this RFP.

Sample Performance Standards

Function	Target Performance Standard
Overall program management	• Ensure overall collection rate of at least 70% (within 6 years of issuance) • Ensure average clearance rate of at least 80% (within 6 years of issuance) • Maintain system reliability of at least 99.99% • Ensure on-line access to all citation & violator data in 2 seconds
Citation issuance & data capture	• Enter manually-issued citations within 48 hours of receipt • Maintain data entry accuracy rate of at least 98% for all manually-entered citations and permits • Enter manually-issued parking permits within 48 hours of receipt

Noticing & account management	▪ Issue 100% of required notices on schedule
Customer service management	▪ Complete initial processing of 96% of correspondence within 24 hours of receipt & 100% within 48 hours ▪ Ensure customer service average call wait times do not exceed 30 seconds ▪ Respond to all customer inquiries within 24 hours
Payment processing	▪ Process & post all payments within 24 hours of receipt ▪ Deposit all funds within 24 hours of receipt ▪ Identify & resolve cash overages/shortages within 24 hours of deposit ▪ Process refunds within 48 hours after all payments cleared
Secondary collections	▪ Collect at least 50% of in-state debts assigned for secondary collection ▪ Collect at least 25% of out-of-state debts assigned for secondary collection ▪ Certify at least 90% of eligible debtors for TRIP ▪ Obtain accurate registered owner data for at least 90% of unpaid citations
Administrative review	▪ Schedule 100% of requested review hearings in timely basis

There are numerous metrics by which the effectiveness of a municipal citation program can be monitored.   The City will adopt standard definitions for every performance target in the contract.   The City will consider alternative performance standards proposed by the vendor. The parties may negotiate performance incentives and penalties associated with the performance standards. The City reserves the right to waive any performance penalty for cause and, even if it assesses penalties, the right to terminate the contract for repeated failure to comply with established performance standards.

The contractor agrees to enter into a contract with the City of Milwaukee complete the specified work in the manner and form agreed upon by the City. The contractor guarantees that, in case the contractor shall fail to fully and completely perform this contract within the timeframe provided herein and without express approval from the City, it will pay to the City, as liquidated damages as provided for under the contract. The contractor shall decline any offer of work if its services to the City are likely to be adversely affected by the acceptance of said work.

The City will monitor contract performance through a variety of means. An annual financial and compliance audit must be performed by an independent auditing firm under the direction of the City Comptroller's Office. The audit will be paid by the contractor In addition, DPW may conduct an internal audit or compliance review or order an external audit or performance review by an independent consulting firm. The City reserves the right to audit the contractor's facilities, systems, processes and any other operations relevant to this contract on demand and the contractor shall cooperate fully in every way requested by the City in such audits. The vendor shall provide the requisite data and access to facilitate the City's performance monitoring activities and provide additional status reports to the City upon request.

5.3 – Liability, Indemnification & Insurance

The performance bond requirements for this contract will depend on the contract services awarded by the City. Vendor(s) selected by the City to provide Category 2 or 3 services will have lower performance bond requirements than the vendor selected to provide comprehensive Category 1 services. The selected contractors shall procure and maintain, at their own expense, such bonds as the following:

- Performance bond equal to estimate of one year of revenues, and renewed annually to protect the City from any performance deficiencies by the contractor. Accompanying the bond shall be a "Power of Attorney" authorizing the attorney-in-fact to bind the Surety Company and certified to include the date of the bond;
- Fidelity bond to protect the City from any loss of cash or funds in the handling of payments and deposits; and
- Payment bond to furnish an annual payment bond for the life of the contract.

Any company providing a bond shall be nationally-recognized with an AM Best *B+* rating or better or Standard & Poor's *A* rating or better. The City will notify the successful vendor(s) as to the required form and amount of each bond, which will be included in the contract documents.

Each contractor shall comply with all applicable City insurance requirements for this contract and shall procure and maintain, at its own expense, insurance coverage such as the policies listed below:

- Worker compensation insurance protecting the City and contractor from potential contractor employee claims based upon job-related sickness, injury, or accident; and
- Comprehensive general liability (bodily injury, property damage, errors and omissions) insurance with a policy limit of at least $1,000,000 combined single limit per occurrence and $2,000,000 in the aggregate, where such coverage is on an occurrence basis (except for errors and omissions coverage).

The City shall be named as an additional insured party and such notation shall appear on the certificate of insurance furnished by the contractor's insurance carrier. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer and licensed by the State of Wisconsin. Each certificate of insurance shall disclose deductibles, self-insurance retentions and the insurance carrier's latest Best Key Rating. The adequacy of the insurance, including the deductible, self-insurance retention, and insurance carrier rating and financial health, is subject to the City's approval. Certificates indicating that such insurance is in effect shall be delivered to the City within ten (10) business days of the contract execution date. The contractor and/or insurance carrier shall provide the City with at least 30 days prior notice of policy modification or cancellation. Should the contractor fail to carry the required insurance, the City has the option to purchase replacement insurance and charge the costs back to the contractor.

Each contractor also shall acknowledge responsibility for ensuring subcontractor compliance with City insurance requirements for this contract and agrees to permit random City inspections of its records to substantiate such compliance. If the City determines that a subcontractor lacks the required insurance coverage, the prime contractor may be found to be in breach of this contract and subject to future debarment.

The contractor shall indemnify and save harmless the City against any and all claims, demands, suits, judgments of sums of money to any party accruing against the City for loss of life or injury or damage to persons or property growing out of, resulting from, or by reason of any act of omission of the operation of the contractor, his agents, servants or employees while engaged in or about or in connection with the discharge or performance of the services to be done or performed by the contractor hereunder, and shall also hold the City harmless from any and all claims or liens for labor, services, or materials furnished to the contractor in connection with the performance of his obligation under this contract.

5.4 – Emerging Business Enterprise (EBE) Participation

In accordance with Chapter 360 of the Milwaukee Code of Ordinances, Emerging Business Enterprise (EBE) participation is required for DPW contracting activities. The RFP requires the vendors to achieve a minimum 18% Emerging Business Enterprise participation. Each vendor is required to complete and include in their proposal Form A, attached to the RFP, indicating all proposed EBE firms and the level and detail of the work to be performed. Completion of this form in its entirety will reflect a vendor's best efforts in achieving the EBE participation goal in compliance with City ordinances and will be considered by the City in the final selection process. Failure to submit this form will result in the vendor being declared non-responsive.

Any questions regarding the City's EBE program may be referred to the City's Emerging Business Enterprise Program Office at 200 East Wells Street, City Hall Room 606, Milwaukee, Wisconsin 53202. The Office's telephone number is (414) 286-5553 and its fax number is (414) 286-8752.

5.5 – Living Wage Requirements

Pursuant to Chapter 310-13 of the Milwaukee Code of Ordinances, adherence to a living wage requirement is mandatory under this contract. All workers, permanent or temporary, employed in any work performed as part of this contract shall receive and be paid a sum of not less $8.46 per hour. On March 1, 2009, and each March 1 thereafter throughout the term of this contract, the minimum hourly wage shall be adjusted to the amount required to produce, for 2,080 hours worked, an annual income equal to the US Department of Health and Human Services most recent poverty guideline for a family of three.

The contractor's authorized representative shall prepare and submit a sworn report or affidavit, *Form J*, every six (6) months throughout the term and within ten (10) days of the contract

execution date, and shall submit a like affidavit from every subcontractor employed by the contractor to DPW, regarding every person employed under this contract. Such affidavit shall include the specified time period, each person's name, address, type of work performed, total hours worked, hourly wage rate, gross earnings and employer contribution to vacation, welfare and trust funds. Said affidavits shall be accompanied by a statement that each and every employee has been paid in full the amount of not less than the required living wage rate per hour (shown in figures) and that there has not been nor is there to be any rebate or refund of any part of said wages by the employee to the employer.

DPW will review and monitor this contract for compliance on behalf of the City. Complaints from the contractor and his/her employees relating to compliance will be received and investigated by DPW. Any person employed in the performance of this contract may within one (1) year from the date of an alleged failure to comply with the provisions of Chapter 310-13 of the Milwaukee Code of Ordinances file a written complaint with DPW regarding such failure to comply. The contractor shall not discharge, reduce the compensation of or otherwise retaliate against any person employed in the performance of this contract for making a complaint to the DPW or for using any civil remedies to recover damages.

DPW reserves the right to conduct compliance reviews throughout the contract term. If the contractor is not in compliance with the specifications contained herein, the Commissioner of Public Works will notify the contractor in writing of the corrective action which will bring the contractor into compliance. If the contractor fails or refuses to take corrective action as directed, or if the contractor or any subcontractor submits any documents which contain any false, misleading or fraudulent information, or if the contractor or any subcontractor fails to comply with the provisions of Chapter 310-13 of the Milwaukee Code of Ordinances, DPW may take one or more of the following actions:

- Withhold payments on the contract;
- Terminate, suspend or cancel the contract in whole or in part;
- After due process, consider debarment of the contractor from bidding on future contracts for a period of one year after the first violation, and for a period of three years after the second or subsequent violation; and
- Any other remedy available to the City at law or in equity.

The contractor or any employee of the contractor who objects to any decision or action of DPW relative to application or enforcement of Chapter 310-13 of the Milwaukee Code of Ordinances may appeal such decision to the Administrative Review Appeals Board. Such appeal shall be initiated in writing and sent to the Commissioner of Public Works. The appeal shall state the specific objection to the decision or action, include supporting documentation, and specify an alternative recommendation.

5.6 – Resident Preference Program

In accordance with Chapter 309 of the Milwaukee Code of Ordinances, resident preference hiring is required for all DPW contracting activities. The ordinance requires that 25% of all hours worked on-site on a DPW contract be performed by unemployed[2] residents[3] of the special impact area[4] except in special cases where the Commissioner of Public Works determines there is sufficient reason to impose lesser levels of participation. Further, the Commissioner of Public Works may increase the percentage of resident worker participation to more than 25% on specific contracts. Compliance with these requirements will be considered during the evaluation process.

For this contract, vendors are expected to undertake a good faith effort to achieve the standard 25% resident participation. For purposes of this contract, "good faith effort" means the contractor shall attempt to fill any positions that come open during the course of the contract, or any new positions created as a result of being awarded the contract, with certified resident workers when filling any position that may be employed on this contract.

The contractor shall contact the Milwaukee Urban League, *Esperanza Unida*, and Big Step to locate certified resident workers. Documentation of such contacts shall be included with the required time reports for the contract. Other organizations or sources of qualified residents can be used at the vendor's discretion.

- *Esperanza Unida* (EU), located at 1329 West National Avenue, Milwaukee, WI 53204. Telephone number 414-671-0251 Ext. 125, fax number 414-383-7392.
- Milwaukee Urban League, located at 435 West North Avenue, Milwaukee, WI 53212. Telephone number 414-374-5850 Ext. 103, fax number 414-374-1995.
- Big Step, located at 532 East Capitol Drive, Milwaukee, WI 53212. Telephone 414-962-5067, fax number 414-962-5073.
- Private Industry Council located at 2338 North 27th Street, Milwaukee, WI 53210. Telephone 414-270-1700, fax number 414-225-2375.

If the prime contractor has problems in meeting the residency requirements or if any other problems relative to residency participation arise during the completion of this project, the prime contractor shall immediately contact the Commissioner of Public Works.

The contractor shall prepare and submit accurate and timely resident utilization forms and reports to DPW. Time Reports shall be submitted within ten (10) days following completion of

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[2] An unemployed resident is one that has worked less than 1,200 hours in the preceding 12 months or has not worked in the preceding 30 days. A resident will continue to qualify as unemployed for five (5) years from the date he or she first participates in a contract under Chapter 309.

[3] A person who maintains his or her place of permanent abode in the special impact area within the City of Milwaukee. Domiciliary intent is required to establish that a person is maintaining his or her place of permanent abode in the special impact area. Mere ownership of property is not sufficient to establish domiciliary intent. Evidence of domiciliary intent includes, without limitations, the location where a person votes, pays personal income taxes, or obtains a driver's license.

[4] That portion of the City of Milwaukee designated as such by the Federal Economic Development Administration which is identified by census tracts or maps maintained at the offices of the City Clerk and the Commissioner of Public Works.

work or every three months, whichever comes first. The reports shall identify the names, addresses, race, gender, work classification, and hours worked of all employees utilized on the contract. The contractor, prior to commencing work, shall submit an affidavit (*Form I*) with proof of residency from employees utilized to meet the residency requirements stating that the employee is both unemployed and is a resident of the special impact area. Failure to submit the required forms and reports to the DPW may result in appropriate sanctions (e.g., delay of payments or debarment). Final contract payments will not be made until the summary of hours worked on the back of the Prime Contractor's Affidavit of Compliance is on file with DPW.

During the performance of this contract, DPW reserves the right to conduct compliance reviews. If the contractor is not in compliance with the specifications, the Commissioner of Public Works will notify the contractor in writing of the corrective action that will bring the contractor into compliance. If the contractor fails or refuses to take corrective action as directed, or if the contractor, prime or sub, submits any documents which contain any false, misleading, or fraudulent information, or if the contractor or subcontractor fail to comply with this ordinance, DPW may take one or more of the actions listed below.

- Withhold payments on the contract;
- Terminate or cancel the contract, in whole or in part;
- Consider possible debarment of the contractor for up to two years; and
- Any other remedy available to the City at law or in equity.

The penalty for any person, firm, or corporation knowingly engaging in fraud, misrepresentation, or in any attempt directly or indirectly, to evade the provisions of this ordinance by providing false, misleading, or fraudulent information shall, upon conviction, forfeit not less than $1,000 or more than $5,000 together with the costs of prosecution and, upon default of payment, shall be imprisoned in the county jail or house of correction not to exceed 90 days, or until the forfeiture costs are paid.

The contractor shall utilize unemployed residents of the special impact area in a minimum amount equal to the percentage of the worker hours stated above[5]. Worker hours, as specified herein, shall include work performed by persons filling apprenticeship and on-the-job training programs. The contractor, by submitting a proposal, certifies that the contractor understands the provisions of Chapter 309 and intends to comply with them. The contractor shall maintain personnel records listing the names, addresses, race and gender of its employees utilized for this contract and any records demonstrating that the employees utilized by the contractor in meeting the residency requirements are actual residents of the special impact area. These records shall be maintained for seven (7) years after the contractor has received final payment under the contract and shall be made available to the Commissioner of Public Works upon reasonable notice.

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[5] A Community Development Block Grant area resident, if an apprentice, qualifies as eligible for five (5) years from the date the apprenticeship began. If a current resident worker becomes an apprentice, they could continue to have their hours counted for an additional five years.

5.7 – Other City Policy Requirements

In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, age, handicap, national origin or ancestry, disability, lawful source of income, marital status or family status. The contractor's commitment to this policy shall include, but not be limited to employment, upgrading, demotion, or transfer, recruitment or recruitment advertising, lay off or termination rates of pay or other forms of compensation, and selection for training, including apprenticeship. All solicitations for employees shall state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, age, handicap or national origin. The contractor agrees to post in conspicuous places available for employees and applicants for employment notices setting forth the provisions of the non-discrimination clause. The contractor also agrees to comply with all applicable requirements of the Americans with Disabilities Act of 1990, 42 USC 1201, et seq.

It shall be the duty of the Equal Rights Commission to initiate or receive and investigate complaints charging violations of such polices, make a prompt and full investigation of each such complaint, attempt to eliminate any unlawful practice through conciliation and persuasion, and, should conciliation and persuasion fail, request the City Attorney to commence proceedings in the appropriate Court in the name of the City.

5.8 – Other Contract Terms

The contractor shall expressly acknowledge that it is an independent contractor under Wisconsin law. As such, the City shall not be liable to the contractor for any benefits or coverage as provided by the worker's compensation law of the State of Wisconsin and further that anyone employed by the contractor shall not be considered an employee of the City for the purpose of worker's compensation or unemployment compensation coverage.

The contract will likely constitute the entire agreement between the parties relating to the subject matter of the RFP. All prior understandings, agreements, correspondence and discussions of the parties, including the RFP requirements, will be merged into and made a part of this agreement.

The contract also will likely include the following terms and conditions:

- The contract shall be subject to the availability of funds and the proper encumbrance of contract funds;
- The contractor shall not assign or transfer any interest in this contract without the City's prior written consent;
- The contractor shall maintain complete and accurate personnel records as required under the City's EBE, RPP and Living Wage provisions;

- The contractor shall disclose any convictions or charges for violations of any relevant laws or regulations (e.g., cash management, debt collection or credit reporting) made by a court or any other governmental entity against the vendor or any of its principals;
- The contractor shall pay for an annual internal independent audit by a professional auditing firm approved by DPW of all contract services and underlying processes, transactions, data and documents;
- The contractor's officers, partners, employees and agents will cooperate with the City in the performance of all contract services and will be available for consultation or asked to appear before Common Council committees at such reasonable times with advanced notice so as to not conflict with their other duties on behalf of the City; and
- The contractor, its employees or representatives with access to money and/or restricted data must be able to achieve and maintain a security clearance as determined by the City.

Vendors should identify any contract terms and conditions that could be problematic and disclose any potential exceptions in their proposals. Moreover, each vendor must disclose any additional contract terms and conditions that it would like to be considered for inclusion in the contract to be executed with the selected contractor(s).