

TO: Treasurer's Office
1200 Market Street, Room 220
St. Louis, MO 63103



PARKING MANAGEMENT SERVICES

Specification No.
For Citation Management and Program Management Services
May 17, 2019



WE WILLIAM
EVERETT
GROUP
SENSIBLE SOLUTIONS
SEAMLESS TECHNOLOGY



May 17, 2019

Treasurer's Office
1200 Market Street, Room 220
St. Louis, MO -63103

Dear

RE: RFP for Parking Management Service

The William Everett Group (TWEG) acknowledges and receipt of Addendums 1, 2

The William Everett Group (TWEG) is pleased to submit our proposal for Parking Management – Software, Meter Maintenance, Collection, and Parking Violations Bureau for the City of St. Louis Treasury Office (STLTO). The William Everett Group is committed to providing the services outlined in Park Management RFP Specification. Our proposal reflects our are interest and capabilities in providing **Citation Management and Program Management Services**. We look forward to working with the City to provide the services as requested.

The William Everett Group is a certified minority and women-owned business enterprise founded by Ellen Rozelle Turner who is the President and CEO of the company. The William Everett Group is incorporated in Illinois and is a full-service management and information technology consulting firm headquartered in downtown Chicago, Illinois at 35 E. Wacker Drive. Our firm has provided Management Consulting and Information Technology services to the City of Chicago since 2010. TWEG has provided Customer Service, Ticket Validation, and Payment Processing services for the City of Chicago. In addition, we provide Change Management, Enterprise Case Management, training services, technical support Service to our government and private sector partners. TWEG 3is financially and organizationally poised to sustain our current business and continue our business expansion. In addition, we have a proven record of administering and managing subcontractor relationships and complex enterprise-wide projects.

TWEG's submittal is firm for a period of at least one-hundred twenty (120) days from May 17, 2019. The key personnel committed to this project are detailed in the body of our response. I am the principle contact for this procurement. Thank you for considering The William Everett Group's proposal. If you have any questions, please contact me by telephone at 312-564-5680 x100, by email at e.turner@wegrp.com, or at the address provided above.

Sincerely,

Ellen Rozelle Turner
President and CEO
The William Everett Group





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1.0 EXECUTIVE SUMMARY

The City of St. Louis Treasury Office (STLTO) is seeking a firm to provide Parking Management software enforcement technology and Parking meter maintenance, collections and the Parking violations services, The City seeks a vendor that will leverage its expertise in managing Parking operation and process reengineering to provide value-added consultative input on continuously improving efficiency, reducing error and enhancing the overall customer experience.

The William Everett Group is proposing to meet the Citation Management & Program Management of the STLTO.

Business Goals and Objectives

The goal of STLTO as it relates to Citation Management & Program Management services is the vendor must process tickets generated by the STLTO and the St. Louis Police Department, field customer complaints related to parking enforcement, provide in person customer service, and manage the payment and motorist notification processes.

The Implementation Project will meet the goals of minimizing/eliminating disruption during the transition, having clearly defined parking operations KPIs that are met through the execution of a QA/QC plan, setting up hiring, retention and performance management practices that support our commitment to excellence in customer service.

During the Implementation Project we will conduct all the activities required to ensure a successful and minimally disruptive transition to a TWEG managed parking operational model. To accomplish this, we will manage the project as we would any other management consulting engagement with well-defined project phases and project deliverables, detailed later in this proposal.

We are excited to work with the STLTO to successfully transition into an improved service model for parking management for the City of St. Louis.

Our Commitment

The William Everett Group team has extensive local knowledge and experience Managing Customer Service and Call Center Operations, community & organizational change, and transforming the way our Governments interact with their constituents while continuously improving their experience.

The William Everett Group team is the best partner for the City as our operation will:

- Set clear goals and objectives focused on citizens, departmental operations, City leadership, and staff
- Provide a bridge between customer needs and the business goals... Enabling business services delivery with a "Citizens-first" approach;
- Build a multi-channel Execution Plan with a 360-degree view that is measurable and has the ability to be continuously improved

The William Everett Group remains confident that our approach offers the City of St. Louis the best option as your agent and facilitator of transformative change and collaboration. The innovative concepts and management approaches offered



in our proposal will provide the City with tangible results, improving the service quality of Parking Management Services through a dedicated partnership.

List of Assumptions

- The project will start July 1, 2019
- Six call center agents are capable of handle the existing call volume resulting from 280,000 tickets issued annually
- An annual cost of living increase of 2% will be added annually to support staff increases
- It is assumed that, this initiative will start no later than July 1, 2019. Any later start will directly impact the proposed project schedule, scope of services, number of resources. Any or all of these changes will have direct impact on the proposed pricing.
- During the Initiation and Planning Phase, The TWEG team and City will refine delivery goals, objectives, and project scope of services, which will be the basis for the City to monitor and evaluate our performance
- Upon contract award our Project Manager and Engagement Manager will meet with the City to finalize the start-up plan, Upon approval of the Operations Plan, The City will pay for the those plans in
- a timely manner to ensure the overall project plans is not impacted and the TWEG team can maintain committed service levels.
- TWEG will make every reasonable effort to minimize the cost of the project without adversely effecting the quality of the work being performed. Several factors can either reduce or increase the overall level of effort required by The TWEG team including, but not limited to the level of City participation
- The fees are inclusive of project related expenses

Summary

Thank you for the opportunity to present this proposal to work with the City of St. Louis and its constituents improving the customer experience in a 21st Century Open Government. The William Everett Group pledges the use of our resources and expertise to meet the City's ongoing goals of improving Parking Management Operation.

Our commitment to The City of St. Louis represents only the beginning of what we can achieve as partners. We look forward to the opportunity to discuss this proposal in greater detail.



2.0 SCOPE OF SERVICES

A. Citation Management/Parking Violation Bureau (PVB)

The Customer Service operations is responsible for fielding, processing customer concerns & requests, a managing the appeals process related to tickets generated by the City of St. Louis Treasury Office and the St. Louis Police Department. The customer fulfillment center provides information and knowledge for the motorist's questions, ticket validation, and payment processing for the City of St. Louis. A service request, via call or walk in, may be to provide service delivery personnel or End Users with support-related information. This may be a request to obtain information that is not currently available, or to provide knowledge that is available but needs further explanation. The knowledge may include, for example, notice related information, boot escalations, or payment inquiries.



The Customer Center operations includes the following activities: To Give out the most current, correct, and complete information on Motorists questions/concerns related to the Parking Ticket Program and Assist the Motorist with any Special Requests and Paper-work/documents that are sent to the Call Center (i.e. Extensions, Business Holds, Special Case Reviews, Payment Research/Refunds)

The objectives of Customer Service Center are to answer motorists' questions and give them information, options, and status of Parking Tickets, when contacting the Ticket Helpline by Phone, Walk In, Mail, Email, Fax, or Mail Improve organizational and individual knowledge and skills

The roles involved in the Customer Service Center and the responsibilities associated with those roles, are listed below.

The Operations Manager is responsible for managing the day-to-day operations of the Customer Service center. This includes, but, is not limited to:

- Ensuring all service level requirements are met
- Managing overall budget
- Managing staff productivity and performance
- Operational reporting
- Ensuring monthly reconciliation of ticket revenue collected for each bank account
- Reconcile ticket revenue collected on a monthly basis against each bank account
- Reconcile ticket revenue collected on a monthly basis against each bank account

The Team Lead ensures that the call center specialists are providing service delivery information. Specific responsibilities include:

- Ensure proper staffing for all queues
- Handle Escalation type calls if required
- Approve and distribute CSAR cases to Admin. Specialist team
- Ensure proper staffing for daily scheduling
- Monitoring Real-Time Stats on Average time to answer, abandoned rate, and call intake
- If escalation process still needed then involvement of Treasury Office is required

The **Level 1 Customer Service Representatives** handle all general calls and walk in service requests.

- Field customer complaints related to parking enforcement (walk-in and by phone)



The **Level 2 Customer Service Representative** handles any type specialty calls that include:

- Field customer complaints related to parking enforcement (walk-in and by phone)
- Follow process of Comprehensive Debt Quote process
- Handles any type of Boot/Driver License Suspension (DLS) Queue call
- Handles any type of Speeder, Spanish, or Tax offset call
- Handles other specialty calls.

The **Call Center Trainers/Quality Assurance**

- train, provide coaching to new hires, and quality assurance
- Audit and monitor ticket processing, run accounting reports, and perform other analytics as required

B. Citation Management

The William Everett Group will develop and carry out a comprehensive operations plan to ensure the delivery of consistent continuously improving Parking Citation processing and collections services. The Operations Plan shall include the following elements:



- Organization chart, position descriptions and staff roster for all personnel
- Continual training program for all employees and subcontractor personnel
- Plan for walk-in service center for payment and adjudication of violation citations
- Detailed equipment inventory

The following are examples of processes use today of TWEG

Figure 1. Sample Motorist Notification Process

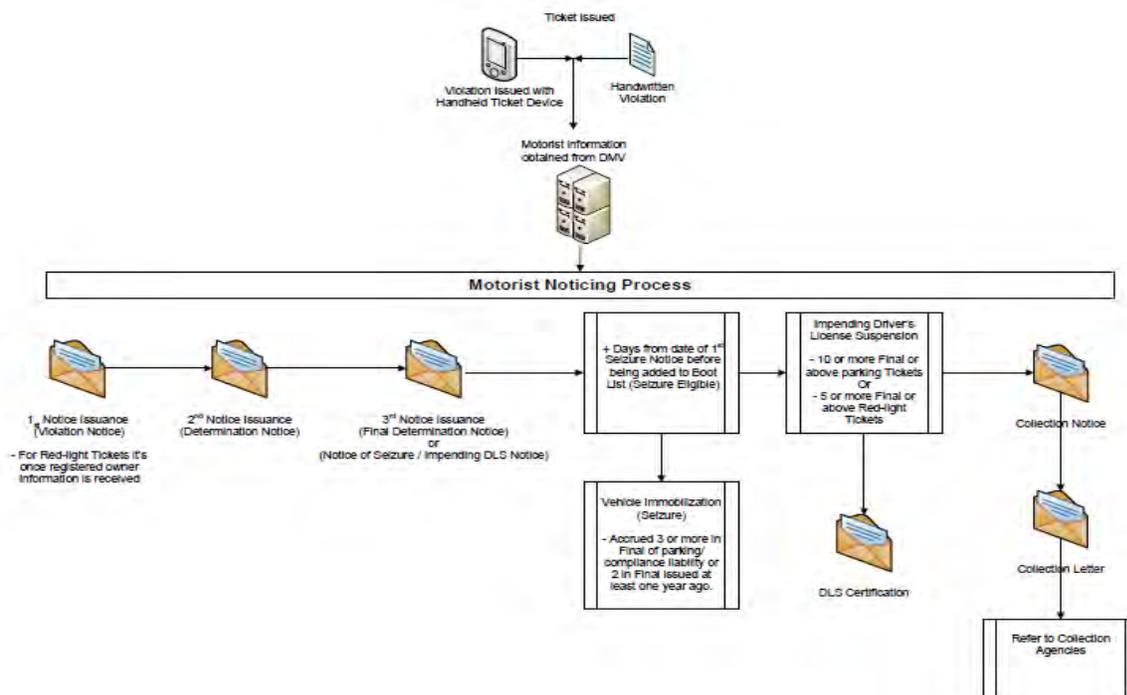
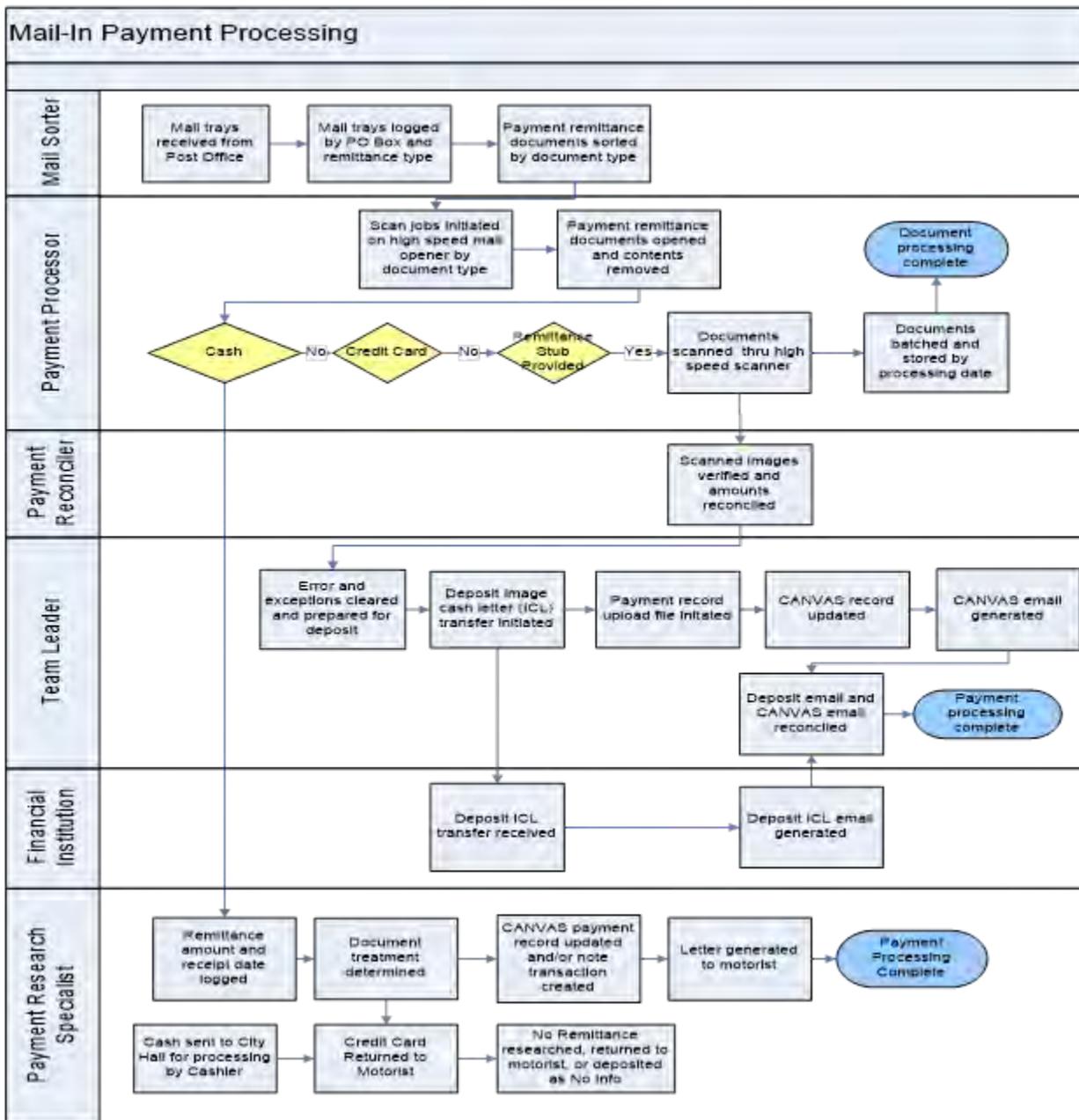




Figure 2. Sample Mail-In Payment Processing Process





C. Program Management

a. Proposed Staff

The Table below (Summary of Proposed Key Personnel) identifies every proposed Key Personnel employee by Labor Category. The discussion following Table 3 briefly addresses each proposed individual's qualifications respective to the Labor Category requirements.

For the resources assigned to this project, we discuss the general qualifications of the position as all personnel will be screened and validated by The William Everett Group Human Resources Department.

Summary of Proposed Key Personnel

Resource	Title	Description	Commitment
Alex Martignago	Engagement Manager	Project Oversight	25%
Alonzo Alexander	Operations Manager	Managing Supervisors	100%
Ted Evans	Supervisor	Managing Customer Service & Call Center Agents	100%



Alonzo Alexander (Operations Manager) Alonzo Alexander serves as the Business Operations Manager for the IBM/City of Chicago Parking Management project. He has over 15 years of leadership experience in Customer Service/Call Center management and has professional certificates in Management Essentials and Organizational Systems Improvement. Prior to TWEG, Mr. Alexander served as Customer Care Supervisor for Comcast Cable, and an Operations Coordinator for Northwestern Medicine. He has a Bachelor of Science degree in Business Administration - Management.

Ted Evans (Supervisor) Ted is currently the Senior Customer Service Representative at the City of Chicago Water Billing and Customer Service Division. Ted operates on an exclusive 4-member In Person Team which excels in the handling of clients/customers. The team maximizes quality customer interactions utilizing quick response times and a high level of courteous, competent, and efficient customer service. This efficiency has been cited by the City of Chicago as superior in meeting the service level goals set for the past three years. Ted major duties include processing credit transfers, non-usage adjustments, making payment arrangements, providing refunds and updating customer accounts. Ted has received numerous personal commendations from the City of Chicago Water Billing and Customer Service Division over the years for outstanding customer service and achieved perfect attendance and adherence to all assigned time schedules at site locations before escalation is required; train staff; evaluate performance standards of staff and, provide adequate reporting.



Alex Martignago, Engagement Manager

Mr. Martignago has over thirty years consulting experience, including being Corporate Vice President at CSC, serving on the consulting management committee at Ernest & Young, and serving on the manufacturing committee at PriceWaterhouse. Mr. Martignago has built and managed consulting offices across the United States with four different firms. During his career, he has focused on helping clients transform their businesses, utilizing enterprise systems implemented on-premise to gain competitive advantages. He holds a master's degree in business administration and bachelor's degree from the University of Illinois, as well as an executive internal business degree from Northwestern University.

b. Approach To Implementation Services

The goals and objectives documented in the charter set the tone and direction for the Implementation Project Plan, which includes the following phases:

- Project Planning and Discovery
- Design
- Execution
- Transition (to Production)
- Close Out

These phases will be described in detail below:

Project Planning and Discovery

This phase focuses on ensuring that all project team members, STLTO management and SMEs and other key personnel have a shared understanding of the project objectives and understand their roles in the overall project. Prior to the project kick-off meeting, the project manager will work with STLTO management to request relevant documentation, including:

- Parking Policies and Procedures
- Reconciliation and Reporting Policies and Procedures
- Performance Management Plans
- Operational Support Plans
- Job Descriptions for Cashiering Managers, Supervisors and Cashiers

After the project kickoff, the documentation will be reviewed by the project team and opportunities for updates or rewrites will be discussed with STLTO management. Also, during the planning and discovery phase, cashiering site visits will be undertaken to so the that project team can gain familiarity of the environments in which the new cashiers will ultimately work. Interviews with key STLTO Department personnel will also be conducted.

Design Phase

It is TWEG's experience in these types of service transitions that change offers an opportunity to introduce updates to policies, procedures and support plans. The purpose of collecting the documentation during the Planning and Discovery



Phase is not only to ensure that these plans, policies and procedures are correctly taught and followed by new parking Management personnel, but also to allow for these documents to be updated prior to introducing new resources into the environment. The TWEG team will work with The City to review and amend these documents as well as identify and create other potentially useful tools such as site-specific job aides. During the design phase, the existing QA/QC plan will also be reviewed and updated, and new KPIs developed to help the new supervisors and operation manager manage individual and site performance.

Execution Phase

The Execution Phase of this project is exclusively committed to the Staffing of the Parking Operation. TWEG's Recruiting Staff will create job descriptions, while the planning and discovery phase is concluding, the Execution Phase will begin.

The TWEG team will put a great deal of emphasis on retaining as many of the existing agents possible, with considerations given to those agents that want to transition with TWEG into the new contract and that have a good performance history. This will minimize disruption to operational activities, while also allowing us the discretion to not extend job offers to underperformers. In the transition, we can reasonably expect to retain between 50-75% of the existing staff.

At project kick-off, the TWEG team will work with the Treasury Office to announce to the existing staff that TWEG will begin to interview all staff and supervisors within two weeks of the project kick-off. We will post job openings for both agents and supervisors to outside applicants while the internal interviews are being conducted, and should have a good estimate of how many agents and supervisors we will need by the time we conclude the internal interviewing process.

We will extend offers to internal applicants first, and quickly follow that with offers to external applicants. For those external applicants that accept, we will begin background checks immediately. It is our intention to onboard all personnel provide them some level of company and job-related orientation for up to a week prior to them completing their on-site training at their respective cashiering sites.

We will also work with the Treasury Office to determine if some level of classroom training will be provided for the Parking Management system.

Transition Phase

Migration to and acceptance of the new operations

c. TWEG Leadership



Ellen Rozelle Turner, Founder/President and CEO of The William Everett Group and Mind Your Manners, LTD.

Mrs. Turner is an inspirational leader and entrepreneur. Mrs. Turner has over 20 years of experience in executive management, sales, marketing and is a subject matter expert in state and local government. Mrs. Turner has a solid track record of helping clients solve complex business problems and delivers superior customer service. Mrs. Turner has held positions as

President of Blackwell Consulting Services, one of the nation's largest minority-owned technology firms, Managing Partner and founder with Clarity Partners and Assistant Commissioner at the City of Chicago Department of Innovation and Technology at the Office of the Mayor.



Arnold Crater, Vice President and Partner

Mr. Crater has expertise in the design, implementation optimization of information technology and customer facing operations. He has served as Chief Information Officer and Deputy Executive Director of the Regional Transportation Authority, President of Advanced Concepts Chicago, Senior Manager at Accenture, Director of Global Technical Operation at Motorola, and Global Product Marketing Manager, Engineering Group Leader, and Engineer at Motorola. Mr. Crater holds bachelor's and master's degrees in mechanical engineering from the University of Illinois at Chicago and a Masters of Management Administration from Northwestern University. He is also certified PMP, DCIS, DCIE, DCES, DCIE, CCDA, ITIL, CSE.



Chaka Kureva, Practice Director of Management Consulting

Mr. Kureva has more than twenty years of experience delivering project management, training and organizational change management services. Mr. Kureva brings years of experience managing large scale ERP implementations. His roles include project management, training and organizational change management. His former work experience includes Oracle, AST, and KPMG. He is Prosci certified and holds a master's degree in organization change management. Mr. Kureva also holds a master's degree in accounting from Keller University and a B.A. from Kellogg at Northwestern University.



Romney Lowe, Practice Director of Infrastructure Consulting

Mr. Lowe has over 20 years of consulting experience across multiple industries with a strong diversity of skills that include:
business integration, IT strategy, process improvement & organizational change, business technology alignment, internet strategies, IT management, team management, change management, information security controls awareness programs, security integration, planning and testing, project management standards and methodologies, including ITIL, Six Sigma, Lean, Agile, and Scrum; global services delivery, multiple technology platforms, and vendor selection & management. He has extensive experience with enterprise architectural designs that include network integration and convergence, the design and implementation of LANs, WANs, WLANs, MANs, VPNs, security, voice, video, etc., as well as data center design. Mr. Lowe has a B.S. in Biology from the University of Illinois, Urbana-Champaign. He is also certified in CISSP, CCNP+Security, CCDP, CCDA, CCNA, CCSA, CCSE, and MCP.



Carlton McGee Jr., Vice President

Mr. McGee serves as the engagement manager for all customer service, call center and staffing services for the firm. He is instrumental in the day-to-day operations of the firm, including procurement, technology and administration. Prior to TWEG, Mr. McGee worked in investment banking at the Toussaint Capital Partners and served as a consultant with the Unisys Corporation and Shah Engineering. Mr. McGee is a graduate of Morehouse College with a bachelor's of science in Physics. He also holds a business analyst certification from DePaul University.



Blair McGee, Vice President of Operations

Ms. McGee is responsible for the financial, benefits and insurance services for the firm. Prior to joining TWEG, Blair served as a personal banker with J.P. Morgan Chase Bank. She was a Financial Services representative for Country Insurance and

MetLife. She is also an independent Financial Services Broker for J.K. Insurance Agency. Ms. McGee is a licensed financial advisor and holds a broker's license in Life, Property, Casualty and Health

Insurance. Ms. McGee holds a bachelor of arts degree in Economics from the University of Illinois at Chicago.



Alex Martignago, Vice President of Business Development

Mr. Martignago has over thirty years consulting experience, including being Corporate Vice President at CSC, serving on the consulting management committee at Ernest & Young, and serving on the manufacturing committee at PriceWaterhouse. Mr. Martignago has built and managed consulting offices across the United States with four different firms. During his career, he has focused on helping clients transform their businesses, utilizing enterprise systems implemented on-premise

to gain competitive advantages. He holds a master's degree in business administration and bachelor's degree from the University of Illinois, as well as an executive internal business degree from Northwestern University.



Anita Stevenson, Human Resources & Staffing

Ms. Stevenson is directly responsible for the overall administration, coordination and evaluation of the human resource functions. Ms. Stevenson spearheads the development and implementation of human resource policies, practices, procedures, and professional development. She also oversees strategic human resource planning for the firm, providing the organization with the best talent available and positioning TWEG as the employer of choice within the industry. Prior to joining the

TWEG Team, Ms. Stevenson served as Human Resources Generalist for Metropolitan Family Services, The Alzheimer's Association and New Life Foundation for Better Living. Ms. Stevenson holds a bachelor's degree from Dillard University and master's degree in human resources management from Capella University.

d. Human Resources

We understand that the transition to new management will be stressful for the incumbent's employees and for that reason we embed our care and personal concern for each individual, and the City's desire that the program have no negative impact on any employee, in our transition approach and delivery of human resource services. Our plan offers each employee equal or better total benefits, a variety of career options, and an opportunity for long-term career growth.

Our human resources approach begins immediately upon contract signing and announcement, with critical people related transition tasks, and continues throughout an employee's career, with focus on retaining the best people.

The core of our approach is that every interested Customer Service employee will get an opportunity to interview for employment from TWEG. We believe this approach offers employees a wider set of options either to match their



existing skills or to change their career focus by exploring a career in areas previously unavailable to them. We offer the State employees choices.

We recognize that the skills of existing transitioned employees may range from managerial to call center agent. Therefore, our approach allows transitioned employees the ability to decide for themselves where they might feel most comfortable.

e. Benefits To City of St. Louis

The William Everett Group recognizes the importance of an energetic and highly experienced management team to take charge of ensuring that the Administration's vision becomes reality. Therefore, we are pleased to present a key management team that will partner with the City and its stakeholders to fundamentally transform the customers' experiences related to Parking Management Services. This team is dedicated, experienced, and committed to implementing internal and external sustainable change that is exceptional, collaborative, and continuously measured and improved.



3.0 EXPERIENCE AND CAPACITY

A. The William Everett group

The William Everett Group is proposing to meet the Parking Management needs of the City of St. Louis by assembling a team of Parking Management operations and management consulting professionals that have vast experience within the City of St. Louis Treasury Office and Parking Management Departments.

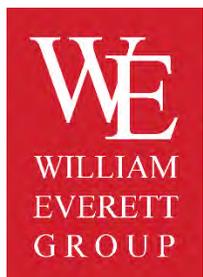
We propose interviewing and retaining as many of the existing Parking Management personnel as is reasonable, with a priority on retaining those people that have outstanding histories of excellence in customer service. To fill the remaining positions at both the Supervisor and Cashier positions, we will draw both from our existing staff of Customer Service professionals in keeping with TWEG's existing employee recognition and growth policies, and hire from outside, where TWEG has already pre-screened dozens of qualified professionals.

The Implementation Project will meet the goals of minimizing/eliminating disruption during the transition, having clearly defined operations KPIs that are met through the execution of a QA/QC plan, setting up hiring, retention and performance management practices that support our commitment to excellence in customer service.

During the Implementation Project we will conduct all the activities required to ensure a successful and minimally disruptive transition to a TWEG managed Parking Management operational model. To accomplish this, we will manage the project as we would any other management consulting engagement with well-defined project phases and project deliverables, detailed later in this proposal.

We are excited to work with the Treasury Office to successfully transition into an improved service model for Parking Management for the City of St. Louis.

B. Professional qualifications & specialized experience



The William Everett Group (TWEG) is a management and information technology consulting firm headquartered in Chicago, Illinois. TWEG was founded in 2010, by Ellen Rozelle Turner, an experienced executive with over 20 years in IT and the public sector. TWEG is comprised of seasoned executives and highly skilled consultants with a proven track record of providing sustainable strategies for both the private and public sectors.

TWEG is a certified minority and women-owned business enterprise with the State of Missouri, City of St. Louis, City of Chicago, Cook County, CTA and the State of Illinois.

Key Benefits
<ul style="list-style-type: none">• Bring a continuously engaged Management Consulting discipline and practices to the engagement• Retain the best cashiering personnel from the Seaway Bank operation• Treat all TWEG employees as valuable resources to be retained, cultivated and promoted as their careers evolve



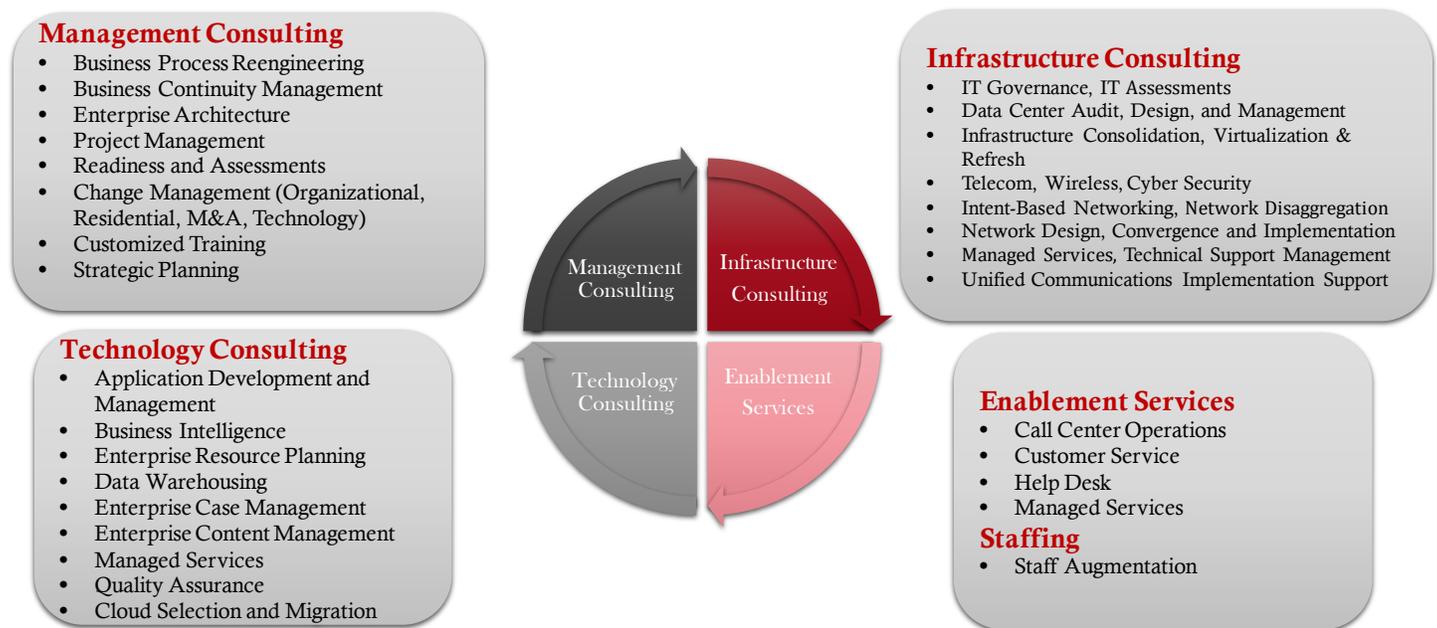
The William Everett Group has successfully worked on contracts and provided services directly to the City of Chicago. Examples of current projects are: City of Chicago Enterprise Case Management, City of Chicago Parking Management, City of Chicago Application Help Desk, City of Chicago Water Management.

Projects specifically related to the Parking Management Citation and Program Management operational services is the City of Chicago Parking Management and the Department of Water Management.

C. The William Everett Group Services Offering

Our core services include customer service operations, organizational transformation and assessments, business requirements gathering and analysis, change management, system integration, implementations, staff augmentation and training.

Figure 3. The William Everett Group Services





D. TWEG Certifications

See Appendix A



E. Relevant Experience – City of Chicago Department of Finance - Citation Administration (Vehicle) program

The William Everett Group (TWEG) partners with the International Business Machine (IBM) Corporation in managing the **City of Chicago Department of Finance - Citation Administration (Vehicle) program**. The City of Chicago's Citation Administration Division is responsible for providing cashiering services which includes collecting parking, red light and automated speed enforcement ticket fines, and providing customer service via the Department of Finance's Parking, Red Light and Automated Speed Enforcement Ticket Help Line. A staff of approximately 60 TWEG employees provides 1st and 2nd level support for the following in scope processes or system.

In the process of performing call center duties, ticket validation, and payments processing services in relation to this project, TWEG employees have received hundreds of thousands of compliments from City of Chicago citizens praising the outstanding customer service and professional knowledge that is provided. In providing services on this project, TWEG call center representatives handle on a daily basis 1,626 calls averaging over 33,823 calls a month. In 2018 the Chicago Police issued 721,223 hand written tickets and Parking Enforcement issued 1,576,880 tickets vis the hand held devise, TWEG has also made several recommendations that have led to process improvements adopted and implemented by both IBM and the City of Chicago. For example:

Coaching for Excellence: TWEG recommended an improvement having to do with the objective of performance coaching to improve quality results. The process assists leaders in identifying the most characteristic, reflexive, managerial responses and then determine when these are or are not a response to the task at hand. TWEG, IBM and the City of Chicago have found that coaching is a collaborative process of examination and execution. This process encourages that team leads and supervisors promote self-reflection, self-motivation and ongoing improvement of the agents knowledge and skills.

Performance Metrics: Key Performance Indicators (KPI's) were recommended by TWEG to capture internal performance and measures of quality of service. These measures support team members in understanding what they do makes a difference and they establish structure, systems and principals that enable agents to feel challenged by what they do. We have found that these measures provide the team a sense of ownership for their contribution to the process and reinforces the use of their talents and strengths.

Absence Request Process: This process was recommended by TWEG to both the City of Chicago and IBM as a way to establish a standard process for both agents and consultants could request days off. The adoption of this process improvement actually improved the efficiency of vacation requests being requested and approved by management. The end result of this process has also led to both agents and consultants improving their productivity, building work and life balance and has increased motivations.

TWEG has assisted the City of Chicago on this project by implementing many process improvements and work instruction documents that has improved the overall workflow of the project.

The Utility Billing and Customer Service Department handles payments through the City of Chicago EZ Pay kiosks and five (5) payment centers staffed by cashiers who are authorized to process payments, including money orders and cashier checks. Metered customers are billed and mailed statements every 60 days, while non-metered accounts are billed every 180 days. Customers have 21 days to pay the bill before a 1.25% penalty is assessed on the unpaid balance. Customers have an option of on-line bill payment, bill payment by mail, paying their bill by using several of the City of Chicago EZ Pay kiosks located around the City or paying their bill in person at one of the five payment centers staffed by cashiers who are authorized to process payments, including money orders and cashier checks. TWEG employees on this contract handle In-Person customer visits, call center inquiries and processes written correspondence which include resolving various inquiries by customers.



TWEG has recommended several efficiencies, including hardware and software innovations contributing to process simplification leading to increased customer satisfaction as citizens are able to navigate the City's processes better. The Business Contact Center is experiencing greater call handling levels along with shorter wait times. TWEG process improvement recommendations have also contributed to a more "streamlined" visit to the location while getting answers to billing questions, legal inquiries, ownership disputes, payment research, refunds, etc.

F. Capacity To Perform City Project

The William Everett Group is dedicated to the project management and implementation services required to successfully complete this project. All resources will be 100% dedicated to this project as described in the staffing and implementation plan. There are no competing projects that will hinder our ability to deliver this work.

The William Everett Group is comprised of a group of seasoned professionals and subject matter experts. The William Everett Group will provide our own dedicated workforce, equipment and facilities to perform the requested services for this project. There will be no subcontractors working on behalf of the William Everett group or providing resources or services on this project.



4.0 REFERENCES

A. Reference #1

- (1) **Client Name:** City of Chicago Parking Management Call Center and Customer Service with IBM
- (2) **Address:** 33 W. Monroe Street, #1450
- (3) **City, State, Zip Code:** Chicago, IL 60603
- (4) **Project Manager:** Ron Kaiser
- (5) **Telephone Number:** 312-768-5003
- (6) **E-mail:** mkaiser@us.ibm.com
- (7) **Number of Employees in Client Organization:** The City of Chicago employs approximately 39,000 employees
- (8) **Project Scope of Services/Goals:**

The William Everett Group (TWEG) partners with the International Business Machine (IBM) Corporation in managing the City of Chicago Department of Finance - Citation Administration (Vehicle) program. The City of Chicago's Citation Administration Division is responsible for providing cashiering services which includes collecting parking, red light and automated speed enforcement ticket fines, and providing customer service via the Department of Finance's Parking, Red Light and Automated Speed Enforcement Ticket Help Line. A staff of approximately 80 TWEG employees provides 1st and 2nd level support for the following in scope processes or system.

CANVAS: System utilized by the City of Chicago for administration and adjudication of parking, red light, and speed enforcement citations.

Parking Citation: A violation issued against a vehicle parked in a prohibited public space or parked in an authorized manner on the public byway. These citations can be issued by an authorized issuing City of Chicago department by utilizing a handwritten parking ticket form or by generating from a handheld computer terminal.

Red Light Citation: A violation issued against a vehicle running through a red-light traffic signal that is captured by cameras located at selected intersections throughout the City of Chicago.

Speed Enforcement Citation: A violations issued against a vehicle speeding through a safety enforcement zone that is captured by cameras located at selected school and park locations throughout the City of Chicago.

Administrative Notice of Violation (ANOV): A citation issued by a Chicago police officer, inspector or investigator from a City department which cites the ordinance allegedly violated with details to support the allegation. This



includes but not limited to such violations related to public intoxication, disorderly conduct, home and building repair infractions, unlawfully selling cigarettes, and false burglar alarms.

Contest by Mail (CBM): Mailed in documents and evidence sent in by a motorist challenging the validity of a citation. The documentation and evidence provided is remotely adjudicated by an Administrative Law Judge (ALJ) who generates a hearing disposition letter that is mailed to the motorist.

In Person Hearing Request (IPH): A request received from a motorist challenging the validity of a citation who wishes to have a face to face hearing with an ALJ. The motorist receives a scheduled date to appear before the ALJ who adjudicates the hearing based upon the documentation and evidence presented and provides an immediate hearing disposition.

3rd Party Update: Documentation provided by vehicle leasing and rental companies who are the registered owners of vehicles receiving citations. This documentation indicates the driver of a vehicle at the time of citation issuance and allows the transfer of responsibility for the citation from the leasing or rental company to the driver of the vehicle.

Professional Cashiering and Related Customer Services were initially established by IBM and the City of Chicago at the time of the award of the contract. The William Everett Group was requested, after contract award to provide augmented services and personnel in relation to this contract.

For this engagement TWEG provides support via phone and email to the City of Chicago employees 6 days a week. Our teams are responsible for taking in-coming calls for 8-10 hours a day from users of the CANVAS system. Additional responsibilities include providing support to the City's Corporate Noticing program customers. Customer service excellence has always been and will always be one of the essential competitive advantages for TWEG. The City of Chicago recognizes the paramount importance to our team representing them with their constituencies and we embrace our responsibility with pride and fervor. The overarching objectives of the Call Center are to answer motorist questions and give them information, options, and status of Parking, Red-light, and Speeder Type Tickets, when contacting the Ticket Helpline by Phone, Mail, Email, or Fax.

(9) **Contract Award Date:** March, 2014

Completion Date: March, 2022

(10) Initial Contract Amount: \$16,000,000

Final Contract Amount: Ongoing



B. Reference #2

- 1) **Client Name:** City of Chicago Department of Water Includes Utility Billing and Customer Service Department and the Business Contact Center
- 2) **Address:** 333 South State Street
- 3) **City, State, Zip Code:** Chicago, IL 60604
- 4) **Project Manager:** Guy Ponko, NTT Data
- 5) **Telephone Number:** 312-744-4426
- 6) **E-mail:** guy.ponko@nttdata.com`~~~~~`
- 7) **Number of Employees in Client Organization:** 50
- 8) **Project Scope of Services/Goals:**

TWEG along with our partner NTT Data Interface with City of Chicago Utility Billing and Customer Service customers and Business Contact Center customers via telephone contact, written correspondence and In-Person contact. Interface with City of Chicago Business Contact Center customers via telephone contact.

-Utility Billing and Collection,

including issuance and certification of Full Payment Certificates, necessary for the conveyance of all property within the City of Chicago

-Business Contact Center, including resolving inquiry of questions concerning City of Chicago business licenses and compliance issues

Project is being met by greater efficiencies, including hardware and software innovations thereby speeding up and simplifying the process and creating greater customer satisfaction as they navigate the city's methods and procedures. Customer is experiencing greater call handling levels along with shorter wait times. Customer is also experiencing a more streamlined visit to the office while getting answers to billing questions, legal, ownership disputes, payment research, refunds and other problems.

(9) **Contract Award Date:** 4th Qtr. - 2012

Completion Date: 4th Qtr. - 2018

(10) **Initial Contract Amount:** \$2,000,000

Final Contract Amount: Ongoing



5.0 SCHEDULE OF COMPENSATION / COST

TWEG is pleased to provide our pricing proposal to the City of St. Louis Treasury Office for the Parking Management Services.

The TWEG team is committed to providing the services outlined in the RFP and take no exception to the requirements of this RFP. We aggressively price our solutions in a manner that will allow both our clients and ourselves to be satisfied with the financial arrangements. We are submitting pricing for **Citation Management and Program Management Services** reflected in the RFP Appendix B.

TWEG's pricing assumptions associated with the preparation of our proposal and pricing are based on information in the RFP, Addendums, and Q&A document and issued by the City of St. Louis. TWEG's pricing submission is structured for a

TWEG's price proposal shall remain effective one-hundred twenty (120) days from May 17, 2019. Our pricing proposal covers the 36 month contract period with 1 optional year. Additionally, a 2% annual cost of living increase is added to support staff increases and performance improvement objectives. Subsequent renewal terms will be subject to agreeable CPI price changes, negotiated changes in pricing structure, or repricing depending on the magnitude of any SOW changes for the renewal periods.

One-Time Professional Services Fee for Transition, Discovery, Planning, Execution of \$50,000.00

Figure 4. Three year pricing

Resource Name	Number of Resources	Total Annual Hours	Rate \$/hr	Year 1	Year 2	Year 3	Option
Engagement Manager	1	192	\$ 150.00	\$28,800	\$29,376	\$29,964	\$30,563
Operations Manager	1	1,968	\$ 100.00	\$196,800	\$200,736	\$204,751	\$208,846
Customer Service Lead	1	1,968	\$ 75.00	\$147,600	\$150,552	\$153,563	\$156,634
Call Center Agents	6	11,808	\$ 50.00	\$590,400	\$602,208	\$614,252	\$626,537
Customer Services Agents	4	7,872	\$ 50.00	\$275,520	\$281,030	\$286,651	\$292,384
Payment Processing Lead	1	1,968	\$ 75.00	\$147,600	\$150,552	\$153,563	\$156,634
Payment Processing Agents	4	7,872	\$ 50.00	\$393,600	\$401,472	\$409,501	\$417,691
Trainer/QA	1	1,968	\$ 75.00	\$147,600	\$150,552	\$153,563	\$156,634
Total	19	35,616		\$1,927,920	\$1,966,478	\$2,005,808	\$2,045,924



Other Costs Detail

Based on relevant experience and the information provided by the City in the RFP and Q&A, we generated our pricing model as submitted herein, including the following assumptions:

- Six call center agents are capable of handle the existing call volume resulting from 280,000 tickets issued annually
- An annual cost of living increase of 2% will be added annually to support staff increases
- It is assumed that, this initiative will start no later than July 1, 2019. Any later start will directly impact the proposed project schedule, scope of services, number of resources. Any or all of these changes will have direct impact on the proposed pricing
- During the Initiation and Planning Phase, The TWEG team and City will refine delivery goals, objectives, and project scope of services, which will be the basis for the City to monitor and evaluate our performance
- Upon contract award our Project Manager and Engagement Manager will meet with the City to finalize the start-up plan, Upon approval of the Operations Plan, The City will pay for the those plans in
- a timely manner to ensure the overall project plans is not impacted and the TWEG team can maintain committed service levels
- TWEG will make every reasonable effort to minimize the cost of the project without adversely effecting the quality of the work being performed. Several factors can either reduce or increase the overall level of effort required by The TWEG team including, but not limited to the level of City participation
- The fees are inclusive of project related expenses



6.0 INSURANCE

The William Everett Group can and will comply with the City's insurance requirements. Prior to the contract award, The William Everett Group will obtain insurance in the amount specified during negotiations.



7.0 Addendum A