Naugatuck Valley Council of Governments

Managed Service Provider Request for Proposal

**RFP COORDINATOR:**

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Waterbury, CT 06702  
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1. Introduction

The Naugatuck Valley Council of Governments (NVCOG) is pleased to invite you to respond to this Request for Proposal (RFP) for Managed IT Services. The intention of this RFP is to solicit responses and formal proposals from qualified Managed IT Services Providers (MSPs) and select a single organization to provide IT services to NVCOG.

1.1 About Naugatuck Valley Council of Governments

The NVCOG is one of Connecticut’s nine regional councils of governments and facilitates collaboration among the nineteen local jurisdictions in the Naugatuck Valley region. The NVCOG provides planning assistance, regional transportation planning and programming, and demographic, economic, and geographic information services.

1.2 Purpose

With this RFP, NVCOG is requesting information about your company and the IT products and solutions you provide as outlined in the Service Requirements section. This information will be gathered from several different organizations and used to evaluate provider options for NVCOG.

This RFP is issued solely for information and planning purposes. This document does not commit NVCOG to contract for any service, supply, or subscription whatsoever. NVCOG will not reimburse any information or administrative costs incurred as a result of participation in response to the RFP. All costs associated with response will solely reside at the responding party’s expense.

1.3 Confidentiality Statement

All information included in this RFP is considered confidential and intended only for use by responders. No information included in this document, or in discussions related to NVCOG Managed Service Provider selection effort, may be disclosed to another party, or used for any other purpose without express written or verbal consent.

2. Environment Overview

The information below outlines the general demographics of NVCOG and our current technical environment.

Office Locations: 49 Leavenworth Street, 3rd Floor, Waterbury, CT 06702

Number of Employees: 24

Remote Employees: All staff have the ability to work remotely
Current Technical Environment:

- **Core Hardware**
  - Single Windows Server
  - Hyper V VM

- **Software Systems**
  - Microsoft 365

- **Connectivity**
  - Comcast Internet

- **Remote Access / VPN**
  - Sophos SSL VPN

- **Applications**
  - Microsoft 365 Business Premium - Cloud
  - Adobe Acrobat - Cloud
  - Adobe InDesign - Cloud
  - Quickbooks – In House
  - ESRI ArcMap – In House
  - ESRI ArcGIS Pro – In House
  - TransCad – In House

- **Backups, Antivirus and Remote Support Software**
  - ALIT BDR
  - Sophos AV
  - SolarWinds RMM

- **Workstations and other Devices**
  - Microsoft Surface Book 3 Laptops
  - MSI Laptops
  - HP Laptops
  - HP Workstations
  - Dell Workstations
  - Mac Laptops
  - iPad Pros
3. Service Requirements

As part of this RFP, NVCOG has requirements for the following services. We realize that not every MSP will be able to provide all the services listed below, but we encourage you to respond regardless.

- **Help Desk Support** - The MSP should offer superior 24x7x365 Help Desk support from Tier One to Three services utilizing industry best practice processes and procedures.
- **Server & Network System Monitoring** – The MSP must provide 24x7 monitoring of NVCOG’s server & network system with proactive communication and escalation protocols based on the severity of any unscheduled outages.
- **Patch Management Services & Preventative Maintenance** – The MSP must provide management of critical security and system patches to all servers and systems on the network to ensure NVCOG’s IT systems and resources are properly managed and maintained.
- **Business Continuity and Disaster Recovery** – The MSP must be able to support NVCOG’s ability to recover based on the Recovery Time Objective (RTO) and Recovery Point Objective (RPO) agreed upon by organizational constituents. In addition, backup and redundancy should be used to support this need.
- **Remote Backup** – The MSP must execute a nightly backup plan for the critical servers, including a regularly-tested recovery process.
- **Antivirus, AntiSpam & Antispyware Protection** – NVCOG is looking for solutions to defend against security threats including phishing, malware, spam, viruses.
- **On-Site Support** – When needed, the MSP should have the ability to deploy onsite resources to assist in issues which cannot be resolved through remote access to in-house systems.
- **Networking Support** - NVCOG requires proactive management and monitoring of our switches, firewalls, routers and Wi-Fi systems, and other networking equipment as identified by NVCOG.
- **Security Systems Monitoring** – MSP must provide proactive monitoring and management of NVCOG’s security systems, including firewalls, intrusion prevention, secure remote access, and any implementations of advanced security solutions NVCOG may utilize.
- **Vendor Management** – The MSP should be able to manage other vendors which may be contracted for by NVCOG and serve as the key point of contact unless escalated.
- **Warranty and Asset Inventory Management** – NVCOG expects the MSP to maintain a hardware and asset inventory that includes Desktops, Laptops, Servers, Printers/Scanners, Fax Machines, and notify NVCOG of any potential service or warranty issues. The MSP must also assist with managing the lifecycle of NVCOG’s devices and maintain an equipment inventory to ensure our systems are always current.
- **Software Licensing Control** – Oversight of automatic renewal of software applications and maintenance of appropriate documentation.
- **PC Deployment** – Delivery and setup of machines on-site.
- **Desktop and Laptop Support** - MSPs must include their ability to support existing and future desktop and laptop hardware. This includes maintenance and repair, replacement of failed equipment, and the acquisition and provisioning of new equipment as needed.
- **Printers, Copiers, and Scanners** - The MSP must be able to support existing printers, copiers, and scanner related network-printing issues.
- **Desktop Software Standardization and Software Licensing and Upgrades** – MSP must have a process for identifying standardization and management of desktop images and ensuring that staff are using current products as well as current OS and browser versions.
- **Lifecycle Management of Hardware Units** – The MSP should have processes for end-of-life notification, replacement, and asset decommissioning/disposal.
- **Break Fixes and Installation** – The MSP should offer planned and on-call break/fix services, including emergency response to server issues.
• **Move, Add, Change (MAC)** – NVCOG is looking for the MSP to help with any changes to the location, configuration of existing equipment or software, and installation of additional equipment or software as needed.

• **Mobile Device Support** - In addition to laptops and desktops, some staff use mobile phones and tablets. The MSP will need to support secure provisioning (and ongoing support of that provisioning) of any mobile device into the company network. In the event the device is lost, the corporate mail and contact data should be able to be easily wiped from the device while preserving individual’s personal information. A Mobile Device Management strategy / system recommendation should be considered and included in response to this RFP.

• **Reporting** – The MSP should provide relevant reporting not only based on their performance from a help desk perspective but also regarding system health, uptime, and assist in keeping an accurate hardware inventory to inform ongoing planning of maintenance, warranties, and refresh schedules.

• **Technology Strategy Planning** – The MSP will work with current IT staff to develop a long-term strategic technology plan. The plan will take advantage of new and existing technologies to produce a pragmatic and effective future roadmap that enables the organization to fulfill its overall mandate in the community.

• **Account Management** – The MSP must offer an internal escalation process in tandem with NVCOG to ensure the ability to have multiple points of contact available if needed depending on the items or issue encountered.

• **Project Management** – The MSP should be able to offer project management and technical engineering resources to assist with technical projects as identified by the MSP or NVCOG.

• **Service Levels** – The MSP should identify service level agreements or objectives and report back on a regular basis to NVCOG on their ability to meet these agreements or objectives.

• **IT Policy Review and Development** – The MSP should be able to assist in the development of customized policies related to the use of technology.

• **Hosting** - The MSP should offer services relative to hosting or co-location of equipment, either directly or through partners.

• **Onboarding and Offboarding Staff** - The MSP must have process and procedure in place to onboard or offboard team members in a timely and efficient manner.

• **Compliance** – The MSP must use systems that comply with published Payment Card Industry Security (PCI) Standards. In addition, the MSP should also support rules and regulations as provided by relevant governing organizations as identified by regulatory or grant based requirements.

• **Scalability** – The MSP must be able to offer a model where scaling up or down from a systems and cost perspective is simple and nimble.

• **Multi-Factor Authentication (MFA)** – MSP must be able to provide and manage a Multi-Factor Authentication (MFA) solution to provide an easy-to-use method to verify user identities at login and to protect logins with multi-factor authentication.

• **End-User Security Awareness Training** – The MSP should offer Security Awareness Training to teach NVCOG staff and employees about current threats, terms, standards, and compliance to help them avoid a security incident.

• **Vulnerability Testing** - The MSP should offer vulnerability tests, both internally and externally, to determine what flaws and potential threats exist from the outside, or perimeter, of NVCOG’s business network.

• **Managed SOC-as-a-Service** - The MSP should offer Managed SOC-as-a-Service to monitor NVCOG’s environment and ensure proactive detection and response to threats, intrusions, and attacks.

• **Microsoft 365 Support** – The MSP should be able to provide support for the Microsoft 365 applications and environment.
4. Response Process

4.1 Notification of Intent to Respond and Clarifying Questions

Please indicate your intention to respond to this RFP by email to the Primary RFP Contact listed below by the Intent to Respond and Questions Due date outlined below. In addition, please provide the contact details of the individual responsible for coordinating your RFP response. At the same time, we ask that you submit any clarification questions regarding the RFP.

4.2 Primary RFP Contact

Please direct all inquiries regarding this RFP to:

Lauren Rizzo
Administrative Assistant
Naugatuck Valley Council of Governments
lrizzo@nvcogct.gov
203-757-0535

4.3 Response Delivery Instructions

NVCOG requires responses to this request for proposal to be delivered in writing. You may attach documentation to support your answers, if necessary.

Please submit all responses via electronic delivery, as well as four (4) printed copies, no later than May 6, 2022, 2:00p to:

Lauren Rizzo
Naugatuck Valley Council of Governments
49 Leavenworth Street, 3rd Floor
Waterbury, CT 06702
lrizzo@nvcogct.gov

Any response received after the delivery date specified will not be considered without prior written or electronic approval.

Please submit the following:

- Attachment A
- Attachment B
- Proposal Document
- List of 3 – 5 References
- Pricing Breakdown
- A Sample Master Services Agreement, or Other Contract, that would be utilized if chosen
- Addendum
5. Selection Criteria & Process

5.1 Selection Criteria
NVCOG will evaluate the responses based on multiple criteria and will select the best firm whose proposal is most advantageous to NVCOG. NVCOG is not obligated to select the lowest price bidder. All responses will be evaluated in the following areas:

- Completeness of solution – 20%
- Expertise and experience – 20%
- Demonstrated customer service quality, support and account management – 25%
- Vendor strength and stability – 5%
- Reporting capabilities – 5%
- Financial considerations – 25%

5.2 Selection Process
All responses will be evaluated as received and included in the following process:

- Review and scoring of the responses, as well as clarification of information as deemed necessary by the evaluation team.
- Identification of 2–3 final candidates to conduct in-depth review of capabilities, including on-site interviews and presentations.
- Conducting site visits and/or reference calls as deemed appropriate by the evaluation team.

5.3 Finalist Presentations
Our intention is to hold presentations/demonstrations with one or more firms as indicated in the Key Dates table. The presentations will be held at NVCOG at 49 Leavenworth Street 3rd Floor Waterbury, CT 06702 and we will try to provide the finalist firms with as much advance notice as possible.
6. **Key Dates**

Below is a general timeline outlining the process steps with estimated dates for each step of the process. By participating in the RFP process, MSPs agree that they can adhere to the following general timeline and the meeting times they reserve through this process.

<table>
<thead>
<tr>
<th>Task</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Distributed to MSPs</td>
<td>April 8, 2022</td>
</tr>
<tr>
<td>Intent to Respond &amp; Questions Due from MSPs</td>
<td>April 21, 2022</td>
</tr>
<tr>
<td>Addendum for Q&amp;A</td>
<td>April 26, 2022</td>
</tr>
<tr>
<td>Response Due from MSPs</td>
<td>May 6, 2022</td>
</tr>
<tr>
<td>Response Analysis / Finalists Selection</td>
<td>May 20, 2022</td>
</tr>
<tr>
<td>Finalist Presentations</td>
<td>June 7, 2022</td>
</tr>
<tr>
<td>MSP Selection / Award Contract</td>
<td>June 21, 2022</td>
</tr>
<tr>
<td>MSP “Go Live”</td>
<td>August 1, 2022</td>
</tr>
</tbody>
</table>
Protest Procedures

A. GENERAL DEFINITIONS

1. The procedures established hereunder shall be available to contractors for the purpose of handling and resolving disputes relating to procurements hereunder. A protestor must exhaust all administrative remedies hereunder before pursuing a protest in any court of law.

2. The term “contractor” means any person, firm, or corporation, which has contracted or seeks to contract with the NVCOG.

3. The term “hearing officer” shall mean a person, appointed by the NVCOG Board, to hear and decide allegations made by any contractor relating to procurements hereunder.

4. A “pre-bid or solicitation phase protest” is a written protest received prior to the bid opening or proposal due date.

5. A “pre-award protest” is a protest against making an award and is received after receipt of proposals or bids, but before award of a contract.

6. A “post-award protest” is a protest received after award of a contract.

B. FILING OF PROTESTS

1. Pre-Bid Protest: Any Contractor may file a written protest of the procurement procedures involved herein, with the NVCOG at least five (5) working days before the bid opening or proposal due date.

2. Pre-Award Protest: Any Contractor may file a written protest against the NVCOG’s making of an award after the NVCOG’s making of an award after the NVCOG’s receipt of bids or proposals, but at least five (5) working days before the conditional award of a contract by the NVCOG.

3. Post-Award Protest: Any contractor may file a written protest of the procurement procedures involved herein, with the NVCOG, no more than five (5) working days after the date of the NVCOG’s Decision regarding a selection of a contractor with respect to the RFP.

4. Each protest must clearly state:
   a. The name, address, and telephone number of the protestor;
   b. The solicitation/contract number or description thereof.
   c. A statement of all of the grounds upon which the protest is made.

5. Protests are to be filed by certified mail, return receipt requested or by personal delivery by 4:30pm on or before the due date at:

   NVCOG
   49 Leavenworth St, 3rd Floor
   Waterbury, CT 06702

   If protests are filed by personal delivery, the protestor must obtain a time-stamped copy of the protest from the Purchasing Department as proof of the date and time of the filing of the protest. It is the Protester’s sole responsibility to provide said copy at the time of filing.

C. HEARING PROCEDURE
1. A hearing shall be conducted in accordance with C.G.S. Section 4-176e through 418a, as amended, which are incorporated herein, provided that if there is a conflict between Section 4-176e and these Written Protest Procedures, the latter will prevail. The hearing officer shall issue a written decision within ten (10) days of the last date of such hearing and state in the decision the reasons for the action taken. The Hearing Officer, shall respond in detail, to each substantive issue raised in the protest.

2. The Hearing Officer shall be the responsible official who has the authority to make the final determination of the protest.

3. The Hearing Officer shall address, in his determination, each material issue raised in the protest.

4. The Hearing Officer’s determination shall be final and binding upon all parties upon issuance.

5. Within (5) working days from its receipt of the decision of the Hearing Officer, a protester may request reconsideration of the decision, using the same procedure described in Section B.5 above. The request for reconsideration shall be addressed to the Hearing Officer, NVCOG, 49 Leavenworth St., Suite 303, Waterbury, CT 06702

   The request for reconsideration shall set forth all of the grounds upon which the request is made.

6. The Hearing Officer shall issue a written decision on the request for recommendation within ten (10) days of receipt thereof and state in the decision the reasons for the granting or denial of the request.

D. Post-determination protests may include allegations that the NVCOG failed to have or follow written protest procedures

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**Thank You**

NVCOG looks forward to reviewing your response and would like to thank you in advance for your participation. The Managed Service Provider selection project is very important to our continued success and represents a major focus of effort for NVCOG. We appreciate and value your input, expertise, and feedback.
## 1.0 Company Profile

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Company Name</td>
</tr>
<tr>
<td>1.2</td>
<td>Company Address</td>
</tr>
<tr>
<td>1.3</td>
<td>Contact Information (Party responsible for responding to this RFP)</td>
</tr>
<tr>
<td>1.4</td>
<td>Company Webpage</td>
</tr>
<tr>
<td>1.5</td>
<td>Main Products / Services</td>
</tr>
<tr>
<td>1.6</td>
<td>Main Market / Customers</td>
</tr>
<tr>
<td>1.7</td>
<td>Number of years in the Market</td>
</tr>
<tr>
<td>1.8</td>
<td>When did you first start providing similar solutions?</td>
</tr>
<tr>
<td>1.9</td>
<td>Company location(s)</td>
</tr>
<tr>
<td>1.10</td>
<td>Number of Employees</td>
</tr>
<tr>
<td>1.11</td>
<td>Number of Employees in Account Management</td>
</tr>
<tr>
<td>1.12</td>
<td>Number of Employees in Technical Support* (note how many are not actually employed by your organization)</td>
</tr>
<tr>
<td></td>
<td>*Include Average Tenure of Technical Support Staff</td>
</tr>
<tr>
<td>1.13</td>
<td>List of Sub-Contractors</td>
</tr>
<tr>
<td>1.14</td>
<td>Notable Acquisitions</td>
</tr>
<tr>
<td>1.15</td>
<td>Key Business Partnerships</td>
</tr>
</tbody>
</table>

## 2.0 Financial Information

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Previous year gross revenue</td>
</tr>
<tr>
<td>2.2</td>
<td>Previous year net income</td>
</tr>
<tr>
<td>2.3</td>
<td>Return on investment</td>
</tr>
</tbody>
</table>
# Attachment B

## RFP Response Form: Questions

Please provide responses to the questions below to the best of your ability.

<table>
<thead>
<tr>
<th>1.0 General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong> Q. What are the general types of organizations your clients represent? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.2</strong> Q. Why do you believe that you are a good fit with our organization? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.3</strong> Q. Describe your onboarding/implementation process and approach if you were selected? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.4</strong> Q. Do you conduct QBRs and what is the nature of those meetings? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.5</strong> Q. How do you typically work with IT Management at clients who have staff members? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.6</strong> Q. What do you feel your overall strengths and differentiators are? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.7</strong> Q. Do you serve clients with 24 X 7 requirements? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.8</strong> Q. What services do you offer besides the core services of a Managed Service Provider? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.9</strong> Q. What type of training do you offer either during onboarding or ongoing? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.10</strong> Q. What do you feel are your biggest hurdles to a successful relationship? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.11</strong> Q. What training resources are available for team members? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.12</strong> Q. What type of general expertise can you provide in key technology areas? A.</td>
<td></td>
</tr>
<tr>
<td><strong>1.13</strong> Q. What types of support and services do you provide for Microsoft 365? A.</td>
<td></td>
</tr>
</tbody>
</table>
### 2.0 Processes

<table>
<thead>
<tr>
<th>Q.</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Do you use in-house or contracted resources for services?</td>
</tr>
<tr>
<td>2.2</td>
<td>Describe your process for migrating NVCOG to your organization?</td>
</tr>
<tr>
<td>2.3</td>
<td>What NVCOG resources would you require (i.e., information, data, staff resources, communication) during initial migration and on an ongoing basis?</td>
</tr>
<tr>
<td>2.4</td>
<td>Outline the methods by which clients can access you (i.e., online, by phone, etc.).</td>
</tr>
<tr>
<td>2.5</td>
<td>Describe the escalation and account management process.</td>
</tr>
<tr>
<td>2.6</td>
<td>Where is/are your support center(s) located?</td>
</tr>
<tr>
<td>2.7</td>
<td>How involved is your team with creating project plans/testing during technical projects?</td>
</tr>
<tr>
<td>2.8</td>
<td>Do you follow ITIL or other processes aligned with industry standard practices?</td>
</tr>
<tr>
<td>2.9</td>
<td>Do you participate in drills or tests i.e. DR, IRP, etc.?</td>
</tr>
<tr>
<td>2.10</td>
<td>How do you notify users of maintenance windows or system outages?</td>
</tr>
<tr>
<td>2.11</td>
<td>What types of diagrams would you typically create/maintain?</td>
</tr>
<tr>
<td>2.12</td>
<td>Do you offer knowledge bases for common issues and how are they utilized?</td>
</tr>
<tr>
<td>2.13</td>
<td>What is your willingness or ability to support the security systems, phone systems, audio/visual systems?</td>
</tr>
<tr>
<td>2.14</td>
<td>How often do you conduct DR testing?</td>
</tr>
</tbody>
</table>
## 3.0 Technology

| 3.1 | Q. What types of monitoring agents would you use for end user devices?  
A. |
| 3.2 | Q. What is the back-end help desk system you use?  
A. |
| 3.3 | Q. Do you offer managed firewalls or other managed technology?  
A. |
| 3.4 | Q. Do you offer MDM or other mobile management technology?  
A. |
| 3.5 | Q. Do you offer a SIEM or other security-based technology?  
A. |
| 3.6 | Q. Do you have tools to provide system uptime metrics?  
A. |
| 3.7 | Q. What tools do you use for network monitoring?  
A. |
| 3.8 | Q. What tools do you use for system monitoring or general health level of end user devices?  
A. |
| 3.9 | Q. Do you offer or partner for laptop and workstation encryption?  
A. |
| 3.10 | Q. If hosting/co-location is an option please describe details of option i.e. services, vendor partners, etc.  
A. |
## 4.0 Support

<table>
<thead>
<tr>
<th>4.1</th>
<th>Q. Describe fully your technical support options including the assistance request process, escalation process, support hours, response times, staffing levels, staff expertise, and physical location of the help desk.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A.</td>
</tr>
<tr>
<td>4.2</td>
<td>Q. Please provide details on your standard reporting capabilities.</td>
</tr>
<tr>
<td></td>
<td>A.</td>
</tr>
<tr>
<td>4.3</td>
<td>Q. Describe any documentation and support (e.g., user manuals, online help, interactive demos, web-based seminars, and online knowledge base) that will be available, both from the technical perspective and the end user perspective.</td>
</tr>
<tr>
<td></td>
<td>A.</td>
</tr>
<tr>
<td>4.4</td>
<td>Q. What options are available for user training and technical training that may be required by staff?</td>
</tr>
<tr>
<td></td>
<td>A.</td>
</tr>
<tr>
<td>4.5</td>
<td>Q. Describe any user groups, websites, newsletters, conferences, or any other means you support for sharing information and soliciting service feedback.</td>
</tr>
<tr>
<td></td>
<td>A.</td>
</tr>
<tr>
<td>4.6</td>
<td>Q. How do you monitor customer satisfaction and quality assurance on an ongoing basis and how might we benefit from this process?</td>
</tr>
<tr>
<td></td>
<td>A.</td>
</tr>
<tr>
<td>4.7</td>
<td>Q. The NVCOG user base varies in its level of technical sophistication. Please describe your experience in successfully supporting users that may be remote and possess limited technical skills.</td>
</tr>
<tr>
<td></td>
<td>A.</td>
</tr>
</tbody>
</table>

## 5.0 Pricing & Contracts

<table>
<thead>
<tr>
<th>5.1</th>
<th>Please attach cost proposals and worksheets to support these figures, if applicable. Itemize non-recurring and recurring costs. Recurring costs should be quoted as per user per month costs. Other pricing models may be provided as an option.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Please attach a Master Services Agreement or other legal documents beyond a proposal which accompany a proposal.</td>
</tr>
</tbody>
</table>

## 6.0 References

<table>
<thead>
<tr>
<th>6.1</th>
<th>Please provide at least three references for customers with similar operations to the proposed solution. Include contact names, phone numbers, email addresses and industry.</th>
</tr>
</thead>
</table>

Please provide any other information you feel should be considered in our evaluation.