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July 12, 2021

TO: All Prospective Bidders

FROM: Trent Ensley, Procurement Manager

**SUBJECT: ADDENDUM NO. 1
PWC2122003 – RFP FOR ENTERPRISE DOCUMENT MANAGEMENT
PROGRAM**

1. The Specifications and Bid Documents are hereby modified or clarified per the attached documents.
2. The foregoing changes or clarifications shall be incorporated in the original Bid Documents and a signed copy of this Addendum No. 1 shall accompany the bid to acknowledge the bidder's receipt and familiarity with the changes and/or clarifications.

TE: tke

Acknowledgement:

Company _____

By _____

Date _____

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NOTICE TO BIDDERS:

This Addendum shall become a part of the Contract Documents for the above projects as they apply.

Revised or newly issued wording, specifications, or attachments contained in this Addendum shall supersede and shall take precedence over any conflicting information in which was previously issued. All other terms and conditions of the Contract Documents remain unchanged.

Item 1:

Revision of Section 3.1 Terms and Conditions

This document provides general and specific information for use by Vendor(s) in submitting a proposal to supply the Public Works Commission (PWC) with the services as listed in this RFP in accordance with N.C.G.S. 143.131. PWC will select a qualified Vendor with whom to develop a mutually beneficial contractual relationship. PWC's decision to award will be based on the proposal that offers the best overall benefit to the PWC, taking into account pricing and other evaluation criteria as stated in Section 7.3. PWC reserves the right to reject any or all proposals. Prior to award of contract, the recommended Vendor shall enter into a Service Agreement with PWC (See Appendix B).

Item 2:

Attached are the Questions & Responses for reference.

**QUESTIONS AND RESPONSES FOR:
PWC2122003 – RFP FOR ENTERPRISE DOCUMENT
MANAGEMENT PROGRAM**

1. Would it be possible to obtain organizational charts which reflect how Fayetteville is organized and structured?
 - a. See Attachment A

2. Can Fayetteville PWC provide an estimate of approximately how many workflows exist that require documents to be managed?
 - a. No, an estimate of approximately how many workflows exist is not available. Estimates related to users, workflows, etc., must be included in the assessment results provided by the selected bidder (see Objective 2 on page 6).

Alternatively, can you identify what are the critical workflows that depend on documents being accurate and up to date?

- b. The selected bidder is required to deliver an overall strategy and implementation plan based on assessment results, which should include recommendations for leveraging current technologies and/or purchasing/subscribing to new application(s).

Note: While the selected vendor will provide recommendations, hardware or software will not be purchased from this RFP.

3. In addition to the document examples depicted in the RFP and summarized below, are there other types of documents and estimated volumes we should be aware of?
 - i. Customer Contracts (500k) annually
 1. Incentive Programs
 - ii. Bills (1.4m) annually
 - iii. Water Leak Notifications (22k) annually
 - iv. Employee documents (Hiring, Legal, Payroll)
 - v. Water & Electrical (Line Drawings)?
 - vi. EPA Related Documentation
 - a. Appendix A was only intended to provide a high level view of PWC, not any indication of document types or volumes. Examples are included on page 3 of the RFP. Also refer to answer to Question #2.

4. We assume that in satisfying the requirement of providing technology recommendations Fayetteville PWC will require a formal selection and request for proposal process which should be included in the overall approach and response to this request for proposal. Can you confirm that this assumption is correct?
 - a. PWC will require recommendations for any new technologies proposed, to include technical requirements (data storage, systems, compatibility,

integrations, etc.). Cloud based solutions are generally preferred, with the ability to integrate and/or be compatible with current key applications (see Objective 3 on page 6).

- b. PWC does not require the selected bidder to incorporate a formal selection (RFP's) process into the overall approach. Any technology recommendation(s) provided should be based on assessment results and the bidder's understanding of PWC needs and options available in the market place and any future purchase and/or contract will be subject to PWC conducting a procurement within our guidelines and North Carolina General Statutes
5. Does PWC anticipate that the vendor will also recommend additional specific technologies as part of the Document Management Program results such as specific document management solutions or RPA type technologies?
 - a. See response to Question #2.
6. There are times in which individual resources that are to be involved in a project such as this until the project is approved based on availability or time frames. Is it acceptable to exchange the resources that are presented on the response with others prior to project start?
 - a. Key resources will be identified in the SOW established for the project. Any changes after the SOW is signed require notification to and approval by PWC.
7. Does PWC have a target date in which they would like this project to be completed?
 - a. Start date is estimated for October 2021. The end date will be dependent on the selected approach proposed by the bidder.
8. Does PWC have a budget defined for this project?
 - a. Funds have been allocated for this project. Bidders should propose a budget aligned with RFP requirements and the proposed approach.
9. How many different departments does PWC anticipate need to be evaluated?
 - a. See response to Question #1.
10. How many different processes does PWC anticipate need to be evaluated?
 - a. See response to Question #2.
11. Does PWC anticipate that a specific percent of the evaluation will be done onsite vs remote?
 - a. PWC will not dictate a specific percent of remote vs onsite work. Most administrative employees are well acclimated to working in both modes. Bidders should consider the best approach based on the types of tasks/activities to be completed.

12. Is there any other system you anticipate to integrate that handle transactions for the 1.4 million bills annually?
- PWC is implementing Oracle's Customer to Meter (C2M) product for billing; it is scheduled to go live in early August 2021.
13. Do you anticipate any user adoption services needed for a portion or all of the 646 employees? If so, what groups or processes are most important?
- See response for Question #2.
14. Does PWC have a common taxonomy within the organization or is part of this project to create that taxonomy?
- PWC does not have a common taxonomy established.
16. The implementation of software solutions can vary widely depending on project budget. Our firm has successfully delivered projects across various budget ranges. To help us best meet the goals of your solicitation, can you please approximate the anticipated budget range for this project? For example, is the anticipated budget range:
- Less than \$50,000
 - \$50,000 – \$75,000
 - \$75,000 – \$100,000
 - \$100,000 – \$150,000
 - \$150,000 - \$250,000
 - \$250,000+
- See response to Question #8.
17. What qualifications are you looking for in an implementation partner? For example, we have multiple Microsoft Gold and Silver Competencies, Microsoft Certified Masters, etc.; will the proposal scoring take our credentials into account?
- Bidders should explain all qualifications relevant to the RFP (see pages 5 and 7). See response to Question #2.
18. We are a Microsoft Deployment and Planning Services (SDPS) Provider; in that regard do you have any Microsoft Software Assurance Planning vouchers that might be applied to the discovery phase or a proof of concept?
- See response to Question #2.
19. Remote project delivery typically enables us to reduce project duration and costs. Most of the projects we do *could* be delivered 100% remotely however, we sometimes find it useful to be onsite during discovery meetings, training, etc. Considering the potential effect on project duration, resource availability, and cost on a scale from 1 to 5 where 1 represents "100% **onsite** project delivery" and 5 represents "100% **remote** project delivery", what are your requirements on this continuum?

- a. See response to Question 11.
20. Did any contractor or vendor assist with the development of this solicitation or provide you with an initial evaluation, proof of concept, demonstration, pricing, or any other analysis related to this procurement? If so:
- Please provide the name of all contractors and vendors
 - Are these contractors and/or vendors eligible to bid on this project?
- a. No
21. On a scale from 1 to 5 where 1 represents “An on-premises solution housed in your facility, managed and maintained by you” and 5 represents “A cloud-based solution managed by you”, what best represents the desired solution on this continuum?
- a. See response to Question #2.
22. In the Introduction/Purpose Section 1 the RFP states, “It is PWC’s desire to leverage existing capabilities and systems to the greatest extent possible” and in the Background/Current State Section 2 it states, “PWC uses a suite of Oracle products for customer and operations functions”, followed by a list of Oracle applications/platforms. On a scale from 1 to 5 where 1 represents a **100% Oracle solution** and 5 represents a **100% non-Oracle solution** (e.g. O365), what is your preference with respect to the solution you are looking for on this continuum?
- a. See response to Question #2.
23. The diagram in Appendix A indicates that you have 646 employees; is this the number of users we should account for as it relates to product pricing, implementation services scoping, etc.?
- a. See response to Question #2.
24. Approximately how many business units will use the solution (i.e. we need this for pricing as well)?
- a. See response to Question #2.
25. On a scale from 1 to 5 where 1 represents a Commercial-Off-The Shelf (COTS) solution with minimal configuration and 5 represents a platform-based solution requiring some professional services, customization, and possible third-party products, what is acceptable with respect to the solution you are looking for on this continuum?
- a. See response to Question #2.
26. We are a SharePoint and Office 365 focused consultancy and have successfully combined these platforms with best of breed third party software products (as needed) to implement comprehensive enterprise document, content and records management solutions; given what you know about SharePoint/O365, including any as-needed 3rd-party add-ons, on a scale from 1 to 5 where 1 represents “Will

not meet our requirements” and 5 represents “We believe SharePoint or O365 is the best platform for our needs”, what represents your view on the continuum?

a. See response to Question #2

27. In the Background/Current State Section 2, the RFP states “Over the past year, PWC has deployed Microsoft Office 365”; regarding your current experience with SharePoint/O365, if you are using either:

- What versions are currently in use (e.g. SharePoint 2019, O365 G3 or G5, etc.)?
- Do you already have the requisite O365 licensing for the number of anticipated users of the solution?
- What is the current usage in terms of the number of Departments, Users and Site Collections?
- For what workloads are you currently using SharePoint/O365 (e.g. collaboration, document management)?
- What, if any, problems or dissatisfaction have you experienced with SharePoint/O365?
- Do you already own any SharePoint-related products (e.g. ShareGate, etc.) and if so, which ones?
- On a scale from 1 to 5 where 1 represents “None” and 5 represents “Expert”, can you please indicate what SharePoint/O365 skills you currently have in house in terms of:
 - Infrastructure, Administration and Maintenance
 - Information Architecture Design and Implementation
 - Content Owner/Authorship
 - PowerShell and C# Development

a. See response to Question #2.

28. In the Background/Current State Section 2, the RFP states that “Employees are familiar with and use network shared folders as their primary storage mechanism in most departments”; if the migration of documents from file shares is within the scope of this solicitation:

- How many documents need to be migrated?
- How many folders are there in the file shares that need to be migrated?
- What is the total size in GB/TB of the content to be migrated?
- *Note: this information can be determined by right-clicking on the parent folder and selecting "Properties".*

a. See response to Question #2.

29. Regarding Records Management requirements indicated in the Background/Current State Section 2:

- Approximately how many Record Categories/Types/Series need to be managed by the solution (i.e. we need this for pricing/estimation purposes)?
- Approximately how many *electronic* documents/records need to be managed by the solution in the first year?

- What is the approximate amount of digital content in gigabytes/terabytes that needs to be managed in the first year?
 - Approximately how many *paper* records need to be managed by the solution?
 - a. See response to Question #2.
30. Regarding the requirement for “workflows” mentioned in Section 6, Scope of Work, Objective 2:
- Is the development of specific workflows part of this solicitation or just a required feature/capability of the solution?
 - Can we assume that the workflows are very simple in nature (e.g. document approval)?
 - Are the required workflows centered on document approval or do they include process workflows to automate line of business functions?
 - If workflow development to automate line of business functions is in scope:
 - How many workflows are to be built as part of this solicitation?
 - If available, can you please provide an outline of the steps or flow diagrams that represent a typical workflow?
 - Given your knowledge and experience with SharePoint, do you anticipate that the required workflows can be addressed with using SharePoint’s built-in workflow capability?
 - a. See response to Question #2.
31. Regarding the requirement stated as “migration of paper documentation to digital format” in Section 6, Scope of Work, Objective 3:
- If you desire to leverage an existing document capture software:
 - What capture software do you currently use?
 - Is this software able to release scanned documents and metadata to SharePoint Online?
 - If not:
 - How many *documents* do you anticipate scanning *per year*?
 - What is the anticipated *growth rate* in documents scanned per year over the next 3 years (e.g. 5% growth in each of years 2 and 3)?
 - a. See response to Question #2.
32. The Statement of Qualifications section 5.1.3 indicates that we are to include “annual revenue” in our response; given the sensitive nature of this information, can financial information be submitted upon shortlist or award?
- a. Yes
33. Section 5.1.6. indicates that “This will be a fixed price engagement, but costs should be detailed for each phase/objective”:
- Fixed Price contracts typically include a risk premium whereas Time and Materials contracts with a Not-to-Exceed cap do not and are therefore less

expensive; to confirm, are you requesting a Fixed Price for the project in our response?

- Alternatively, would a Time and Materials contract with a Fixed **Rate** for 12 months vs. a Fixed Price contract satisfy this requirement?
 - a. Fixed price contract is required.

34. As an environment-conscious organization, we strive to reduce our consumption of paper and pollution, as well as printing and shipping costs, etc.; to that end, can respondents submit proposals electronically via email in lieu of hard-copy proposals?

- a. Hard copies are required in addition to the PDF (see page 5 of the RFP).
- b. PDF files can be uploaded at : https://faypwc-my.sharepoint.com/:f/p/nikole_subject/EpjQPNX3IohFjqYxGWHfibgBlLE3VsReN0Qm5XVIkVY2VQ

Should you have difficulties accessing the link please reach out to Nikole Subject, PWC Procurement Advisor, nikole.subject@faypwc.com / (910) 635-9882.

35. Have any milestone event dates changed?

- a. No

36. What happens if you do not move forward with new system?

- a. See response to Question #2.

37. Number of users:

- Admin
 - Read only
 - Edit
 - Outside of city
- a. See response to Question #2.

38. Are use cases, diagrams, and other supporting information available for important reports and workflows?

- a. Those documents that are available will be shared/developed with selected bidder.

39. Please describe any integration points required in detail.

- a. See response to Question #2.

40. Please describe any specific routing/workflow requirements in detail.

- a. See response to Question #2.

41. Please note any specific holes or lack of functionality in your current system that you are trying to address (vs. must have functionality list).

- a. See response to Question #2.

42. Please note or explain the desired integration points required in your Oracle financial systems.
 - a. See response to Question #2.
43. Please note or explain the desired integration points required in your SharePoint system.
 - a. See response to Question #2.
44. How do you use SharePoint today (besides minimal)?
 - a. See response to Question #2.
45. Please describe any scanner technology used for capture.
 - a. See response to Question #2.
46. Please provide desired implementation date.
 - a. See response to Question #7.
47. Please provide estimate on the project budget in a range.
 - a. See response to Question #8.
48. OBJECTIVE 3: Do you have a hyperscaler that you use or prefer?
 - a. See response to Question #2.
49. Section 2 references “Other non-enterprise applications are being used by the organization and shall also be considered as part of the comprehensive enterprise-wide Document Management Program”. Can you please provide a list of what these other non-enterprise applications which are used?
 - a. See response to Question #2.
50. How many documents total are in the 1,147 boxes that are tracked in the current in house developed application?
 - a. See response to Question #2.
51. How many paper documents are there currently?
 - a. See response to Question #2.
52. Are you looking to have the awarded vendor to scan those documents to be accessible in the DM?
 - a. See response to Question #2.
53. How many files on windows shares are there?
 - a. See response to Question #2.
54. Will you need documents currently stored in SharePoint to be migrated to the awarded DM?

- a. See response to Question #2.
55. If so, please let us know how many documents are in SharePoint.
- a. See response to Question #2.
56. Do you have many duplicated file names across all your document repositories? If so, roughly what percentage of the total documents are duplicate filenames?
- a. See response to Question #2.
57. How do you currently identify revisions of documents?
- a. PWC does not have a consistent way to version documents across divisions/departments.
58. Do you need those revision levels retained as revisions within the awarded DM?
- a. See response to Question #2.
59. You have identified 646 employees at the time of this RFP request. Can you categorize those 646 employees?
- 1. People who will only Search, View, Print (if appropriate rights are set)?
 - 2. People who will only take part of any workflow approvals?
 - 3. People who will be entering in non-CAD related documents?
 - 4. People who will be creating transmittals?
 - 5. How many transmittals in a day are generated?
 - 6. People who are only CAD users working full time?
 - 7. People who are only CAD users working part time?
 - 8. People who will administer the DM in regard to adding or editing configuration settings (i.e. Rights within the system, workflows)?
 - 9. Number of IT staff that will need to be trained on the server side of the DM Solution?
 - a. See response to Question #2.
60. How many offices will access the DM system?
- a. See response to Question #2.
61. Will you allow the public to access the system or will your employees send any public records that the public requests?
- a. See response to Question #2.
62. Of the bulleted list of Oracle Products that are listed in RFP do you want to integrate with any or all business systems with DM directly? If the answer is Yes, we would to know if you have architectural diagrams or flow charts for the intended business flow processes that you can share?
- a. See response to Question #2.

63. Is the Fayetteville PWC looking for the software solution (Enterprise Document Management Solution) as well as an integrator to provide professional services for a comprehensive enterprise-wide Document Management Program (EDMP)?
- a. See response to Question #2.
64. If this RFP is for professional services only for the Enterprise Document Management Program, would award of this RFP to a vendor prevent the same vendor from supplying future new technology, software solutions or professional services for an Enterprise Document Management Solution needs of a future RFP?
- a. See response to Question #2. Application and/or award of this project will not impact eligibility for future RFPs.
65. For the initial department(s) that will be using the EDMP, how many users would be involved in scanning?
- a. See response to Question #2.
66. How many scan stations do you anticipate needing?
- a. See response to Question #2.
67. If PWC currently has any scanning devices that they are currently using and may be able to use in the new solution, please list make and models.
- a. See response to Question #2.
68. The RFP list various types of documents that are to be included in the EDMP. What information for retrieval purposes do you wish to capture about your documents? Example: Account Number, Project Name, Project Number, Names, Dates, Customer Number etc.
- a. See response to Question #2.
69. Are there any document types that you would like to full-text index so that these doc types are full-text retrievable? If so, please list document types.
- a. See response to Question #2.
70. Do you have a backfile of paper documents that you will need to scan into the document management system? If so, do you want to have a vendor accomplish the scanning of the backfile of paper documents or does PWC want a capture environment created within PWC for backfile scanning?
- a. See response to Question #2.
71. Will PWC have a need to save emails or email attachments into the EDMP so that they are searchable and retrievable by other users?
- a. See response to Question #2.

72. Is the use of workflow to automate business processes an optional functionality the PWC wants included in the EDMP? If workflow is needed in the solution, please describe the number of employees involved in each process.
- a. See response to Question #2.
73. For the initial implementation of the EDMP, how many users will be in the EDMP more than four hours per day (Power Users)?
- a. See response to Question #2.
74. What is the number of casual users that will be using the EDMP? And, how much time per day, on average, will each casual user be in EDMP (5 minutes, 20 minutes, 1 hour, etc.)?
- a. See response to Question #2.
75. Are there any users external to your network, which need access?
- a. See response to Question #2.
76. Is there any need for public access to any of the PWC's documents?
- a. See response to Question #2.
77. How would the PWC like to have EDMP training for End Users administered? Train all of the End Users or offer some type of Train-the-Trainer methodology?
- a. See response to Question #2.
78. Has funding been determined for the EDPM? If yes, can the PWC provide a budget for this project?
- a. See response to Question #8.
79. In the RFP it states that vendors are expected to start on or before October 2021. Does the PWC have an anticipated date of completion for the project?
- a. See response to Question #7.
80. Has the Commission discussed this project with any potential vendors prior to the RFP release?
- a. No
81. Does the PWC have a preference of On-Site or Remote for activities and professional services?
- a. See response to Question #11.
82. In the RFP it states, "PWC has developed a centralized physical document storage program (1,147 boxes) that is currently supported by an in-house developed application that has exceeded its life cycle and is no longer compatible with standard-issue computers". What is the name of this application?
- a. DSR was built by internal staff using the Progress database program.

83. What is the date that vendors can expect to get answers back from PWC on the questions submitted for the RFP?
- a. July 12th
84. Can you provide the number of internal users?
- a. See response to Question #2.
85. Will there be external users? If so, how many? External is defined as not in your Active Directory.
- a. See response to Question #2.
86. Is SharePoint a viable solution for PWC?
- a. See response to Question #2.
87. Have you seen demonstrations of any other systems?
- a. No
88. For the management of paper files, please confirm you are expecting this solution/services to replace the existing solution? Correct?
- a. See response to Question #2.
89. Would PWC consider vendors submitting electronic versions of the responses?
- a. See response to Question #34.
90. Objective #3 indicates a possible recommendation of a solution. If we were to win this RFP, would we be excluded from implementing the recommended solution?
- a. Application and/or award of this project will not impact eligibility or preference for future RFPs.
91. In the list of Suite of Software being used, you indicate some solution moving to SOM/C2M –what is SOM/C2M?
- a. Oracle’s Service Order Management and Customer to Meter products
92. Can you please let me know the total number of users?
- a. See response to Question #2.
93. Can you further describe the current state and condition of all the documents? Are the conditions such that the chosen provider is expected to sift through all the paperwork and all the boxes of materials or is there some coordination and organization of the documents already in a meaningful state?
- a. See response to Question #2.
94. What is your current platform capabilities and preferences? Are you on MS 365 or are you seeking to evaluate other platforms as part of this scope?
- a. See response to Question #2.

95. We see this RFP in two parts. The first part represents the overall structure: governance, architecture, design, framework, etc. Once the structure is established the second part is the implementation. Is it acceptable if the bidder addresses the first part only and either seeks a sub-contractor or competitively bids this work as subcontract in the second part? Once the structure is defined then all that is needed is a competitively priced provider to then implement per the roadmap. Is this an option/consideration? Do you have a MWBE/DBE resource directory, or could you broker a relationship with a trusted set of DBE vendors whom you've worked with?
- a. This project is focused on assessing current state and developing a policy and strategy for implementation of an enterprise-wide data management program. Deployment of a new technology and/or expanding upon technologies currently in use is only part of an overall strategy/plan. Recommendations for new technologies will be accepted as part of the implementation plan, but actual implementation (if approved) would be planned for FY23 (after July 2022).
96. It is our understanding that governance modeling for document retention strategy purposes is inclusive of developing sensitivity labels, defining access permissions, retention and deletion controls in addition to appointing a named individual to own the process. What are the supporting activities and desired outcomes of your expectations for governance modeling?
- a. See response to Question #2.
97. Do you have a set date to have this entire project completed? Do you have a budget range for guidance and expectations noted in the RFP?
- a. See response to Question #7.
98. Are you still requiring as a response the requirement of seven paper-based copies mailed along with a flash drive of our response or will the file emailed suffice?
- a. See response to Question #34.
99. Section 2. The RFP references PWC following General Records Schedule for Government Agencies. The RFP references just Enterprise Document Management Strategy. Are you looking for the system to manage your records as well, including retention schedule, disposition schedule, holds, etc.?
- a. See response to Question #2.
100. Is this just an RFP to help you with the overall Strategy of Document Management? Don't really call out a solution for it
- a. See response to Question #95.
101. This sounds like a roadmap for an Enterprise Document Strategy deliverable, is this correct?
- a. See response to Question #95.

102. Object 3. You want recommendations for any new technologies proposed to include technical requirements. Do you want an actual proposal for a document management solution?
- a. See response to Question #2.
103. Can you please tell us more about the in-house physical document management solution? Does it need to be converted/migrated to the new select Enterprise Content Management (ECM)?
- a. See response to Question #82.
104. Are the physical records that remain planned to be scanned or remain in a physical format?
- a. See response to Question #2.
105. Do you have any other systems for electronic records other than network file share and SharePoint?
- a. See response to Question #2.
106. How important are SMS (text messages) in the overall ECM strategy?
- a. See response to Question #2.
107. Are conversion of pictures and video included as part of the overall strategy?
- a. See response to Question #2.
108. Is there a Field Services (people in the field filling out electronic forms) component to the strategy?
- a. Yes
109. Is Oracle in the Cloud or On-Premise?
- a. Currently, Oracle products are on-premise. The C2M implementation in progress is Cloud. PWC is also implementing Oracle's Human Capital Management Cloud solution, which will replace the HR functions currently being managed in eBS.
110. Are there any electronic documents stored in the Oracle solutions (for instance EBS Managed Attachments)?
- a. Yes
111. Who (what roles) from the City would be participating in the strategy ECM Program and what type of availability do they have?
- a. Personnel from the City of Fayetteville will not be engaged in this project.
112. Is there a need to share documents or artifacts with the public?
- a. See response to Question #2.
113. How many users are expected to utilize a new system?
- a. See response to Question #2.
114. Do you have ESRI integration requirements for the document management system?
- a. See response to Question #2.

115. How many documents (artifacts) would be planned for a migration to the new system? Can you estimate the size of the artifacts to be migrated?
- a. See response to Question #2.