REQUEST FOR PROPOSALS #20-033
Issued by
WAKE COUNTY GOVERNMENT COMMUNITY SERVICES DEPARTMENT
FOR CONTRACTORS TO PROVIDE GIS NEEDS ASSESSMENT AND STRATEGIC PLAN CONSULTANT SERVICES.

Introduction
Wake County, North Carolina ("The County") is seeking proposals from experienced firms ("Contractors") to provide comprehensive needs assessment and strategic plan consultant services to the Wake County Geographic Information System (GIS) division. The Contractor must have proven expertise in the Esri product suite. The Contractor will be responsible for development of a 5-year GIS strategic plan for the County.

With over one million citizens and growing daily, Wake County is the second-most populous County in North Carolina. Wake County GIS provides services to citizens in each of its 12 municipalities. Wake County GIS is a division of the Community Services Department, which includes Libraries, Parks, Recreation & Open Space, Veteran Services and Planning, Development and Inspections. The current mission of Wake County GIS is to provide and maintain accurate, current and complete geospatial data as well as provide the tools necessary to analyze and display the data. Wake County GIS accomplishes it mission through the following service delivery teams: Property Mapping, Addressing/E9-1-1, System/Applications and Customer Service; see Attachment A for the Wake County GIS Division organization chart.

Wake County GIS has a centralized support model. Through strong department and municipal partnerships with entities including Wake County Information Services, City of Raleigh GIS and Raleigh-Wake 911, Wake County GIS currently supports 550 datasets and approximately 150 users of the Esri product suite. Wake GIS maintains the County’s Open Data platform; the Open Data Program is managed by the County’s Chief Data Officer. Wake GIS also supports iMaps and a variety of other targeted and field data collection applications. Wake County GIS is leading the Master Address Repository (MAR) initiative, that will enable spatial and non-spatial databases to support address data maintained by the County and City of Raleigh. The County does not currently have an enterprise license agreement with Esri. Wake County GIS has grown and evolved organically since its inception as a division in 1987. The County seeks to establish a clearly defined, planned growth model that will help to increase exposure of GIS and maximize use of the platform’s capabilities.

Scope of Services
The selected Contractor will engage the County in three project phases and develop a strategic plan that will enable Wake County GIS to:

(1) Improve management and governance of geospatial data
(2) Improve operational efficiency within the GIS division as well as County Departments
(3) Increase service delivery to the citizens of Wake County

Contractors must be able to provide the scope of services outlined in this section, to be considered by the review panel.
Phase I: Needs Assessment

In this phase, the Contractor will conduct a comprehensive Needs Assessment that addresses the following areas outlined below.

- **Technology (Platform and Supporting Systems)**
  - Review the current enterprise infrastructure, databases, interfaces and data management practices, as related to the GIS platform.
  - Assess data gaps relative to parcel, address or other enterprise authoritative datasets stored within the platform.
  - Assess and review use, storage, access and administration options of non-spatial data within the platform, conducting cost-benefit analysis and outlining pros/cons of all recommendations.
  - Review all governance and processes, to assess the integrity of the platform.
  - Assess cloud migration strategies and conduct a cost-benefit analysis based upon best practices research and the County’s current infrastructure environment.
  - Evaluate use of open source platforms relative to existing infrastructure, environment and best practices.
  - Wake County GIS facilitated an Enterprise System Architecture Design engagement with ESRI in 2016. Review relevant documentation and assess the recommendations that have been implemented in the environment.
  - Provide recommendations for technology platform and/or system improvements.

- **Project & Portfolio Management**
  - Review the current production application portfolio, active projects and analysis initiatives currently underway along with outstanding demand requests.
  - Assess project portfolio mix relative to platform maintenance, new application development and innovation/emerging technology initiatives.
  - Assess governance model and processes for intake, prioritization and fulfillment of GIS requests in addition to existing systems currently used to carry out those activities. Determine return on investment methodologies to include as part of project intake and evaluation processes.
  - Provide recommendations for methodologies and/or tools to facilitate improved management and reporting of GIS requests (for all service delivery areas).

- **Organizational Readiness**
  - Carefully review the County Board of Commissioners’ strategic goals and objectives and department business plans (where applicable and appropriate). Link to Board of Commissioners goals and objectives: [http://www.wakegov.com/commissioners/goals/Pages/default.aspx](http://www.wakegov.com/commissioners/goals/Pages/default.aspx)
  - Review County GIS’ current mission, strategic/tactical plans, goals and objectives in order to analyze and provide recommendation on the strategic direction of Wake County GIS.
  - Conduct an extensive business process analysis of current Wake County GIS operations (Property Mapping, Addressing/E9-1-1, System/Applications and Customer Service), in order to provide key recommendations for process reengineering opportunities and the cost-benefit of each opportunity (as applicable).
  - Review existing policies and procedures and evaluate opportunities for modifications, additions or standardization.
  - Assess current team job classifications, duties and roles, capacity and skill level, making recommendations for training opportunities, role modifications, job enhancements and/or restructuring in order to meet current and future organization demands.
  - Evaluate Division, service area and/or position restructuring (and/or expansion opportunities) in order to meet current and future organization demands. Evaluation should include assessing placement of the GIS Division within the Wake County Information Services Department. Outline pros/cons of each recommendation.
  - Evaluate Department user skills and duties should also be included as part of this review. Assess and determine sustainable training and/or support model, to ensure and maintain centralized governance of the platform.
  - Conduct a review of the County GIS operations and CIP budgets and include key recommendations that assist the County in its desire to effectively carry out its strategic plan.
Stakeholder Engagement
Conduct one or more interviews with the following key stakeholders and emerging interest groups below, to identify current and future initiatives that will impact the County GIS division and enterprise platform. The County will work with the Contractor to combine stakeholder group interviews, where possible and appropriate. Contractor should identify opportunities for future enterprise system integration(s) based upon best practices or business need.

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<tr>
<th>Board of Elections</th>
<th>Human Services</th>
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<tr>
<td>County Managers Office</td>
<td>Information Services</td>
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<td>Emergency Management Services</td>
<td>Parks, Recreation &amp; Open Space</td>
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<td>Emergency Medical Services</td>
<td>Planning, Development &amp; Inspections</td>
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<td>Environmental Services / Soil &amp; Water Conservation</td>
<td>Sheriff’s Office</td>
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<td>Facilities, Design &amp; Construction</td>
<td>Tax Administration (Revenue)</td>
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<td>Wake County Public Libraries</td>
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<td>General Services Administration</td>
<td>City of Raleigh*</td>
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<td>Housing</td>
<td>Raleigh-Wake 911*</td>
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*A consolidated interview with the County’s eleven other municipalities will also be coordinated.

Performance Evaluation
- Conduct a review and analysis of current Wake County GIS performance measures, data collection methods and systems.
- Identify a comprehensive performance measurement framework and set of Key Performance Indicators (KPIs) at both the County GIS division and service delivery levels. The framework should serve as the basis for ongoing performance measurement, reporting and management for the County GIS Division.
- Development of performance measures and KPIs should include input, output and outcome measures.

Deliverable: A comprehensive Needs Assessment report that includes an Executive Overview/Summary document in addition to a full report.

Phase II: Analysis & Alternatives Evaluation
In this phase, the Contractor will conduct Best Practices Research and develop analysis reports based upon services conducted within the Needs Assessment phase. The Contractor will present findings, key recommendations, cost-benefit and/or pros/cons to the County. Analysis reports will, at a minimum, reflect the following scenarios outlined below. Contractors should include Business and Financial Models for both the Gap and Best Practice & Stakeholder Analyses. Contractor discussions with the County may result in the Contractor conducting additional review of areas outlined in Phase I. Contractor may also provide additional analysis scenarios based upon Needs Assessment findings.

- Best Practices Research
  - Identify high-performing GIS entities of comparable size, organization and service delivery composition.
  - Provide research and insight regarding Technology, Project and Portfolio Management, Organizational Readiness, service delivery models, emerging GIS technology trends, etc.

- Gap Analysis (Optimization of Existing Operations)
  Based upon current operations, activities and demand, Contractor should provide a report outlining key improvement recommendations in the areas of Technology, Project and Portfolio Management, Organizational Readiness and Performance Evaluation.

- Best Practice & Stakeholder Analysis
  Contractor should provide a comprehensive report outlining key recommendations in all areas of Phase I: Needs Assessment, taking into consideration Stakeholder Engagement interview findings and Best Practice Research.

- Business & Financial Modeling
  Review current licensing and maintenance structure. Wake County GIS initiated research and discussion of Enterprise Licensing in 2018; a business case document was drafted and should be included as part of this review.
Based upon Needs Assessment findings, provide recommendations for transitioning to an Enterprise Licensing model and assess the feasibility of cost sharing opportunities.

**Deliverable(s)**

1. Delivery of a presentation that overviews findings, recommendations and analysis (cost-benefit; pros/cons) for the two scenarios: Gap Analysis and Best Practice/Stakeholder Analysis.
2. Gap Analysis document that includes key recommendations, a business and financial model along with the cost-benefit and/or pros/cons (as applicable).
3. Best Practice & Stakeholder Analysis document that includes key recommendations, a business and financial model along with cost-benefit and/or pros/cons (as applicable).

**Phase III: Strategic & Implementation Plan**

In this phase, Wake County GIS will discuss recommendations and options with the appropriate stakeholders and determine its strategic direction. The Contractor will then draft and finalize, as agreed upon between the Contractor and the County, the Wake County GIS 5-year strategic plan.

- **Strategic Plan**
  - The Wake County GIS 5-year strategic plan should:
    - Include refinements and updates to the vision, mission, plans, goals and objectives.
    - Outline the Technology platform changes, GIS’ Organizational Structure, a Business & Financial Model, a Project and Portfolio Framework and Key Initiatives in alignment with Board of Commissioners’ and stakeholder goals.
    - Include clear goals, objectives and strategies for years 1, 2 thru 3, and 4 thru 5.
    - Include performance measures and KPIs for each of the County GIS service delivery areas.
    - Include data collection tools and/or methodologies, to ensure successful management and reporting of performance data.
    - Include a governance plan to support each of the appropriate strategic areas.

- **Implementation Plan**
  - Contractor will develop an implementation plan that outlines tactical activities to be carried out incrementally over the 5-year strategic plan period.

**Deliverable:** Wake County GIS 5-year Strategic and Implementation Plan

**Request for Proposals – General Information**

Wake County reserves the right to reject any and all proposals, negotiate with any contractor, and make award(s) as are in the best interest of Wake County. Respondents to this RFP have no appeal rights or procedures guaranteed to them. Any contract award is contingent upon the availability of funds to purchase specified services. This RFP process is not necessarily designed to yield a low bid award.

A. The County reserves the right to reject any or all proposals if it determines that select proposals are not responsive to the RFP. The County reserves the right to reconsider any proposal submitted at any phase of the procurement. It also reserves the right to meet with select Contractors at any time to gather additional information.

B. Wake County reserves the right to award a contract, based on initial offers received from Contractors, without discussion and without conducting further negotiations. Under such circumstance, the acceptance of a proposal by the County shall be deemed to be an acceptance of an offer and that such acceptance will be binding upon both parties. The County may also, at its sole discretion, have discussions with those Contractors that it deems to fall within a competitive range. The County may enter into negotiations separately with such Contractors. Negotiations with a Contractor may continue with a Contractor that the County has tentatively selected to award a contract to. The County shall not be deemed to have finally selected a Contractor until a contract has been successfully negotiated and signed by both parties.

C. The Contractor and its agents shall treat all data and information gathered by the Contractor and its agents, including this RFP and all reports, recommendations, specifications, and data as confidential. The Contractor and its agents shall not disclose or communicate the aforesaid matters to a third party or use them in advertising, propaganda, and/or in another job or jobs, unless written consent is obtained from the County.
D. Any and all information submitted in conjunction with this RFP and the evaluation process will not be returned to the respondent.

Request for Proposals – General Requirements

A. This RFP, and any subsequent action taken as a result thereof, is issued by Wake County Procurement Services on behalf of the County. Proposal responses should be directed specifically, as outlined below. Regarding this RFP and subsequent procurement process, contractors shall make NO CONTACTS, either written or verbal, with any Wake County Board member, employee or GIS staff member during the period beginning with the issuance of this document through approval of award unless contact is required for an existing agreement or contract. Any attempt by a Contractor to contact or influence a member or members of the aforementioned will result in the immediate disqualification of the Contractor from award for items or services on this RFP.

B. Contractors are required to prepare their proposals in accordance with the instructions outlined in this part and elsewhere in this RFP. Each Contractor is required to submit its proposal in a sealed package, with Contractor’s name, RFP number, and proposal closing time/date marked clearly on the proposal submission.

C. Tentative Schedule

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<tr>
<td>Issue / Release RFP</td>
<td>Mar 12th, 2020</td>
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<td>Contractor submission of clarification questions</td>
<td>Mar 20, 2020</td>
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<td>County Clarifications &amp; Addendum published</td>
<td>Mar 25, 2020</td>
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<tr>
<td>RFP responses due for submission to County</td>
<td>April 7, 2020 BEFORE 4:00 Local</td>
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<td>Contractor (On Site) Presentations &amp; Interviews</td>
<td>May 4, 2020 – May 8, 2020</td>
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<td>Finalist Selection &amp; Contract Negotiations</td>
<td>May, 2020</td>
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D. The County must receive proposals BEFORE 4:00 p.m. on April 7, 2020. The time of receipt shall be determined by the time clock in the Wake County Procurement Services office. The County will not be held responsible for the failure of any mail or delivery service to deliver a proposal response prior to the stated proposal due date and time. It is solely the Contractor’s responsibility to: (1) Ascertain that they have all required and necessary information, documents and addenda, prior to submitting a response; (2) Ensure that the response is received at the correct location and time. Late responses, regardless of delivery means, will not be accepted. No fax or emailed responses will be accepted or considered.

E. When responding to this RFP, please follow all instructions carefully. Please submit proposal contents according to the outline specified and submit documents according to the instructions. Failure to follow these instructions may be considered a non-responsive proposal and may result in immediate elimination from further consideration.

Contact for Submission of Proposals and Questions:
Wake County Finance / Procurement Services
Wake County Justice Center, Suite 2900 (300 S. McDowell Street)
Raleigh, NC 27601
Attn: Thomas Wester; 919-856-6153; twester@wakegov.com

F. The County will not be responsible for any expenses incurred by any Contractor in the development of a response to this Request for Proposal or any other activities associated with this procurement including but not limited to any onsite (or otherwise) interviews and/or presentations, and/or supplemental information provided, submitted, or given to Wake County and/or its representatives. Further, the County shall reserve the right to cancel the work described herein prior to issuance and acceptance of any contractual agreement/purchase order by the recommended Contractor even if the Board of Commissioners has formally accepted a recommendation.
G. Submit written questions about this RFP to Thomas Wester by 5:00 p.m. on March 20, 2020. No questions or requests for clarifications will be addressed after this time.

H. Responses to questions will be posted at http://www.wakegov.com. Under Departments & Divisions, Finance, RFPs and Bids. Any addenda and clarifications will be issued by March 25, 2020.

H. The issuance of such written responses is the only official method by which interpretation, clarification or additional information will be given by the County. Only requests answered by formal written responses will be binding. Oral and other interpretations or clarification will be without legal effect. It is the County’s intent not to issue any written addenda, clarification, etc., after March 25, 2020.

Contracting Information
A. The Contractor hereby certifies that it has carefully examined this Request for Proposal and the Contractor certifies that it understands the scope of the work to be done; the Contractor has knowledge and expertise to provide the scope of the work and is authorized to respond to this Request for Proposal. By signature on the response to the RFP, the Contractor certifies that its proposal is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a proposal for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud, so that all proposals for the purchase will result from free, open and competitive proposing among all contractors. Further, the Contractor certifies that it understands that collusive bidding/proposing is a violation of Federal law and can result in fines, prison sentences, and civil damage awards.

B. By submission of a response, the Contractor agrees that at the time of submittal, it: (1) has no interest (including financial benefit, commission, finder’s fee, or any other remuneration) and shall not acquire any interest, either direct or indirect, that would conflict in any manner or degree with the performance of Contractor’s services, or (2) will not benefit from an award resulting in a “Conflict of Interest.” A “Conflict of Interest” shall include holding or retaining membership, or employment, on a board, elected office, department, division or bureau, or committee sanctioned by and/or governed by Wake County. Contractors shall identify any interests, and the individuals involved, on separate paper with the response and shall understand that the County, in consultation with legal counsel, may reject their proposal.

C. No assignment of the Contractor’s obligations or the Contractor’s right to receive payment hereunder shall be permitted without prior consent of the County. The Contractor may not sell, assign, transfer or convey the contract resulting from this RFP, in whole or in part, without the prior written approval from the County.

D. The Contractor will indemnify and hold the County harmless from any and all liability, expense, judgment, suit, or cause of action for personal injury, death, or direct damage to tangible property which may accrue against the County to the extent it is caused by the negligence of Contractor, its subcontractors, or their employees or agents, while performing duties under this Agreement, provided that the County gives the contractor prompt, written notice of any such claim or suit. The County shall cooperate with Contractor in its defense or settlement of such claim or suit. This section sets forth the full extent of the Contractor’s general indemnification of the County from liabilities that are in any way related to Contractor’s performance under this Agreement.

E. It is understood that in the performance of any services herein provided, the Contractor shall be, and is, an independent contractor, and is not an agent or employee of the County and shall furnish such services in its own manner and method, except as required by this contract. Further, the Contractor has, and shall retain the right to exercise full control over the employment, direction, compensation, and discharge of all persons employed by the Contractor in the performance of the services hereunder. The Contractor shall be solely responsible for, and shall indemnify, defend, and hold the County harmless, from all matters relating to the payment of its employees, including compliance with Social Security, withholding, and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever.

F. This RFP and any resulting contract shall be governed by and construed according to the laws of the State of North Carolina. Should any portion of any contract conflict with the laws of the State of North Carolina, the State laws shall invalidate only that portion. The remaining portion of the contract(s) shall remain in effect.

G. INFORMATION SUBMITTED IN BID PROPOSAL SUBJECT TO PUBLIC RECORDS LAW
Wake County is subject to North Carolina’s Public Records Act located in Chapter 132 of the North Carolina General Statutes. As a result, information submitted to and received by Wake County in response to a Request for Proposal/Request For Bid/Request For Quote/Request for Qualifications, etc., or any other like document or process, considered public record and may be released for public inspection after the contract award, or as otherwise permitted under NCGS § 143, without further notice to the proposer. The County does not intend to elicit confidential or trade secret information in response to an RFP and assumes no responsibility for the submission of such information. Wake County reserves the right to share any information submitted in response to this RFP or process with any person(s) or firm(s) involved in the review and evaluation process.

CONFIDENTIAL OR TRADE SECRET INFORMATION

If a proposer nonetheless submits information in a bid proposal it considers to be confidential, then all four requirements of NCGS 132-1.2 “Confidential Information” must be met for the County to consider withholding such information from public inspection in response to a public records request. Among other legal requirements, information deemed to be “confidential” or “trade secret” by proposer must be clearly marked as such on the face of the document(s) at the time of the initial disclosure/submittal of RFP. In addition, although not required by law, Wake County requests that any proposer who submits a bid proposal containing any such designation of confidentiality also submit a second copy of the proposal with the respective page(s) or section(s) redacted. The County will not agree to withhold an entire proposal from public inspection, thus proposers should refrain from including blanket restrictions on disclosure or all-encompassing claims of confidentiality in their proposals.

When a public records request is made for information contained in or attached to a proposal that has been clearly marked as “trade secret” or “confidential” upon its submission, Wake County may, in its discretion and without further notice, release the redacted copy of the proposal to the requester if one has been previously submitted. Otherwise, the proposer will be notified of the request and given an opportunity to provide within a reasonable period a written explanation of the basis for claiming protection under N.C.G.S. 66-152 and N.C.G.S. 132-1 and/or a redacted proposal. The County shall make the final determination on release of the information. Should any civil action be brought against the County in an effort to compel or prevent the disclosure of information contained in a proposal that is deemed confidential by a proposer, the proposer may participate at its own expense; and further agrees to indemnify and hold harmless the County for and against any costs incurred by the County as a result of such litigation, including but not limited to fees or expenses arising out of N.C.G.S. 66-153 and N.C.G.S. 132-9.

H. The County assumes no responsibility for confidentiality of information offered in a proposal. The RFP does not intend to elicit proprietary information. However, if proprietary information is submitted as part of the proposal, the information is to be labeled as such. Proposals are not subject to public inspection until after the contract award. Wake County reserves the right to share any information submitted in response to this RFP or process with any person(s) or firm(s) involved in the review and evaluation process. Proprietary or confidential information must be clearly labeled as such at the time of initial submission and to the extent provided by N.C.G.S. Chapter 132, will not be made available for public inspection. If a request for inspection is made under public records law, the Contractor will be notified of the request and may participate in any subsequent civil action to compel disclosure of confidential information.

I. Contractor must comply with all applicable State and Federal Laws. In the event any Governmental restrictions may be imposed which would necessitate alteration of the material, quality, workmanship or performance of the items offered on this proposal prior to their delivery, it shall be the responsibility of the successful Contractor to notify Wake County at once, indicating in their letter the specific regulation which required such alterations. The County reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.
J. The Contractor shall obtain, at its sole expense, all insurance required in the following paragraphs and shall not commence work until such insurance is in effect and certification thereof has been received by Wake County's Finance Office. If any required insurance policy expires during the term of this agreement, Contractor must provide a certificate of insurance to the Wake County Finance Office as evidence of policy renewal prior to such policy expiration.

Contractor signature on this agreement indicates that Contractor agrees to the terms of this insurance section and understands that failure to comply may result in cancellation of this agreement at Wake County's option.

Workers' Compensation Insurance, with limits for Coverage A Statutory- for State of North Carolina and Coverage B Employers Liability $500,000 each accident/disease each employee/disease policy limit.

Commercial General Liability - with limits no less than $1,000,000 per occurrence and $2,000,000 aggregate, including contractual liability.

Commercial Automobile Liability, with limits no less than $1,000,000 per occurrence for bodily injury and property damage for any vehicle used during performance of contract services, including coverage for owned, hired and non-owned vehicles. Evidence of commercial automobile coverage is only necessary if vehicles are used in the provision of services under an Agreement.

Professional Liability Insurance, applicable to any professional services provided under this Agreement with limits of no less than $1,000,000 per claim and $2,000,000 aggregate.

If any coverage is on a claims-made basis, Contractor agrees to maintain a retroactive date prior to or equal to the effective date of this Agreement and to purchase and maintain Supplemental Extended Reporting Period or 'tail coverage' with a minimum reporting period of not less than three (3) years if the policy expires or is cancelled or non-renewed. If coverage is replaced, the new policy must include full prior acts coverage or a retroactive date to cover the effective dates of this Agreement. Contractor shall provide a Certificate of Insurance annually to Wake County indicating any claims made coverage and respective retroactive date. The duty to provide extended coverage as set forth herein survives the effective dates of this Agreement.

All insurance companies must be authorized to do business in North Carolina and have an AM Best rating of "A-/VII" or better; or have reasonable equivalent financial strength to the satisfaction of the County's Finance Office. Proof of rating shall be provided to the county upon request.

Insurance with limits no less than those specified above shall be evidenced by a Certificate of Insurance issued by a duly authorized representative of the insurer and dated no more than thirty (30) days prior to the start date of the agreement. In the case of self-insurance, a letter of explanation must be provided to and approved by Wake County Risk Management.

The Contractor shall be responsible for providing immediate notice of policy cancellation or non-renewal during the term of this Agreement to the Wake County Finance Office and for three years subsequent for any claims made coverage.

If the Contractor does not meet the insurance requirements of the specifications, alternate insurance coverage satisfactory to Wake County may be considered. Any requests for consideration of alternate coverage must be presented by Contractor PRIOR TO provision of any services associated with this Agreement.

If Contractor uses subcontractors to perform any of the services under this Agreement, then and in that event, Contractor must receive pre-approval from the County and shall contractually receive require such subcontractor(s) to meet all the requirements of this section.

K. Submission of any proposal indicates a Contractor's acceptance of the conditions contained in this RFP unless clearly and specifically noted otherwise in the proposal. The County reserves the right to negotiate additional services with the awarded contractor at any time after initial contract award.
Furthermore, the County is not bound to accept a proposal on the basis of lowest price, and further, the County has the sole discretion and reserves the right to cancel this RFP, and to reject any and all proposals, to waive any and all informalities and/or irregularities, or to re-advertise with either the identical or revised specifications, if it is deemed to be in the County's best interests to do so. The County reserves the right to accept or reject any or all of the items in the proposal, and to award the contract in whole or in part and/or negotiate any or all items with individual Contractors if it is deemed in the County's best interest. Moreover, the County reserves the right to make no selection if proposals are deemed to be outside the fiscal constraint or not in the best interest of the County.

L. If a contractor or contractor(s) are selected, a contract or blanket purchase order will be executed on a Wake County template and upon execution; contractor(s) will be required to submit a certificate of insurance.

M. Cost: Contractor pricing must remain firm and fixed for one year from date of contract award and execution.

Submission Criteria
Interested contractors must submit one original and six (6) hard copies of their proposals to the address indicated above. An electronic version of each proposal is also required and must be included with written proposals on CD or flash drive with no password protection. Emailed or fax responses will not by accepted.

Proposal will be organized and outlined into the following sections/format using labeled dividers:

1.0 Executive Summary - Brief overview summarizing the Contractor’s proposal.
2.0 Summary of Company - History, financial strength and stability, etc.
3.0 Client References
   Provide three (3) client references, preferably government entities of comparable size and structure to Wake County GIS.

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<th>Reference #1</th>
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4.0 Agency Qualifications
5.0 Scope of Services (Provide detailed descriptions for each – tab sections)
   • Phase I: Needs Assessment
   • Phase II: Analysis & Alternatives Evaluation
   • Phase III: Strategic & Implementation Plan

6.0 Cost Proposal
Pricing should include services for all project phases, including hourly rates for all project personnel, travel expense, etc.

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<td>Phase III: Strategic &amp; Implementation Plan</td>
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7.0 Attachment(s)
   • Sample Needs Assessment & Analysis report(s) written for a government agency similar in size and complexity to the County
Sample Strategic Plan written for a government agency similar in size and complexity to the County

Evaluation Criteria
A review panel will evaluate all qualified proposals against pre-established criteria. All Contractors will be evaluated equally on the same criteria.

The major evaluation criteria are listed below.

1. Compliance to the RFP Requirements: quality, clarity and completeness of services proposed in relation to scope of work response. Any incomplete responses will not be considered. If vendor does not follow the outlined format the evaluation committee will adjust scores accordingly.

2. Qualifications and Experience
   a. Experience in working with local government entities of comparable size, structure and complexity
   b. Expertise in the ESRI Product Suite
   c. Knowledge, expertise and quality of key project personnel in terms of education and work experience.

3. Project Approach & Implementation Plan: The Contractor’s ability to successfully deliver the proposed services, with clear milestones, deliverables, expectations and roles and responsibilities.

4. Client References: Contractor's performance within comparable government organizations. Demonstrated, proven experience to conduct a comprehensive Needs Assessment and to deliver a realistic strategic plan.

5. Cost Effectiveness and Value of Proposal

ATTACHMENT(S)
A. Wake County GIS Org Chart