



**REQUEST FOR PROPOSALS RFP#23-037**  
**Issued by**

**WAKE COUNTY GOVERNMENT HOUSING AFFORDABILITY AND COMMUNITY REVITALIZATION  
(HACR) DEPARTMENT**

**FOR CONTRACTORS TO PROVIDE NEEDS ASSESSMENT AND TECHNOLOGY CONSULTANT  
SERVICES.**

**Introduction**

Wake County, North Carolina ("The County") is seeking proposals from experienced firms ("Contractors") to provide comprehensive needs assessment and technology plan consultant services to the Wake County Housing Affordability & Community Revitalization (HACR) department. The Contractor must have proven expertise in the Esri product suite, as it relates to Geographic Information Systems (GIS) recommendations. The Contractor will be responsible for development of a strategic technology plan for the HACR department.

With over one million citizens and growing daily, Wake County is the most populous County in North Carolina. Wake County provides services to citizens in each of its 12 municipalities. Wake County's Department of Housing Affordability & Community Revitalization (HACR) offers a wide range of services to help Wake County residents gain and maintain safe, affordable housing. Wake County HACR accomplishes its mission through the following service divisions: Research, Data, & Systems; Equitable Housing & Community Development, Homeless & Prevention Services, Permanent Housing & Support Services and Veteran Services; see Attachment A for the Wake County HACR organization chart. The County seeks to establish a clearly defined, data and technology plan that will help to support HACR's programs and services.

**Scope of Services**

The selected Contractor will engage the County in three project phases and develop a plan that will enable Wake County HACR to:

- (1) Improve management of program and services data
- (2) Improve operational efficiency within the HACR department
- (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.

- **Stakeholder Engagement**

Conduct one or more interviews with the following HACR Divisions and key stakeholders below, to aid in the development of the strategic data and technology plan. 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.

Research, Data & Systems
Homeless & Prevention Services
Permanent Housing & Supportive Services
Equitable Housing & Community Development
Veteran Services
Information Services
GIS

- **Business Process Analysis**

- Conduct an extensive business process analysis of current Wake County HACR operations (Research, Data & Systems, Equitable Housing & Community Development, Homeless & Prevention Services, Permanent Housing & Support Services and Veteran Services), 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.

- **Technology and Data Management**

- Review the current applications, databases, data sets and data management practices, as related to the Housing Affordability & Community Revitalization department.
- Review the current HACR application portfolio, active projects and initiatives currently underway.
- Assess and review use, storage, access and administration options of spatial and non-spatial data sets.
- Understand the practices and standards of Wake County Information Services, the County's Enterprise Data and GIS Program(s) relative to HACR operations.
- Understand existing technology tools and solutions in-use by Information Services and GIS
- Provide recommendations for HACR technology solutions and/or system improvements, including GIS tools
- Provide recommendations for HACR database, data repository design, methodologies and/or tools to facilitate improved management, reporting and data-driven decision making of HACR programs and services.

- **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 key strategic actions: ([Board Goals & Key Strategic Actions | Wake County Government \(wakegov.com\)](https://wakegov.com/BoardGoals/BoardGoals.aspx))
- Review HACR's current mission, [strategic/tactical plans](#), goals and objectives in order to analyze and provide recommendation on the strategic data and technology direction of Wake County HACR.
- Assess HACR staff duties and roles, capacity and skill level, making recommendations for training opportunities, support role modifications and/or job enhancements in order to meet technology demands.

**Deliverable:** A comprehensive Needs Assessment 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 and key recommendations to the County. Analysis reports will, at a minimum, reflect the following scenarios outlined below. 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 HACR departments of comparable size, organization and service delivery composition.
  - Provide research and insight regarding data management, emerging technology solutions, organizational readiness, service delivery models, etc.
- **Gap Analysis (Optimization of Existing Operations)**

Based upon current operations and activities, Contractor should provide a report outlining key improvement recommendations in the areas of Technology, Data Management and Organizational Readiness, with specificity and practical application.
- **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.

### **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: Data and Technology Design & Implementation Plan**

In this phase, Wake County HACR will discuss recommendations and options with the appropriate stakeholders and determine its strategic data and technology direction. The Contractor will then draft and finalize, as agreed upon between the Contractor and the County, the Wake County HACR Data and Technology Plan.

- **Design Plan**

The Wake County HACR design plan should:

  - Outline the Technology & Data Management solutions in alignment with Board of Commissioners' and stakeholder goals.
  - Include clear goals, objectives and strategies
  - Include HACR applications, database design and data management tools and/or methodologies, to ensure successful management and reporting of program and service data.
  - Include GIS solutions, to aid in the visualization of HACR data and inform data-driven decision making
- **Implementation Plan**

Contractor will develop an implementation plan that outlines tactical activities to be carried out incrementally over the implementation period.

**Deliverable:** Wake County HACR Data and Technology 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. Interested contractors must submit one original and two (2) 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 USB drive.
- C. Tentative Schedule

Event	Date
Contractor submission of clarification questions	April 24, 2023 by 5:00 pm
County Clarifications & Addendum published	April 28, 2023
RFP responses due for submission to County	May 9, 2023 BEFORE 2:00PM (EST)
Contractor (On Site or Virtual) Presentations & Interviews (if necessary)	May/June 2023
Finalist Selection & Contract Negotiations	June 2023

- D. The County must receive proposals BEFORE 2:00 p.m. on May 9, 2023. 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 Department - Procurement Services  
Wake County Justice Center  
301 S. McDowell Street, - Suite 2900  
Raleigh, NC 27601  
Attn: Melissa England  
melissa.england@wake.gov

- 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 Melissa England by 5:00 p.m. on April 24, 2023. No questions or requests for clarifications will be addressed after this time.
- H. Responses to questions will be posted at <http://www.wake.gov>. Under Departments & Divisions, Finance, RFPs and Bids. Any addenda and clarifications will be issued by April 28, 2023.
- I. 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 April 28, 2023.

## General Terms and Conditions

### Certification

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.

### Conflict of Interest

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.

### **Assignment**

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.

### **Indemnification**

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.

### **Independent Contractor**

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.

### **Governing Law**

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.

### **Confidential Information/Public Records Law**

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.

### **Compliance with Laws and Regulations**

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.

## **Insurance**

Proposers shall obtain, at their 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 Department.

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 not less than \$1,000,000 per occurrence and \$2,000,000 aggregate, including contractual liability.

Commercial Automobile Liability, with limits not less than \$1,000,000 per accident for bodily injury and property damage applicable to any vehicle used during performance of services, including coverage for owned, hired, and non-owned vehicles. Evidence of commercial automobile coverage is only required if vehicles are used in the provision of services under this Agreement.

Professional Liability (Errors and Omissions), with limits not less than \$1,000,000 per claim and \$2,000,000 aggregate.

Cyber Liability Insurance, with limits not less than \$3,000,000 per claim. Coverage shall be sufficiently broad to respond to the duties and obligations undertaken by Provider in this Agreement regarding sensitive information in any form in Provider's care, custody, or control, or for which Provider is legally responsible, and shall include but not be limited to third party liability coverage for loss resulting from denial of service, unauthorized access, security failure, system failure, extortion, or any failure to prevent disclosure of sensitive information, including but not limited to personal identifying information or protected health information. Breach/crisis response cost coverage must include actions required by federal and/or state statutes, and include but not be limited to notification, call center costs, regulatory fines and penalties, investigation, and identity theft and credit monitoring services, with limits sufficient to respond to these obligations.

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 Wake County's Finance Department. If any required insurance policy expires during the term of this Agreement, Proposer must provide a certificate of insurance to the Wake County Finance Department as evidence of policy renewal prior to such policy expiration. Proposer shall be responsible for providing the Wake County Finance Department with 30-day notice of insurance policy cancellation or non-renewal during the term of this Agreement and for three years subsequent for any claims made coverage.

Response to this RFP indicates the ability to procure the coverages specified above. If Provider does not meet the insurance requirements specified above, alternate insurance coverage satisfactory to Wake County may be considered. Any request for consideration of alternate coverage must be presented within Proposer's response to this RFP.

In the event that Contractor uses subcontractors to perform any of the services under this Agreement, then and in that event, Contractor shall contractually require such subcontractor(s) to meet all of the requirements of this section.

## **Acceptance**

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.

If a contractor or contractor(s) are selected, a contract will be executed on a Wake County template and contractor(s) will be required to submit a certificate of insurance.

Cost: Contractor pricing must remain firm and fixed for one year.

### **Additional Services**

The County reserves the right to negotiate additional services with the Vendor at any time after initial contract award.

### **E-Verify**

To ensure compliance with the E-Verify requirements of the General Statutes of North Carolina, all contractors, including any subcontractors employed by the contractor(s), by submitting a bid, proposal or any other response, or by providing any material, equipment, supplies, services, etc, attest and affirm that they are aware and in full compliance with Article 2 of Chapter 64, (NCGS64-26(a)) relating to the E-Verify requirements.

### **Iran Divestment Act**

By signing this agreement; accepting this contract/purchase order; or submitting any bid, proposal, etc., vendors and contractors certify that as of the date of execution, receipt, or submission they are not listed on the Final Divestment List created by the NC Office of State Treasurer pursuant to [NCGS 147 Article 6E, Iran Divestment Act](#), Iran Divestment Act Certification. Vendors and contractors shall not utilize any subcontractor that is identified on the Final Divestment List. In addition, any organization defined under NCGS 147-86.80(2), Divestment from Companies Boycotting Israel, shall not engage in business totaling more than \$1,000 with any company/business, etc. that boycotts Israel. A list of companies that boycott Israel is maintained by the NC Office of State Treasurer, pursuant to NCGS 147-86.81(a)(1). Any company listed as boycotting Israel is not eligible to do business with any State agency or political subdivision of the State.

### **Federal Uniform Guidance**

If the source of funds for this contract is federal funds, the following federal provisions apply pursuant to 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, Appendix II (as applicable):

Equal Employment Opportunity (41 C.F.R. Part 60); Davis-Bacon Act (40 U.S.C. 3141-3148); Copeland "Anti-Kickback" Act (40 U.S.C. 3145); Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708); Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387); Debarment and Suspension (Executive Orders 12549 and 12689); Byrd Anti-Lobbying Amendment (31 U.S.C. 1352); Procurement of Recovered Materials (2 C.F.R. § 200.322); and Record Retention Requirements (2 CFR § 200.324)

### **Anti-Discrimination**

In consideration of signing this Agreement, the Parties hereby agree not to discriminate in any manner on the basis of race, natural hair or hairstyles, ethnicity, creed, color, sex, pregnancy, marital or familial status, sexual orientation, gender identity or expression, national origin or ancestry, National Guard or veteran status, religious belief or non-belief, age, or disability with reference to the subject matter of this Contract. The Parties agree to comply with the provisions and intent of Wake County Ordinance SL 2017-4. This anti-discrimination provision shall be binding on the successors and assigns of the Parties with reference to the subject matter of this Contract.

## Submission Criteria

Interested contractors must submit one original and two (2) 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 USB drive.

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 HACR.

	Reference #1	Reference #2	Reference#3
Company			
Contact Name			
Contact Title			
Contact Phone			
Mailing Address			
Email Address			
Time Period of Service(s) Engagement			

4.0 Agency Qualifications

5.0 Scope of Services and Timeline Proposal (Provide detailed descriptions for each – tab sections)

- Phase I: Needs Assessment
- Phase II: Analysis & Alternatives Evaluation
- Phase III: Technology Design & Implementation Plan

6.0 Cost Proposal

Pricing should include the total cost for the Phases to include the hourly rates for all project personnel, travel expense, etc. with a breakdown of these costs that make up the total cost.

	Cost
Phase I: Needs Assessment	
Phase II: Analysis & Alternatives Evaluation	
Phase III: Data and Technology Design & Implementation Plan	

## 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 and are subject to change at the sole discretion of the county.

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 Housing Affordability & Community Revitalization Programs and Services
  - 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.

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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 HACR Org Chart