
Request for Proposal

RFP #07-049

Comprehensive Land and Property Records Management System (Planning, Permitting, and Inspections)



Wake County, North Carolina
Procurement Services
P.O. Box 550
Raleigh, North Carolina 27602

Proposals are due Friday, June 22, 2007 before
4:00pm EST



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1.0 Introduction

1.1 Introduction

Wake County, North Carolina ("The County") is seeking proposals from qualified firms for software and implementation services for a Planning, Permitting, and Inspections System, including an Interactive Voice Response System (IVR). This technology will be to create a central system to monitor, track and analyze activities related to land and properties within the Wake County jurisdiction. The proposed planning and permitting system will provide a central portal through which all key stakeholders (internal and external to the County) will have access to information on the status of past and present actions taken or being taken on a given piece of land or property.

1.2 County Background

Demographics. Wake County is the 2nd most populous County in North Carolina, and has experienced extremely rapid growth in recent years. The County consists of twelve municipalities and includes Raleigh, the County seat and State capital. A unique mix of urban and rural small towns distinguishes Wake County from other counties and provides something for every lifestyle. The County has a population of 775,000 residents. The County's FY 2007 General Fund budget is currently \$851 Million and the County employs approximately 3,400 employees. The County has a seven-year capital plan totaling \$3.5 billion.

Wake County serves as a host for numerous events including the North Carolina State Fair, Government Receptions and Musical Events. Furthermore, Wake County encompasses part of one of the largest research parks in the United States with over 145 companies, including such international powerhouses as Cisco, Biogen, and Sony Ericson in a 32 square mile park. In addition, Wake County has numerous State and Federal government buildings and a major university, North Carolina State University.

Wake County proper has an area of 857 square miles, of which 422 square miles lies within a municipal planning area. The remaining 435 square miles is the jurisdiction of the County, although it is anticipated that continued municipal annexations will substantially reduce this area over the next 20 years. Wake County's 2006 population is estimated to increase 22.6% from 2000, on top of a doubling of population from 1980 to 2000. Strong growth is forecast to continue, with population passing 800,000 in 2007.

For more information about Wake County in general, please visit the County web site at: www.wakegov.com

1.3 Project Scope

1.3.1 Introduction

The County has sole responsibility for all planning, permitting, and inspection activities in the unincorporated areas of the county that are not within the planning areas of one of the

municipalities. The County also provides contract building inspection services (but not related planning and permitting) for four smaller municipalities. Wake County Department of Environmental Services (ES) Sediment and Erosion Program contracts with seven municipalities to administer their Sediment and Erosion Programs. There are also several construction-related functions that are statutory responsibilities of the county, such as well and septic permitting, that are performed throughout the entire county.

The County has assembled a multi-departmental team to manage the specification, purchase and installation of an integrated land planning, permitting and inspections system that encompasses all business processes related to the land development process. The Applied Technologies Division of the Information Services Department is coordinating this team, including the preparation of this Request for Proposal on behalf of the end user departments involved. While the County has many goals in this procurement, the most important objective of this process is a software system which fully automates the many interdepartmental activities in the land development process, resulting in an efficient, seamless review/approval process. The County implements both automated and manual business processes to provide services to its customers and staff. However, the County is prepared to improve its business processes to better accommodate the implementation of a proposed system.

Only vendors who demonstrate a high level of ability and interest in automating the entire land development planning, permitting and inspection cycle will be considered for this procurement. Preference will also be given to vendors whose solutions integrate well with the County's existing Revenue and Register of Deeds systems, thereby encompassing the County's entire land related data systems. Additionally, proposals should include the IVR detailed capabilities as a plug and play module that can be included or removed independently of the specific proposal. Proposals that do an excellent job in only one area without addressing the other areas will not be successful. Multi-vendor proposals will be accepted, but the evaluation team will examine the degree of integration and consistency of user interface between software modules extremely critically. If a multi-vendor proposal is submitted, it is critical that the proposal clearly delineate which vendor will hold and manage the contract, while coordinating the work of the other vendor(s). In addition, the primary vendor must describe its program management capabilities and provide references to other multi-vendor projects of similar size and complexity as part of the proposal.

1.3.2 Overview

The following components are included in the scope of this project:

At a high level, the comprehensive land and property management (planning and permitting) system should include the ability to:

1. Incorporate all County ordinances and/or State statutes that are related to land and property regulatory activities with which business units must comply;
2. Address document management needs each business unit has, especially those related to viewing, storing, and/or editing maps and drawings;
3. Provide for integrated collection of fees and fines that incorporate proper internal controls related to cash and deposits, establishing cash controls at the point of collection and facilitating a daily balancing process at closeout;
4. Easily integrate and/or interface with other jurisdictions' systems that participate in the land and property management process;

5. Meet and/or enhance the County's current land records business process and reporting needs and add to the existing functionality through an enterprise wide solution;
6. Integrate with other existing County enterprise systems (i.e. financial system, land records, GIS, etc.); and
7. Accept all necessary existing data from existing legacy systems and some paper file archives to the new comprehensive land and property management (planning and permitting) solution.
8. Manage work flow and allow user-administered changes to the work flow and to the required information with effective dates.
9. Manage calendaring functions for inspections and planning.
10. Manage fee schedules and allow user-administered changes to the fees with effective dates.
11. Provide business functions to the public via the web and Interactive Voice Response (IVR) system.

1.4 Current Environment and General Requirements

1.4.1 Current Software Systems

The County's current mainframe system began as a building permit system, and is therefore centered on permits and inspections, with much greater functionality to support these processes than many of the other departments involved in the land development process. Many of the planning processes are lower volume, less predictable, and involve managing large plan sets, and have therefore not seen nearly as much automation. Many of the environmental processes have been created and/or significantly expanded over the last decade by legislation and growing public awareness of and demand for public oversight, but are not captured by the current system. This means that much more of the permits and inspections business process is automated and embedded in the current system than that of other departments. It also means that building inspections plays a critical gatekeeper function for many non-inspections processes, such as requiring inspections staff to check with other departments for completion of review and inspection steps before completing their primary task in the system. Another result of this is that there are many departmental systems outside of the Inspections, Development Plans & Permits (IDPP) Department: some purchased software or purchased various Access databases to meet the needs the main permit system was unable to accommodate.

Despite the many islands of information and staff-based (as opposed to system-based) integration of many processes, the overall County land development process functions well. This is largely a result of good teamwork and cooperation, requiring substantial individual effort and familiarity to achieve. There has been very low turn-over of personnel in the building inspection related departments, and many departments have a fairly significant portion of staff that may retire over the next 5-10 years. Loss of that staff experience and familiarity with other departments' procedures and staff will likely severely impact the current procedures and systems, as will the continued growth in the County.

There are four County departments whose activities are heavily involved in the development process, and for whom the chosen system will be a land development-based system that is used daily by a significant portion of the staff:

1.4.2 Planning Department

Planning has responsibility for all unincorporated areas that are not part of the Extra-Territorial Jurisdiction (ETJ) of one of the municipalities. Planning is responsible for both long range master planning and the review of development proposals, including all subdivision and zoning reviews and administration. The department acts as the staff for the Planning Board and the Board of Adjustment, where variance applications, special use requests, and appeals are reviewed. This process follows a Development Review Staff (DRS) process where Planning staff coordinates the review of a planning request or application to determine if the request is in compliance with zoning regulations. The DRS review is an interdepartmental task with staff from other departments providing input into the approval process. The department also presents a variety of items to the Board of Commissioners.

The Planning Department has a staff of 20, of which 10 are in Current Planning, 6 in Long-Range Planning, 3 in administration, and the Planning Director. Current Planning includes the Subdivisions and Zoning sections, both of which will be heavy users of the proposed system. All plan review activities are currently carried out on paper plan sets, and Planning routes paper copies to other departments for review as necessary during the process. The current mainframe permit system is centered on the permits and inspections activities, although Planning makes some use of this system. Much of the tracking of review activity is carried out in spreadsheets, Access databases, and file folders. Review comments are maintained in the Land Use Discussion database, maintained in Lotus Notes. The proposed system will need the ability to replace this entire functionality.

Approved plans are not electronically archived, and the mainframe system lacks adequate features to accept conditions of approval and other plan review items (revisions, conditions of approval, conditions that prevent other departments from issuing permits, and other notes) that will be important to other departments as they review and inspect details of the project. New and increasingly complex land-use regulations have been created, many of which are reviewed by other County departments or state or federal agencies. Planning is responsible for generating, coordinating and tracking the many referral reviews prior to approving a development. This has led to a substantially increased need for an automated system to track the status of not only Planning Department activities, but those of other reviewers.

Planning Activity Measurements

Activity	2005 (actual)	2006 (est.)	2007 (est.)
Subdivision - Preliminary Plans	50	52	55
Subdivision - Exempt or Minor	505	515	525
Subdivision – Site Plans	100	105	110
Zoning – General Use Permits	150	155	160
Zoning – Property Descriptions	180	180	180
Zoning – Special or Conditional Use Permits / Planned Compliance Permits	27	34	36
Zoning – Violations	80	100	100

1.4.3 Inspections, Development Plans & Permits (IDPP) Department

The IDPP Department is responsible for reviewing Construction Plans, issuing Construction Permits, performing construction inspections, and issuing Certificates of Occupancy for Wake County. IDPP also performs all Zoning compliance for construction of one- and two-family dwellings. In addition, IDPP performs contract inspection services under inter-local agreement for the municipalities of Knightdale, Rolesville, Wendell, and Zebulon. These contract municipalities issue their own Construction Permits and Certificates of Occupancy, with IDPP providing construction plan review and inspection services only. The North Carolina State Building Codes, North Carolina General Statutes, and the Wake County Unified Development Ordinance (UDO) govern most activities of the IDPP Department.

The IDPP Department has a staff of 35, including 23 in field inspections, 10 in Permits and Plans review. Permit issuance and inspection scheduling and tracking is highly automated on an in-house mainframe based software product that has been developed over a period of 20 years. Due to the text orientation of the current system, very little about the Construction Plan Review process is automated, and until recently review activities took place on paper plans sets. IDPP has recently begun a pilot program to use AutoDesk's Buzzsaw hosted plan review collaboration service to automate the plan review part of the process. A goal of this pilot was to help facilitate communication both between IDPP and the development community, as well as with other County departments. The pilot is extended for one more year until December 2007. The proposed system will need to provide similar functionality as Buzzsaw or integrate with Buzzsaw or other systems with functionality similar to Buzzsaw.

Other departments interact with the mainframe permits and inspections system to varying degrees. Some departments enter their own plan approvals and inspection approvals, while others rely on paper or telephone notification. Due to limitations of the current system, in almost all cases much of the review information and conditions of approval completed in other departments is not available in this system, creating significant need for staff-originated communications and increasing the risk that needed review/approval will be missed. As the responsibility for critical development review and approval crosses departmental boundaries many times during the process, a major goal of this procurement is to have the software system accommodate the inter-departmental needs, and make the details of all review and inspection processes available without regard to what department generated them. However, the system must also be able to restrict departments from editing inspection or permit information entered by other departments.

The field inspection staff has vehicle-mounted laptop computers with good wireless connectivity throughout most of the county. Most inspections and re-inspections are scheduled and paid by the public via an Interactive Voice Response (IVR) system, paying with credit cards. The proposed system should allow the public to use credit cards, as well as debit cards or ACH transactions. The vast majority of inspection request assignments are received via these laptop computers, and most field inspection results are recorded in the field and updated to the mainframe system. Inspection vehicles are equipped with portable printers and most correction notices are printed while still at the job site. The proposed system should allow the field staff to print all items relating to the permit or inspection and provide business continuity in cases where the system is not available. The current system does not require the field inspectors to visit the office on any regular basis, and many staff go days without visiting the office. It is anticipated that the proposed system will preserve this situation, as it provides a high level of efficiency and flexibility.

IDPP Activity Measurements

Activity	2005 (actual)	2006 (est.)	2007 (est.)
Residential Plan Reviews	3,383	3,405	3,520
Commercial Plan Reviews	389	479	500
Building Permits	4,035	4,215	4,585
Plumbing, Mechanical & Electrical Permits Issued	2,196	2,480	2,754
Building Trade Inspections	22,348	23,914	25,827
Electrical Trade Inspections	13,522	14,581	15,747
Heating Trade Inspections	8,944	9,820	10,605
Plumbing Trade Inspections	11,956	13,521	14,602

1.4.4 Environmental Services Department

The Environmental Services (ES) Department provides education, development review, regulatory permitting, inspections and enforcement services related to a wide variety of environmental and health issues. Environmental Services is organized in three divisions: 1) Water Quality Division; 2) Environmental Health and Safety Division; and 3) Solid Waste Management Division.

The Environmental Services department has 101 staff, of which 4 are in Solid Waste, 24 are in Well and Septic, 7 are in Soil and Erosion Control, 3 are in Flood Management, 3 are in Stormwater Management, 44 are in Environmental Health and Safety, and 16 additional support staff.

Environment Services Department: Water Quality Division

Currently, all plan review activities are completed with paper plan sets. Environmental Services has grown rapidly over the last decade in response to numerous Federal, State and locally mandated environmental laws. Many environmental programs such as stormwater management are so new that many of the procedures are still being established. Predictably, many of the environmental development review/permitting/enforcement/inspection activities are less automated than other areas. Federal and State laws being applied by the Environmental Services area require extensive regular reports prepared in a specific format. Because of the lack of automation, these reports currently require substantial manual work in spreadsheets and word processors. The ability to automatically generate these reports is an important requirement. Additionally, the need to track data, projects, development review and approvals, inspections and enforcement activities and to generate reports for municipal jurisdictions where the County provides services under interlocal agreement is as important as tracking the same information within the County's jurisdiction.

Environmental Services Reports	Frequency	Recipient
Permitting Activities on Water Quality	Monthly	Home Builders Assoc.
On-Site Wastewater Report	Monthly	State of NC
Neuse River Report	Annually	State of NC
NPDES Phase II Report	Annually	State of NC
FEMA Report	Biennial	FEMA
FEMA Biennial Report	Biennial	FEMA
Local Programs (Erosion and Sedimentation Control)	Monthly	State of NC

The current mainframe permit system is centered on the building, wastewater, and groundwater permits and inspections activities, although other Environmental Services Departments make some use of this system. Much of the tracking of review activity is carried out in spreadsheets, Access databases, and file folders. Approved plans are not electronically stored (a need in the proposed system), and the mainframe system lacks adequate features to accept conditions of approval and other plan review items that will be important to other departments as they review and inspect details of the project. This has led to a substantially increased need for an automated system to track the status of not only ES department activities, but those of other reviewers.

While all three divisions of Environmental Services have roles in the development process, the role of the Water Quality division is particularly large. There are four major water quality review processes that may be required of a development, depending on the circumstances.

The Wastewater Management Program focuses on services related to subsurface and surface non-discharge & discharge wastewater disposal systems that treat and return domestic and industrial process wastewater to the environment. It focuses on ensuring that the residuals (septage pumped from septic tanks) are properly disposed of and treated at land application sites and wastewater treatment plants. This program is responsible for permits, inspections, and complaints related to subsurface on-site wastewater disposal (i.e., septic tank systems); also includes enforcement of local ordinance for mobile home parks. Soil scientists and engineers responsible for technical support on the On-site Wastewater Program, oversight of large community systems and all other wastewater systems that require periodic review, handle consultant proposals, etc.

The Groundwater Program is targeted at protecting, preserving, and restoring the quality and quantity of water resources for the County's private, residential, small business, and community well water systems not regulated by NCDENR, Public Water Supply Section. The program performs services such as the permitting and inspection of new drinking water wells and existing water wells, water quality evaluation, well repair permitting, groundwater monitoring, point source impacts, consultation and investigation of environmental impacts to well water quality and radiological monitoring.

On-site Wastewater and Groundwater Management Programs are required for a significant portion of projects, and the County has this responsibility throughout the County, not just within the unincorporated areas of Wake County. Most, but not all, municipal projects have municipal water and sewer service, and conversely many Wake County projects purchase contract water and sewer service from an adjacent municipality. This area has the longest history, and therefore has much of its business process implemented in the mainframe permitting system. Wastewater and Groundwater staff have vehicle-mounted laptop computers with good wireless connectivity throughout most of the county. Most inspections and re-inspections are scheduled by the public via an Interactive Voice Response (IVR) system. All of the inspector's daily activities are tracked through the inspection codes that are logged into the mainframe system. Wastewater and Groundwater permits in the planning jurisdiction of Wake County are currently tied to the corresponding IDPP permit. This connection allows the departments to better serve the public with the various steps required in the development process. Water Quality would like to maintain and expand this connection to other departments, divisions, and sections included in the development process.

The Groundwater Protection staff has recently been collecting and storing GPS coordinates of all groundwater wells inspected, so the proposed system will need to address how this data can be efficiently stored and retrieved. Groundwater Information Management System (GIMS) provides instant, easy access to groundwater quality and contaminant data for wells in Wake County. By Groundwater Protection teaming with GIS, GIMS uses a map-based interface to show well locations around the county and allows users to view water sampling results and data on contaminant incidents. The Wastewater Management Programs plan to develop a similar system that will provide location and specifications of septic system in Wake County. This data collection and map interface will be the building blocks to a planned Wake County environmental information management system.

In Stormwater and Floodplain Management, and Erosion and Sediment Control, each section has its own application, review, permit and inspection functions. The County is currently studying the possibility of consolidating these three separate activities into a single process, but no decision to change this organization has been made. The details of each of these processes are not captured in the mainframe system, just the initial referral and the final approval, which is in some cases entered by IDPP staff (Environmental Services enters limited data, but triggers are entered by IDPP). An important objective of the proposed system is to create business processes that are better integrated with the overall land development process and that capture and manage the many documents that are generated and meet statutory retention requirements.

The Stormwater and Floodplain Management Section of Water Quality reviews all preliminary, construction and final plats for regular subdivisions for compliance with multiple sets of stormwater and flood hazard regulations. In addition, the Stormwater and Floodplain Section reviews non-residential development plans for regulatory compliance, applications for both County flood soil and FEMA flood soil certifications and reviews related flood studies. The Erosion and Sedimentation Control Section of Water Quality reviews construction plans, issues permits, conduct inspections and enforcement actions for all developments with land disturbance of greater than one acre. The Erosion and Sedimentation Control Section through interlocal agreement administers the E&SC programs of seven municipalities in Wake County. This section also investigates drainage complaints.

Environmental Services Water Quality Activity Measurements

Activity	2005 (actual)	2006 (est.)	2007 (est.)
Well Permit Applications	959	700	950
Well Construction Inspections	1478	1,650	1600
Private Well Samples	1984	1,300	1950
Septic Applications Submitted	2446	2410	2400
Final Operation Permits	2961	3,100	3000
Final Subdivision Review	152	165	160
Operation/maintenance inspections	323	325	350
S&E Plans Submitted	241	250	225
S&E Plans Approved	227	250	225
S&E Site Inspections	3,384	2,700	3000
Flood Certifications Processed	315	230	250
Stormwater Certifications Processed	79	35	60
Flood Studies Reviewed	5	25	30

Environment Services Department: Environmental Health and Safety Division

The Environmental Health and Safety Division is responsible for reviewing food service facilities, schools, care facilities and swimming pools. Each of these areas has a permit application and associated review process that can be a part of a development project.

The Environmental Health and Safety division of Environmental Services interacts with the general public, business owners, architects, engineers, designers, building inspections, zoning, revenue, and the press. In order to protect and enhance public health proactively through education, enforcement, and investigation, a fully integrated information system is needed with respect to public facilities. These facilities include, but are not limited to restaurants, hotels, institutions, schools, public swimming pools and spas. Each type of facility requires plan review and approval prior to construction, or operating permits, or maintenance inspections, or any combination. The State of NC requires several forms relating to health inspections and the proposed system will provide the functionality to pre-fill these required forms. A desire of the proposed system is to have a workflow component to allow the automated movement and tracking of requests for service. The requests for service are automatically assigned to each staff member and remain on the work log until the service is rendered. Some examples of services requested are: office consultations, field consultations, construction evaluation rough-ins, piping inspections, plan reviews, express plan reviews, and complaints. The system must provide reports needed to measure, manage and improve the department's services according to the expectations of our customers collectively. Samplings of key work processes in need of automation are outlined below.

Food Safety:

A Registered Sanitarian must inspect all facilities that fall under Wake County regulation. For every inspection that a Registered Sanitarian completes, they must enter this information into a database. During an inspection the Sanitarian manually writes the Inspection Demographics, Grade and Comments onto a form. The Sanitarian then enters the information into a database that can be accessed by the Public, Support Staff, Sanitarians, and Supervisors. The Sanitarian gives one copy to the Support Staff to be filed and another copy goes into a State Basket to be mailed. Anytime the Sanitarian has to go out to a facility to do an Initial Inspection, Regular Inspection, Re-Inspection, Visits, Status Change, Ownership Change, or New Permit this information has to be entered into a database and sent to the State. When ownership changes the Sanitarian has to issue a Transitional Permit. The system needs to communicate with the Department of Revenue for tax purposes anytime ownership changes, and for ABC Permits.

Plan Review:

All facilities that require plan review and approval prior to construction except public swimming pools are reviewed in concert with the building inspections department that has controlling authority for the specific project. When an entity applies for improvement permits for said facility at the controlling authority (twelve municipality building inspections departments and Wake County Building Inspections) the review process is seamless as far as the applicant is concerned. All trades review the submittal and upon approval by all, the building inspections department issues permits.

Public swimming pools are reviewed separately by all building inspections departments. Public swimming pools must be reviewed within 30 days and are submitted in duplicate only to Wake County Environmental Health and Safety. Upon approval the applicant receives a letter and stamped set for construction. The applicant then presents the plans and letter approved by Wake County Environmental Health and Safety to the appropriate

building inspections department when applying for the remaining improvement permits needed for the project.

Environmental Health and Safety/Plan Review Activity Measurements

Activity	2006 (Actual)	2007 (est.)
Permitted Facilities	3,895	4009
Required Inspections	12,168	12,700
Inspections performed	6,895	7,100
Swimming pools permitted	934	970
Pool inspections performed	4,947	5,725
Plans for new food institutions	287	300
Plans for new pools, spas, wading pools	54	80
Restaurant Construction Visits	912	957

In addition to development processes, the Environmental Health and Safety area has a variety of periodic inspection procedures after construction has been completed, including food service, care facilities, and pools. Similarly, the Stormwater Management, the Onsite Wastewater, and the Wastewater Management area will have periodic inspection functions as well. In both cases, a periodic inspection may identify a need for construction activity to correct a violation condition. It is therefore desirable to have periodic inspection functions in the proposed system.

Environment Services Department: Solid Waste Management Division

The Solid Waste Division manages trash hauling, recycling, hazardous waste disposal and landfills. Other than new or modified landfill sites, Solid Waste does not usually have a review and permitting function that is a part of the land development process. They are responsible for regulating solid waste handling at demolition and construction sites, however, and have periodic needs to view permit system information.

1.4.5 Fire Rescue Division of Public Safety Department

The Fire Rescue Division has five major program areas: 1) Administration; 2) Code Enforcement/Fire Prevention; 3) Fire/Rescue Training; 4) Emergency Response; and 5) Fire Suppression. Of the 21 staff in the Division, 6 are assigned to Code Enforcement and have a regular role in the development process. During the planning phases of development, Code Enforcement reviews Site Plans and Structure Plans for building egress and ingress, water supply, sprinkler systems and other life safety issues. The Code Enforcement division also performs inspections of life safety systems during construction. The Fire/Rescue Division uses the Firehouse Software product to manage all its staff assignments in all areas, including Code Enforcement.

Code Enforcement enters all plan review and inspection data into the Firehouse Software Inspections module, which is also used for post-occupancy inspections. Some summary information is placed in the mainframe permit system, but much of the fire review and inspection records are not available to the other departments. It is important to have approved structure plans available to the Fire/Rescue for occupancy inspections, and they are also an important resource for incident pre-plans. It is also important for the other development departments, particularly IDPP, to have access to this data as well. Current business processes do not provide a system event to record Fire reviews and inspections, but are a condition that other departments look for before entering their approvals.

Providing better integration of Code Enforcement reviews and inspections with the rest of

the development process is an important goal of the proposed system. Making sure this data is available to the rest of the Fire/Rescue staff is also an important objective. However, it seems unlikely that the other functions of the Division will be accommodated by the proposed system. The method to best achieve this goal will be determined based on the capabilities of the product(s) chosen. One possible strategy is to enter all review and inspection data in the proposed system, and provide an interface to export this data to the Firehouse Software Inspections module. The County is open to other methods of addressing this need as well.

Fire/Rescue Code Enforcement Activity Measurements

Activity	2005 (actual)	2006 (est.)	2007 (est.)
Square Footage inspected	98,694,107	112,323,072	130,000,000
Public School Footage inspected	57,433,560	75,000,000	80,000,000
Fire Code Enforcement Activities	2,911	2,307	3,000

Other County Departments

In addition, there are several other county departments where some staff members have regular interaction with the development process, and whose processes require some level of integration with the chosen system:

1.4.6 Finance Department

Throughout the planning and permitting process, there are numerous fee collection points, and fees are paid in person by cash, check or credit card, via IVR by credit card, and via Automated Clearing House (ACH). Whatever the fee collection point or the methodology used to make payments, control should be established at the earliest point practical in the collection process. Finance anticipates that deposit posting will be accomplished daily by administrative staff. Finance needs tools to perform daily balancing and control functions for all fee collection mechanisms, as well as integrated posting of daily collections to the County's General Ledger system and deposit ticket preparation, as well as receipts for on-site collections. In addition, the permit system should be able to verify that payments have been made in order to proceed through the workflow associated with any process defined in the system. Fees are paid by the customer at different stages of the workflow process and fees vary by the transaction and department. Processes should exist through workflow for supervisory review of collection processes and independent reconciliation of amounts collected with amounts posted to the County's general ledger by those not involved in the collection process. In addition, the Finance Department needs daily reports to facilitate bank deposit postings with the general ledger postings. Fee amounts can change, new fees can be added and existing fees can be eliminated, all based on effective dates of the fee schedule.

The Finance Department also accepts and holds developer performance guarantees to ensure that funding to complete required infrastructure is available before a project starts. These may come in the form of cash escrow, a performance bond, a bank letter of credit or some other means. Each performance guarantee instrument has a limited life, so Finance needs an automated method of tracking whether the infrastructure being guaranteed has been satisfactorily completed. Automated notice of guarantees that are scheduled to expire is also highly desired so adequate time to inspect, call, or replace the guarantee is available. Resulting insufficient funds checks or rejected ACH transactions should stop the planning, permitting, and inspection process until the financial issue has

been resolved. Also, the County needs daily reports for rejected bank and credit card transactions.

Wake County's automated financial, budgeting, and human resources system is AMS Advantage. The accepted approaches to exchange data between AMS Advantage and other systems are:

Batch

The AMS Advantage products use Pervasive Data Integrator (PDI) – formerly Data Junction – to create and handle batch processes.

AMS to Application: PDI will be used to create a flat file to send data to the application. Wake County will build the export.

Application to AMS: The export from the application has to be 1) a delimited flat file or 2) a statically mapped file.

Web Services

The AMS Advantage products are n-tier and use J2EE language and protocols. For real-time data exchange, web services are preferred. The response to the RFP should note whether the data exchange is real-time or batch.

AMS to Application: AMS Advantage products do not have pre-built web services to send data to another application, but they can be created.

Application to AMS: AMS Advantage products can receive information via web services. Wake County will work with the vendor of the application to build web services on the Wake County side of the exchange and the vendor will be responsible for the creation of its web service.

1.4.7 Revenue Department (Property Taxation)

Construction activity adds value to properties, which the Revenue Department needs to assess and add to the tax rolls as quickly as possible. Under the current system, it can be difficult for building permit data to be automatically matched to the corresponding real estate tax schedule. The GIS Department is in the process of revising the process and timing of mapping and addressing new parcels to make sure that building permits have full location data available at permit issuance time.

The new system needs to be able to accept street address, Parcel Identification Number (PIN), and Real Estate Identification Number (REID) as searchable key fields. In addition, the new system must integrate with the County's Land Record / Computer Assisted Mass Appraisal (CAMA) systems to be able to validate real-time against the most current County data. Automated reports and data extractions of completed, modified and voided permit values as well as additional permit information will need to be supplied to the Revenue Department on a regular basis for a specific timeframe. Reports and data extractions of partially complete permits and inspections involving these permits indicating the stage of completion (e.g. framing, electrical final, etc.) will need to be available for given timeframes as well. The Revenue Department has a similar need for permits issued and inspected by the municipal jurisdictions, and there is currently a project underway to convert municipal permit data into the coding scheme used by the County permit system. Any revision to the County permit code tables must therefore be carefully coordinated with the Revenue Department.

Similarly, certain inspection failures (such as Well and Septic) may decrease the value of properties, and the Revenue Department would like to receive automated notification of

such failures with adequate location data to automatically match to the associated real estate tax schedule.

1.4.8 Geographic Information Services

The County has a centralized Geographic Information Services (GIS) group located within the Community Services Department. The GIS Division maintains an enterprise repository of mapping layers in ESRI's ArcSDE. The Planning Department interacts heavily with the Geographic Information System in analyzing proposed new subdivisions. GIS assigns addresses and maps the new parcels once approved and recorded. These addresses are loaded into the Revenue Department's automated system. The current permit system pulls its address information from the Revenue system. It is expected that the proposed system will provide GIS interfaces for display and analysis throughout. Strong preference will be given to vendors who demonstrate the ability to integrate well with the County's enterprise GIS.

Many of the Environmental Services processes are now routinely collecting GPS coordinates of permitted facilities such as well, septic and stormwater devices, and the proposed system will need to be able to manage location data, including the field collection of GPS data.

1.4.10 Interactive Voice Unit

An IVR (Interactive Voice Response) system is included as part of the Comprehensive Land and Property Records Management System (Planning, Permitting, and Inspections, and Environmental Services). The County plans to implement an enterprise-wide IVR platform, with the Permitting and Inspection section being the center piece of the new platform. Wake County currently has a hosted solution, Voice Data Solutions, Inc. (VDS), in place for a caller to select an option from a voice menu that interfaces with the computer systems for Revenue, Inspections/Development Plans/Permits (IDPP), and Environmental Services (ES). IDPP and ES are using the mainframe system that will be replaced by the new solution selected from vendor proposals in response to this RFP. The IVR is also integrated with the Revenue system. Transactions increased from 2004 and 2005 by 200%, with an approximate credit card increase of 17%.

1.4.10.1 Current IVR Processes

1.4.10.1.1 Inspections/Development Plans/Permits (IDPP)

- a) The IVR is used to schedule inspections, re-inspections, cancel inspections, check the results of inspections and collect fees for re-inspections.
- b) Inspections are scheduled for the next business day, anytime during that day.
- c) Approximately 250 re-inspections are scheduled per day, 80% through IVR.
- d) For cancellations, the system sees a flag for inspection on the permit and will not allow a cancellation when the inspection has been assigned to an inspector.
- e) The public uses the IVR to check the status of the inspection by permit number. System will return an 'approved' or 'denied' message.
- f) Approximately 20-40 re-inspection and permit fees are paid for each day by credit card. IDPP does not absorb credit card fees. The public is charged a fee for each credit transaction.
- g) The IVR links the inspector phone number to the permit, allowing the caller to connect with the inspector.

- h) The IVR has an inspector phone directory and transfers to inspectors' phones.
- i) FAQs are available on the IVR for IDPP.

1.4.10.1.2 Environmental Services Water Quality (ESWQ)

- a) IVR is used for scheduling inspections, re-inspections, and checking the results of inspections.
- b) 90-100% of the appointments are scheduled for the next business day.
- c) No payments are done through IVR at this time, but ES plans to add this function.
- d) Scheduling differs from IDPP, since the inspection is scheduled by an open time slot.

1.4.10.1.3 Revenue Department

- a) Public uses IVR to pay taxes for real estate and personal property.
- b) Wake County puts a block on motor vehicle registration renewals with the Division of Motor Vehicles (DMV) when taxes are unpaid. The IVR will accept payment and update the DMV system to allow the public to register the vehicle. The DMV system runs on the State of North Carolina mainframe.
- c) All tax bills can be joined to be computed and paid in one payment.
- d) Revenue does not absorb credit card fees. The public is charged a fee for each credit transaction.
- e) IVR has FAQ's for questions for revenue.
- f) There are two daily reports: 1) DMV Block Report and 2) Transaction Detail Report.

1.4.10.2 Issues with the current IVR

- a) There is a lack of consistency in voices.
- b) It is difficult to make changes to the recordings or menus.
- c) There are no current usage reports to see what options are being selected.
- d) When inspections are being scheduled, the system confirms with 'next business day' which can be confusing on County holidays. The actual date is not said.
- e) The IVR system is available 24/7, but only takes credit cards until 9 pm.
- f) Credit card users can get rejected when paying (example \$50 plus a \$3 fee). Some credit card companies and banks use fraud detection that does not allow the two credit holds coming through so quickly.
- g) When the system goes down, there is not an automated notification to the County. The County finds out when users call in.
- h) When there is an error in a payment, the appointment cannot be scheduled. Users may pay multiple times not knowing where the problem is.

1.4.10.3 Future Needs

Our plan includes an initial implementation for an integrated solution for the departments impacted by this project with a focus on leveraging this technology throughout the

enterprise. Wake County requires the existing IVR functionality be delivered in this new platform and address the feasibility of these future needs listed below. With this proposed system, Wake County will take the opportunity to redesign the voice applications with advanced error handling and recovery.

1.4.10.3.1 Availability

- a) 24/7 uptime for scheduling and payments with minimal maintenance/batch time.
- b) Require that all IVR transactions be real-time.
- c) System should notify administrator or County staff when down.

1.4.10.3.2 Functionality

- a) Real-time system to search by permit number.
- b) Need for system to read back the data (address) on the permit to verify correct permit number to decrease user errors.
- c) Menu options required for directions, hours, FAQ, etc.
- d) The new IVR must duplicate the business rules of the new planning and permitting system (P&P).

1.4.10.3.3 Appointment Scheduling

- a) Need the ability to block out time slots and inspections times for out of office time.
- b) Need to track holidays for scheduling purposes.

1.4.10.3.4 Payment Processing

- a) Need to reconcile from the P&P system transactions for Revenue.
- b) Need to separate credit card fees by the business unit, for budgeting purposes.
- c) Need to be notified if the transaction is charged to the credit card, but not credited in the system.
- d) Ability to void transactions (same-day only) for errors or refunds.

1.4.10.3.5 Maintenance

- a) Need the ability to update recording "IDPP is closed today" (can be pre-recorded, users need ability to access options to enable as needed).
- b) Need real-time electronic error notifications to both county staff and customer.
- c) Need the ability to turn off the IVR and redirect calls into office.
- d) Need six hours per month vendor administration time to make changes and/or updates.
- e) The regular support fees must cover all system fixes for the IVR.
- f) Need a mechanism to request larger changes and enhancements to the system.

1.4.10.3.6 Reporting

- a) Reconciliation report, by fee type (index and subject code) and to show errors.
- b) Reports to show statistics for each menu option selection.
- c) Need real-time report to show if payment goes through, but DMV block is not removed.

1.4.10.3.7 Other

- a) The County is interested in providing a Spanish version of the IVR.
- b) Compliance with Payment Card Industry (PCI) data security standards is required,
- c) Must be n-tier architecture that can easily be redirected to an enterprise payment vendor.
- d) Provide real time interfacing with County and State systems – retain all existing functions, including retrieve account balances, update accounts, accept payments via credit card, provide staff directories and transfer calls, inquiry on status of inspections and permit requests, schedule inspections.
- e) The proposed solution must be voice over IP enabled. Currently, the county does not use voice over IP; however, the county does plan to examine this technology for use over the next few years.

1.5 Key Desired Outcomes for this Project

The County has a number of high-level goals for the proposed system. While the success will ultimately rest on how well the detailed requirements listed below and in the Requirements Matrix (Attachment 1) are satisfied, it is important for responding vendors to maintain focus on a number of key outcomes that are critical to the County.

1.5.1 Interdepartmental Process Integration

As described above, six County departments have a significant role in the development process. Many of the interdepartmental activities currently involve manual routing of paper files and/or staff telephoning or e-mailing staff in other departments at appropriate times.

Therefore, a key outcome of the proposed system is that completion of each step in the development process automatically notifies staff responsible for downstream processes and provides them all the information needed to carry out their task. In addition to downstream notification, the system will need to be able to track and notify staff about collaborative and parallel tasks.

1.5.2 Workflow Queuing & Activity Reporting

Development volume in the County has increased steadily over recent years, as has the complexity of development regulations. Predictably, bottlenecks have developed, but there are no consistent mechanisms available for identifying where additional resources or modified processes are needed. Current processes frequently require manual follow-up to see if upstream processes have been completed.

A key outcome of the proposed system is that tasks will automatically be queued for worker action as soon as all prerequisite processes have been completed, regardless of which departments need to complete those processes. However, some processes are concurrent tasks with three to four reviewers and may not be sequential. The business units should have the ability to self-administer updates to their workflows. Management

reporting of pending and completed workloads by process will be available both instantaneously and for regular reporting purposes.

1.5.3 Automation of Paper-Based Processes

All plan reviews and most applications forms are currently received on paper, frequently in triplicate or more. Most of the review processes and routing is accomplished internally by routing paper as well. At the end of the cycle, the handling, storage and later retrieval of paper plans and review forms is time-consuming and problematic.

A key outcome of the proposed system is to replace paper documents with electronic documents throughout as much of the process as possible (some documents must be maintained in paper for legal purposes). This includes accepting application materials in electronic form and providing electronic mark-up and commenting tools, as well as routing all review materials internally electronically in both parallel and sequential distribution. The system must be able to meet requirements of the NC Public Records Law and conform to the limitations of electronic storage of documents as the sole record. A paper copy of permits and site plans must be printed to meet NC Public Records requirements and be maintained for the schedule required for each document.

1.5.4 Automation of Communication with Applicants & Citizens

The explosion of internet services has created an expectation that well-run organizations will offer any and all feasible services on the Internet, and the County has a number of such interfaces in place currently. Internet access based services are more convenient for taxpayers and citizens, and reduce County staff time needed with customers and payment processes. Well-designed and executed web-based interfaces across the entire development process will allow the County to improve both service levels and staff efficiency.

A key outcome of the proposed system is the provision of all possible services via the Internet and web-capable devices. This includes on-line applications, fee payments, receiving and responding to staff comments for all process steps on-line, real-time immediate electronic notifications, and the ability to query the system for project status at any time. These abilities should be available to both County personnel and its customers.

In addition to access to services via the Internet, citizens must be able to access similar functions through an Interactive Voice Response (IVR) service, a functionality planned to change with this project. See 1.4.10.

1.5.5 Establish an archive of all land development activity

As noted above, the County has a strong desire to convert all development documents into electronic format, from the initial submittal all the way through to occupancy. Dramatic decreases in the cost of mass data storage, coupled with equally dramatic increases in search capabilities present an opportunity to cost-effectively retain property records after the completion of a project. These records are frequently needed at unpredictable times in the future, creating delays and time-consuming efforts to research previous activity on a property. The system must be able to print paper records of permits and site plans to meet the requirements of the NC Public Record Laws.

A key outcome of the proposed system will be the establishment of an electronic archive of all project review documents, including approved plans, as-built drawings, facility locations, and Certificates of Occupancy. This archive must be searchable not only by development case number, but also by geographic criteria, by contractor, by year, etc. It is likely that the County will move to an enterprise document management system within

the next two years. The successful vendor will describe not only the capabilities of their system to manage data, but also its capabilities regarding integration with enterprise document management systems.

1.6 Technical Environment

While the County's most important objective is to procure the best system to meet the business needs of the affected departments, the County has certain infrastructure and technology standards in place. Vendors presenting solutions that fit into this environment will be given preference over those who do not. This system will be a County hosted solution.

1.6.1 Server Operating System

The County is in the process of standardizing on Windows 2003 Server R2.

1.6.2 Database

The County has a strong preference for products that store their data in databases which meet County standards, and provide customers with published database schemas to allow integration and reporting by the County staff where appropriate. Wake County requires a system that uses an integrated, relational database using Wake County database preferences which include Microsoft SQL or Oracle, specifically SQL 2003 or 2005 or Oracle 9i or higher. Wake County currently supports these database platforms and plans to continue support for them in the future.

1.6.3 Client Operating System

The County supports Windows XP, and will likely add support for Windows Vista in the future. There is a strong desire to deploy new applications on a browser-based platform, however. Both Internet Explorer and Firefox are supported, and it is preferred that any new products support both environments.

1.6.4 Network

Wake County has a modern technology environment and the following aspects of the County's technology infrastructure should position the County to support the technical operations.

- The County has an enterprise network that links thirty major County facilities. The connection speed for PCs at major buildings is Fast Ethernet (5mbs or 100 mbs). Wide area connections between major buildings are Gigabit Ethernet (1 gbs). Connections to major outlying buildings use Metro Ethernet (10 mbs), and the connections to smaller outlying buildings use Road Runner VPN (2 mbps). The County also supports "virtual office" locations at employee homes and business partners. The County connects to the Internet through the North Carolina Research and Education Network (NCREN).
- In addition to traditional mainframe and AS/400 platforms, the County supports both Microsoft Windows Server and Red Hat Linux server platforms.

1.6.5 Mobile Computing

The Inspections staff currently is equipped with Panasonic Toughbook CF-51 computers and other wireless devices in their vehicles. While Wake County has very good wireless connectivity from commercial EV-DO providers, there are a few parts of the county where connectivity is spotty. The County plans to continue with commercial service, and does not plan to develop a private wireless connectivity solution. The County employs the

NetMotion Wireless connection persistence system, but does not plan to deploy applications that require full-time connectivity to operate.

1.6.6 E-mail Platform

The County's e-mail platform is Lotus Notes, Release 5, with plans to upgrade to Release 7.0 or higher within the next twelve months. If the proposed solution requires integrating with either the e-mail server or client, solutions that are compatible with Lotus Notes will be given strong preference.

1.6.7 Geographic Information Systems

The County has standardized on ESRI's ArcGIS (Version 9.x) product line, and all enterprise GIS layers are maintained in ArcSDE. A variety of different programming environments, including ESRI's ArcIMS, are used to provide mapping information to end users. The County has a strong preference for products that do not require export of data from SDE into stand-alone files or conversion of GIS data into non-ESRI formats.

1.6.8 Document Management

The County does not currently have a document management standard in place, but plans to establish one within the next two years. Vendors who support enterprise document management systems will be given preference over those who offer only a closed vertical system that is restricted to their application. In addition to document management, the proposed system needs to support reporting standards, such as Crystal (Business Objects) and SQL.

1.6.9 Interactive Voice Response

Wake County currently has an Interactive Voice Response system hosted by a third party vendor (Voice Data Solutions, Inc.) for a caller to select an option from a voice menu that interfaces with the computer systems for Revenue, Inspections/Development Plans/Permits (IDPP), and Environmental Services (ES). IDPP and ES are using the mainframe system that will be replaced by the new solution selected from vendor proposals in response to this RFP. The IVR is also integrated with the Revenue system, located on a Windows 2000 operating system, running VB 6.0 and .net with an Oracle 9i database.

1.6.10 Internet Payments

The County currently employs several different credit card processing systems, and plans to establish an enterprise credit card processing platform within the next two years. Vendors should clearly state which credit card processing systems they support, and the ability of these products to accommodate the needs of other County departments unrelated to the land development functions. Due to the size of many of the payments, the ability to accept Automated Clearing House (ACH) check conversion payments is strongly desired as well and is the County's first preference. The proposed software must be Payment Card Industry (PCI) compliant. For a specific guide to PCI requirements, refer to www.pcisecuritystandards.org.

1.6.11 Commercial Off the Shelf Software

The County has significant amounts of both purchased commercial products and custom developed software in use throughout the County. While the business processes in the land development area are complex and will require extensive configuration, the County believes that the needs of the County can best be met by purchasing a commercial product or suite of products. Vendors who demonstrate currently available products with capabilities that meet the needs of the County will be given preference to those proposing to heavily customize or develop custom software in response to this procurement. The

County strongly prefers a product that can demonstrate that the majority of routine changes can be handled by the business users rather than requiring technical staff assistance or coding changes. The product should also be easily extendable to additional processes and groups within the county. For the purpose of this RFP and response to the functional requirements, a "Configuration" is a system change where setup is required with built-in tools and procedures, but there is no required change in source code. A system change needing "Customization" requires programming change to source code. In addition, to facilitate ease of future upgrades, the County intends to implement a minimum amount of customizations in the software. Any requirement met by a customization to the proposed system must be accompanied with the cost for the stated customization.

1.7 General Bidding Requirements

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

By virtue of submitting a proposal, interested parties are acknowledging:

- 1.7.1** 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 Proposers at any time to gather additional information. Furthermore, the County reserves the right to delete or add functionality up until the final contract signing.
- 1.7.2** All proposers submitting proposals agree that their pricing is valid for a minimum of one year after proposal submission to the County. Pricing must be submitted on a "firm-fixed-price" basis. Proposals which do not submit pricing on a "firm-fixed-price" basis may be eliminated from further consideration. A "firm-fixed-price" proposal requires delivery of a product or services at a specified price, fixed at the time of contract award. Payment will be tied to agreed upon milestones. For implementation services under a fixed fee arrangement, the County compensates the vendor based on a final negotiated ceiling amount. If the implementation cost ceiling is exceeded, the vendor is to finish the work at no additional compensation, unless the County does not meet specific assumptions outlined in the contract. Proposers are to provide all work effort needed to meet the detailed functional requirements as part of their proposal. Proposers must submit pricing that includes, but not limited to, the cost of all software licenses, database licenses, user licenses, seats, implementation services, training services, and rates for customizations. Finally, the County reserves the right to ask Proposers to resubmit proposal pricing on either a not-to-exceed or a combination of fixed and not-to-exceed basis.
- 1.7.3** The County prefers that licenses for software be "perpetual" (i.e., the County purchases and retains the license to use the software forever) and of a "fixed" price nature (i.e., license fees, maintenance, and support cost schedule for first five years are presented).

- 1.7.4** Proposals will be received by Wake County Government at the time and place so stated in this document. At that point, Wake County will close the receipt of proposals and begin the evaluation process. The only information that will be released will be the names of the respondent(s). No other information will be disclosed, except as required by the evaluation process, until a contract is awarded.

Wake County, solely at its option, may disclose the name(s) of any firms or companies being considered or elevated during the process. Realizing the nature of a competitive environment and protecting the integrity of the process, respondents are not to contact any county staff or elected official in reference to the process. As information becomes available and is relevant for release, that information will be shared with respondents. Any and all information submitted in conjunction with this RFP and the evaluation process will not be returned to the respondent.

- 1.7.5** *All firms submitting proposals are encouraged to submit the most competitive proposal possible, as the failure to do so may lead to elimination.*
- 1.7.6** *The project proposal must be “turn-key”. All services, design, equipment, etc. should be in a single contract.*

2.0 General Submittal Requirements

2.1 Pre-qualification Requirements

Proposers must meet the following pre-qualification criteria in order for a proposal to receive consideration.

Software Proposers: All software Proposers must meet the following pre-qualification criteria for their proposal to be considered.

- The majority of the functionality described in this RFP must operate on web-based architecture. For clarification, the County uses the following definitions for the terms web-based and web-enabled:
 - Web-based: An application in which all or part of it is downloaded from the Web each time it is run. The term typically refers to the use of web services, web browsers and Java applets.
 - Web-enabled: Able to connect to or be run on the Web, but is not written to run natively on the web like a web-based application. The term typically refers to an application that outputs HTML for display on the Web or that launches a web browser to retrieve specific web pages.
- The major release of the Vendor's proposed software must have, at minimum, all or some modules operating in a production environment with future modules in development for a city or county government similar in size to Wake County for a minimum of one year prior to the release of this RFP.
- The software Proposer agrees that they will warranty the software solution to the business requirement responses requested in this RFP.

Implementation Proposers: All implementation services Proposers must meet the following pre-qualification criteria for their proposal to be considered. Implementation services Proposers are required to complete and include **Attachment 3** as part of their proposal.

- The proposing implementation firm is certified by the software Proposer to implement the software being offered in the proposal. (Note: This requirement is not applicable to software vendors who also provide implementation services.)
- The implementation firm has implemented the proposed software solution at a governmental entity (counties or cities preferred) in the past three (3) years.
- The proposal for all implementation services (including change management, training, and technical development / administration) must be provided on a fixed price basis.
- The implementation firm agrees that they will warrant all professional services to the business requirement responses requested in this RFP.

2.2 Proposal Contact

This RFP and any subsequent action taken as a result thereof, is issued by the Wake County Procurement Services in accordance with North Carolina General Statutes 143-129.8, 143-135.9, 147-33.81 on behalf of the County. Proposal responses should be directed to Procurement Services, specifically to the Purchasing Director, as outlined below. In regards to this RFP and subsequent procurement process, vendors shall make NO CONTACTS, either written or verbal, with any Wake County employee, staff member, or Board of Commissioner members during the period beginning with the issuance of this document through approval of award unless authorized by the proposal contact. ***Any attempt by a proposer to contact or influence a member or members of the aforementioned will result in the immediate disqualification of the proposer from award for items or services on this RFP.***

Proposal Contact:
Tom Wester
Purchasing Director
PO Box 550
Raleigh, NC 27602
twester@co.wake.nc.us
919-856-6153

2.3 Proposal Submittal Requirements

In order to facilitate the analysis of responses to this RFP, proposers are required to prepare their proposals in accordance with the instructions outlined in this part and elsewhere in this RFP. Each proposer is required to submit its proposal in a sealed package. Responses cannot be submitted electronically.

Five (5) hard copies and two (2) electronic copies in PDF on CD must be submitted containing the entire contents of your proposal to the address shown below.

Mailing Address:
Tom Wester
Wake County Procurement Services
Wake County Office Building – Rm 926
PO Box 550 (27602)
337 S. Salisbury Street (27601)
Raleigh, North Carolina

The County must receive proposals no later than **4:00 pm EST, June 22, 2007**. *The proposer's name, RFP number, and proposal closing time and date must be marked clearly on the proposal submission.* The time of receipt shall be determined by the time clock in the Wake County Procurement Services office. Late proposals will not be accepted. 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 proposer'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.

2.4 Proposer Expenses

The County will not be responsible for any expenses incurred by any proposer 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 proposer even if the Board of Commissioners has formally accepted a recommendation.

2.5 Proposer's Offer

The Proposer offers to furnish all materials, labor, supplies, equipment and incidentals necessary to provide the software and services described herein and in any applicable related documents (e.g., Notification of Solicitation, Request for Information, Addenda, Contract, Bonds, insurance, Plans, etc.).

2.6 Interpretations, Discrepancies, and Omissions

Should any proposer find discrepancies, omissions or ambiguities in this RFP, the proposer must at once request in writing an interpretation from proposal contact listed in Section 2.2. All questions submitted must be in writing. The deadline for submitting questions is **5:00pm EST, May 23, 2007**. All questions will be answered to the extent possible in the form of addenda to the specifications. All written requests for clarification should be addressed to the attention of Tom Wester.

Failure to request an interpretation will be considered evidence that the Proposer understands the provision of the RFP.

The issuance of a written addendum is the only official method by which interpretation, clarification or additional information will be given by the County. Only questions answered by formal written addenda will be binding. Oral and other interpretations or clarification will be without legal effect.

2.7 Tentative Schedule

Action	Applicable Dates
Distribution of Request for Proposal	April 24, 2007
Mandatory Pre-proposal Conference	May 22, 2007
Question Submission Deadline	May 23, 2007, 5:00pm EST
Sealed proposals due	June 22, 2007, 4:00pm EST
Proposal Evaluations and Discovery	June – July 2007
Software Demonstrations	July 16 – July 27, 2007

Implementation Interviews and Site Visits with Elevated Proposers	July - August 2007
Product/Vendor Selection	September – October 2007
Project Execution Begins	November 2007

2.8 Mandatory Pre-proposal Conference

A pre-proposal conference will be held on **Tuesday, May 22, 2007 at 1:00pm Eastern** at the Wake County Office Building, Ground Floor Conference Room, 337 S. Salisbury Street, Raleigh, NC 27601. **Proposers are required to attend. Proposals will not be accepted from vendors not attending or represented at the pre-proposal conference.** The primary purpose of this conference is to provide background on the County's current environment and specific needs as well as to provide participating firms with the opportunity to ask questions related to the RFP. The County's project team will facilitate an informal presentation and discussion to assist participating firms in assessing the needs of the County, as well as to provide insight into the County's project scope. The County will also use this time to provide participating firms with any additional information relevant to the RFP. Answers provided to questions prior to and presented at the pre-proposal conference along with a list of attendees will be posted to the County's Web site within seven (7) calendar days. Contact regarding the pre-proposal conference should be directed to Tom Wester.

2.9 Award

Wake County reserves the right to award a contract, based on initial offers received from Proposers, 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 that such acceptance will be binding upon both parties. A proposing offer should therefore be based on the most favorable terms available from a price, business requirements and technical standpoint. The County may also, at its sole discretion, have discussions with those proposers that it deems in its sole discretion to fall within a competitive range. The County may enter into negotiations separately with such Proposers. Negotiations with a proposer may continue with a proposer that the County has tentatively selected for contract award. The County shall not be deemed to have finally selected a proposer until a contract has been successfully negotiated and signed by both parties.

2.10 Non-disclosure of County Information

All data and information gathered by the proposer and its agents, including this RFP and all reports, recommendations, specifications, and data shall be treated by the proposer and its agents as confidential. The proposer 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.

2.11 Retention of Proposer Material

The County reserves the right to retain all proposals regardless of which response is selected. No proposals will be returned to proposer.

2.12 Warranty

A warranty is required for both the software and implementation services. It is assumed that Proposers have priced their services to recognize these warranty provisions. The extent of warranty coverage will be evaluated as part of the overall procurement process.

Software: The selected Proposer shall warrant that any proposed software will conform to the requirements and specifications as stated in this RFP. That is, the detailed requirements as stated in this RFP will become part of the selected software Proposer's contract and will be warranted as such, except to the extent that the proposer's response explicitly documents exception to a requirement or specification (Reference section 4.11). The selected respondent must warrant that the content of its proposal accurately reflects the software's capability to satisfy the functional requirements as included in this RFP. Furthermore, the warranty, at a *minimum*, should be valid for a period of 12-months from the final acceptance of all modules by the County (as will be defined during the negotiations process) The County will look more favorably at Proposers with warranty periods longer than the minimum specified herein.

Implementation Services: The County also requires a warranty for implementation services (e.g., work products, developed modifications, and system configuration) for a minimum of 12-months after the system acceptance date of the respective modules. The implementation services firm must ensure that the implemented software conforms to the requirements responses warranted by the software vendor.

2.13 Maintenance Fees

Year 1 of maintenance should be included in the cost of the software. Provide a breakdown of maintenance fees for years 2-5, including the percentage increase per year.

2.14 Additional Users and Modules

All pricing must provide "guaranteed pricing" for twelve months from the award of contract for additional County users and identified partners (i.e. Addition of licenses or seats).

3.0 General Terms and Conditions

3.1 Certification

The Proposer hereby certifies that they have carefully examined this Request for Proposal and documents attached hereto for terms, conditions, specifications, covenants, requirements, software, services, etc. and the Proposer certifies that they understand the scope of the work to be done, that the Proposer has knowledge and expertise to provide the scope of the work, and that their proposal is based upon the terms, conditions, specifications, services, software and requirements of this RFP and attachments. The Proposer further agrees that the performance time specified is a reasonable time. By their signature on the response to the RFP, the Proposer certifies that their 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 vendors. Further, the Proposer certifies that they understand collusive bidding/proposing is a violation of Federal law and can result in fines, prison sentences, and civil damage awards.

3.2 Conflict of Interest

By submission of a response, the Proposer agrees that at the time of submittal, they: (1) have 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 Proposer'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. Proposers 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.

3.3 Assignment

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

3.4 Indemnification

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 their

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.

3.5 Delivery of the Project Plan and Initial System Design

The project plan and initial system design document (or other substantively equivalent implementation documents as may be agreed to by the County prior to contract signing) are to be delivered within a contractually specified timeframe after contract signing. The project plan shall contain a complete work breakdown structure with task dependencies and predecessors. Non-performance in this regard may result in penalties.

3.6 Liability for Failure to Provide Functionality

In the event the selected proposer (Implementer) fails to provide a functionality in accordance with its response to this RFP after notice and reasonable opportunity to cure, the County may (1) terminate the implementation agreement for cause, or (2) upon written notice to the Implementer, obtain the functionality from a third party, in which case the Implementer shall be liable for any additional costs incurred by the County in obtaining the promised functionality and such amount may be subtracted from any amount owed to the Implementer. This remedy will be in addition to any other warranties or remedies provided.

3.7 Independent Contractor

It is understood that in the performance of any services herein provided, the Proposer 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 Proposer has, and shall retain the right to exercise full control over the employment, direction, compensation, and discharge of all persons employed by the Proposer in the performance of the services hereunder. The Proposer shall be solely responsible for, and shall indemnify, defend, and save 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.

3.8 Payment

Payment for the Planning and Permitting System and for the implementation of services rendered pursuant to the Agreement resulting from this RFP shall be made in amounts and at times set forth in the Agreement and shall be made upon receipt of original invoice(s) in accordance and in conformity with payment dates for bills and claims as established by the County. Prior to payment, the Contractor must submit an original dated itemized invoice of services rendered. (Photographs or facsimiles of invoices will not be accepted.) Any reimbursement for expenses as allowed in the Agreement that are

included in the invoice(s) must be supported with attached original billings for such expenses.

In addition, the County will retain 20% of all service payments, with such retention being released on final acceptance of the entire system, which will be defined during the contract negotiation phase.

3.9 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 Risk Manager. Workers' Compensation Insurance, with limits for Coverage A Statutory-State of North Carolina and Coverage B Employers Liability \$500,000 each accident, disease policy limit and disease Each Employee.

Commercial General Liability - Combined single limits of no less than \$1,000,000 each occurrence and \$2,000,000 aggregate. This insurance shall include Comprehensive Broad Form Coverage including contractual liability.

Commercial Automobile Liability, with limits of no less than \$500,000 Combined Single Limit for bodily injury and property damage. Evidence of commercial automobile coverage is only necessary if vehicles are used in the provision of services under this Agreement and/or are brought on a Wake County site.

Professional Liability (Errors and Omissions) with limits of no less than \$3,000,000 each occurrence and \$5,000,000 aggregate.

All insurance companies must be licensed in North Carolina and be acceptable to the County's Risk Manager. Insurance Policies, except Workers' Compensation, shall be endorsed (1) to show Wake County as additional insured, as their interests may appear and (2) to amend cancellation notice to 30 days, pursuant to North Carolina law. Certificates of insurance shall be signed by a licensed North Carolina agent and be amended to show "thirty (30) days' notice of change or cancellation will be given to the Wake County Risk Manager by certified mail."

If an "ACCORD" Insurance Certificate is used, the words "endeavor to" and "but failure to mail such notice shall impose no obligation or liability of any kind upon the company" in the "cancellation" paragraph of the form shall be deleted.

Copies or originals of correspondence, certificates, endorsements or other items pertaining to insurance shall be sent to:

Wake County Risk Manager
Room 900 - WCOB
P. O. Box 550
Raleigh, NC 27602

If the Proposer does not meet the insurance requirements of the specifications, alternate insurance coverage satisfactory to Wake County may be considered.

3.10 Governing Law

This RFP and any contract resulting therefrom shall be governed by and construed according to the laws of the State of North Carolina. Should any portion of any contract be in 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.

3.11 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. In the event that a request for inspection is made under public records law, the proposer will be notified of the request and may participate in any subsequent civil action to compel disclosure of confidential information.

3.12 Compliance with Laws and Regulations

Proposer 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 Proposer 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.

3.13 Acceptance

Submission of any proposal indicates a Proposer's acceptance of the conditions contained in this RFP unless clearly and specifically noted otherwise in the proposal.

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 Proposers 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.

3.14 New Services

From time to time during the implementation period and afterward, the County may elect to have the Proposer perform services that are not specifically described in the Statement of Work but are related to the contracted services (the "New Services"). Prior to beginning work on any New Services, the Proposer and County will agree and document the scope of work to be performed and compensation rate. This will be accomplished through an amendment to the contract.

4.0 Detailed Submittal Requirements

4.1 Proposal Format

Proposers shall prepare their proposals in accordance with the instructions outlined in this section. Each proposer is required to submit the proposal in a sealed package. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposer's capabilities to satisfy the requirements of the RFP. Utmost attention should be given to accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. The proposal should be organized into the following major sections:

PROPOSAL SECTION	TITLE
	Title Page
	Letter of Transmittal
	Table of Contents
	Pre-qualification Certification Forms
1.0	Executive Summary
2.0	Scope of Services
3.0	Company Background
4.0	Proposed Software and Computing Environment
5.0	Responses to Functional/Technical Requirements
6.0	Implementation Plan
7.0	Maintenance and Support Program
8.0	Client References
9.0	Cost Proposal
10.0	Exceptions to the RFP
11.0	Sample Documents

Instructions relative to each part of the response to this RFP are defined in the remainder of this section. Response information should be limited to pertinent information only. Marketing and sales type information is not to be included.

4.2 Executive Summary

(Proposal Section 1.0) This part of the response to the RFP should be limited to a brief narrative summarizing the proposer's proposal. The summary should be oriented toward the business personnel who would use the automated processes and should include technical information and language only to the extent required to describe the proposal. Please note that the executive summary should identify the primary engagement contact for the software firm, the contact for the implementation services firm if different, and the contact for any third-party software being proposed. Contact information should include a valid e-mail address, fax number, and a toll-free telephone number.

4.3 Scope of Services

(Proposal Section 2.0) This section of the proposer's proposal should include a general discussion of the proposer's overall understanding of the project and the scope of work proposed. The scope statement should include all work from project inception to the completion of the warranty period.

4.4 Company Background

(Proposal Section 3.0) Each proposal must provide the following information about the submitting proposer's company, the implementation partner's company and any third-party vendor being proposed to provide a business function so that the County can evaluate the proposer's stability and ability to support the commitments set forth in response to the RFP. The County, at its option, may require a proposer to provide additional support or clarify requested information.

Background information for each company involved shall include:

- ☐ How long the company has been in business.
- ☐ A brief description of the company size and organizational structure.
- ☐ How long the company has been selling the proposed software to clients similar to the County.
- ☐ Most recent audited financial statements for the software vendor and the software implementation firm as contained in relevant annual reports. The statements should include information on annual sales, profitability, etc.
- ☐ Listing of installs at entities similar to the County by name and state. The number of users, distinguished by type if relevant, should also be included.
- ☐ Any material (including letters of support or endorsement from clients) indicative of the proposer's capabilities.
- ☐ A brief description of any pending litigation.
- ☐ A list of clients where the contractual relationship was not completed and was severed for reasons other than convenience. A brief description of why the relationship was severed and the name of the Implementer and the Implementer's Engagement Manager and Project Manager are also required.
- ☐ If partnering, how long the implementer has worked with the software vendor and how many implementations the two parties have completed together and the structure of the partnerships.
- ☐ Evidence that the vendor is a corporation, is in good standing and qualified to conduct business in North Carolina.
- ☐ Copies of business licenses, professional certifications or other credentials.

4.5 Proposed Software and Computing Environment

(Proposal Section 4.0) The proposer must present, in detail, the version, features and capabilities of the proposed system. Configuring the County business processes in the proposed system is anticipated to be one of the most time-consuming aspects of this

project, requiring substantial on-site effort by the vendor. The County has done significant business process modeling of how work currently flows through the system in preparation for this procurement. The optimal future configuration will depend heavily on the product chosen and how much of the desired scope can be accommodated by the proposed solution versus integrated with other systems. Due to the importance of the interdepartmental integration goal, and the fact that this project will be formalizing many of the business processes and data hand-offs for the first time, vendors should plan substantial resources in this area.

In addition to the description, please provide in succinct narrative form (at least one paragraph per item) answers to the following questions:

- 4.5.1 Technology Architecture. Included in this section should be a detailed technical overview of any proposed hardware or software platform. Include hardware/software architecture diagrams, process flow diagrams, network diagrams and minimum server and client computer configurations where appropriate. Ensure the following questions are answered: upon which platforms does your system run? What are the optimal and minimum network requirements? What are the optimal and minimum server requirements? What are the optimal and minimum client requirements? What client and server operating systems are supported? What hardware and software is required for the proposed system at start up and over the first five years of operation? What technical environments are needed during the development, test, training, and production phases? What are the hardware, software, and infrastructure requirements that an external organization would need to meet in order to install and interface with the County's system?
- 4.5.2 Administration Toolsets. What administration toolsets are included with the system? What skills are required to maintain the system? What tools are available to customize the system? What monitoring is routinely required for optimal system performance?
- 4.5.3 Security. What security tools are included with the system? How is the security profile defined? What is included in the user security profile?
- 4.5.4 Upgrade tools. What is the software upgrade frequency? How are patches and fixes applied? How are patches and fixes deployed? How are upgrades applied? How much training (technical training and end user) is generally required with upgrades to the system? What happens to software customizations (e.g., user-defined tables and fields) during the upgrade? How many versions of the software does your company support? Please provide details of all upgrades and bug patches over the last three years. Also provide an anticipated future release schedule.

4.6 Responses to Functional/Technical Requirements

(Proposal Section 5.0) The scope section of this RFP characterized how the County currently manages and coordinates the many land development processes. The high-level goals of the proposed system and the technical environment in which the proposed system will exist have also been identified. This section provides a more detailed list of

feature requirements. Vendor responses should identify how they plan to accommodate each requirement (or indicate that they are unable to do so). This section does not seek to identify all the review, permit and inspection activities that take place, but to identify the software features that are needed to be able to configure those processes. The County has collected substantial business process documentation which will be available to the selected vendor during the implementation phase. Responses to the functional / technical requirements listed below must be provided in this section of the proposer's proposal.

4.6.1 Functional / Technical Requirements

4.6.1.1 Response to Requirements Matrix (Attachment 1).

4.6.1.2 Response to Essay Questions (Attachment 2).

4.6.2 Payment Processing Fee Schedules

4.6.2.1 Provide a proposed fee schedule for credit card payments.

4.6.2.2 Provide a proposed fee schedule for ACH transactions.

4.7 Implementation Plan

(Proposal Section 6.0) It is anticipated that a substantial part of the awarded contract will be professional services. Vendor responses should clearly indicate detailed plans for addressing each of the following topics as well as the cost of each.

The proposer must provide a detailed plan for implementing the proposed system. This information should include:

4.7.1 Specific phases of the engagement to be executed by the vendor/provider. Typical implementation phases include:

- Engagement Preparation
- Solution Planning
- Project Kick-Off
- Solution Implementation
- Data Conversion
- Testing
- Customer Deliverables & Knowledge Transfer
- Engagement Closure

4.7.2 Project duration and scheduling. This section should include the following:

- Estimate of when the engagement will be scheduled (within a specific timeframe or based on an event such as contract execution).
- Period of performance for the engagement (in business days).
- When the work will be conducted (normal business hours versus after hours or weekends...).
- Vendor project management plan and schedule.

- Communication plan.

4.7.3 Project Resources

- Estimated staff needed from the vendor to complete system implementation. This section should include staff roles and skills sets, including resource levels on the project timeline (preferably a Resource Gantt Chart), and needs from the County, such as space and infrastructure requirements. Proposers should submit a proposed project team, with qualifications for each team member. The County reserves the right to require County approval for any changes to the vendor project team.
- Estimated County staff needed to complete system implementation. This section should include staff roles, skills sets and business unit knowledge, including resource levels on the project timeline (preferably a Resource Gantt Chart). Include the technical level needed for system administrators, database analysts, business analysts, and other technical resources.
- Describe which vendor resources will be local and which will be remote resources. In addition, the description should clearly show the number of resources allocated to the project at each phase of the timeline.
- A limited amount of project office space will be made available for use by the vendor project team during system implementation, including furniture and office equipment. Details will be determined during the negotiations process.

4.7.4 Additional information should include:

4.7.4.1. Training

- **Technical System Administrators or Technical support staff**
Wake County will require training on platform and proposed system configuration including data flows, required infrastructure, the management of user accounts, permissions, and access. Wake County must be able to be able to configure the system, and modify as needed for the internal customer departments. Knowledge of data, table structures, and overall reporting must be understood and the process shared for internal Wake County staff to provide support. The County expects these individuals to be able to centrally modify and create new business processes without vendor assistance following the initial deployment. Vendor responses must provide a detailed system administration and support training plan that covers included topics.
- **End User Training**
A vital part of any new system deployment is training end users. Vendor responses must provide a detailed end-user training plan, including sample training materials and proposed course outline.

4.7.4.2. Data Conversion

- **Data Conversion**

An important County goal is to build an easily searchable archive of all development information. The current mainframe system has all permit screen activity since 1988 for IDPP (IDPP has all permit, inspection, fees, and notes 6+ years or newer) and since 1996 for Environmental Services, and the County Information Services Department intends to retire the mainframe system within twelve months of the migration to the new platform. Conversion and loading of all data from the mainframe system to the new environment by the vendor is required. There are also a number of supporting Access databases that will need to be converted and loaded, such as contractor licensing and Planning cases. There are some paper records that will need to be scanned and loaded such as older Water Quality information. The County Information Services Department staff plans to provide substantial support to this conversion effort, but it is expected that the vendor will take primary responsibility for this effort. Vendor responses must provide a detailed data conversion plan.

4.7.5 Vendor Responses must include the following for the IVR enterprise-wide platform:

- Overview of the solution, showing how it will incorporate the existing three department's applications (Revenue, Environmental Services and Inspections), and how it will be expandable enterprise-wide for Wake County
- Details on types (examples) of reports to be provided to Wake County and delivery methods available.
- Details on maintenance processes such as script changes, staff directory changes and additional IVR phone lines and integration capabilities to financial payment options
- Technology and structure proposed for integration with external systems
- Proposed draft Service Level Agreement (SLA) for Wake County IVR, including issue response levels and time to respond, hours of support, etc.
- Options for voice recognition and Spanish language.
- Current PCI certification status including most recent scan certificate and results of the most recent audit or self-assessment.
- Information on security breach incidents that have occurred in the past two years

4.8 Maintenance and Support Program

(Proposal Section 7.0) Vendor proposals are required to provide a detailed maintenance contract with a guaranteed price for a minimum of five years (Years 2 - 5) following Go-Live date. The maintenance proposal should include a statement committing to timely implementation of system requirements resulting from changes to the North Carolina Building Codes.

The proposal must specify the nature of any post-implementation and on-going support provided by the vendor including:

- 4.8.1** Post-implementation support (e.g., 60 days of on-site support after go-live).
- 4.8.2** Telephone support (e.g., include toll-free support hotline, hours of operation, availability of 24 x 7 hotline, etc.).
- 4.8.3** Special plans defining "levels" of customer support (e.g., gold, silver, etc.). Define what level of support is being proposed.
- 4.8.4** Delivery method of future upgrades and product enhancements including historical frequency of upgrades by module.
- 4.8.5** Availability of user groups and their geographic areas.
- 4.8.6** Problem reporting, resolution procedures and guaranteed turnaround times.
- 4.8.7** Bug fixes and patches.
- 4.8.8** Support provided for third-party solutions (if applicable).
- 4.8.9** Other support (e.g., on-site, remote dial-in, Web site access to patches, fixes and knowledge base).

4.9 Client References

(Proposal Section 8.0) The County considers references to be important in its decision to award a contract. The County will not call proposers to tell them that their references will be contacted because all references provided will be contacted by the County during the selection process. Similarly, the County will not work through a proposer's Reference Manager to complete a reference. The names and phone numbers of the project manager for each reference must be listed.

The proposal must contain three (3) verifiable references, preferably local governments of a sufficient size and complexity that is similar to the County.

4.10 Cost Proposal

(Proposal Section 9.0) Proposers should submit an estimate of project costs in the proposal.

Project scope should be assumed to include all functionality listed in the RFP. Include implementation cost and the total cost of ownership over five and ten years. Include an itemization of all annual 3rd party licensing fees. Include maintenance costs for Years 2 – 5. Describe the hardware configuration associated with the cost proposal.

Cost for the IVR system installation and maintenance should be listed separately.

The County reserves the right to contact proposers on cost and scope clarification at any time throughout the selection process and negotiation process. The County is asking proposers to estimate costs for all categories with the understanding that they may have to make assumptions. Such assumptions should be stated.

The County may award a contract, based on initial offers received without discussion of such offers. A proposer's initial offer should, therefore, be based on the most favorable terms available. The County may, however, have discussion with those proposers that it deems in its discretion to fall within a competitive range. It may also request revised pricing offers from such proposers, and make an award and/or conduct negotiations thereafter.

4.11 Exceptions to the RFP

(Proposal Section 10.0) All requested information in this RFP must be supplied. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified in this section and a written explanation shall include the scope of the exceptions, the ramifications of the exceptions for the County, and the description of the advantages or disadvantages to the County as a result of exceptions. The County, in its sole discretion, may reject any exceptions or specifications within the proposal. Proposers may also provide supplemental information, if necessary, to assist the County in analyzing responses to this RFP.

4.12 Sample Documents

(Proposal Section 11.0) Proposers are required to include sample copies of the following documents:

- Sample software licensing agreement
- Sample maintenance agreement, including a Service Level Agreement (SLA)
- Sample documentation (user guides, training materials, etc.)
- Sample Reports
- Sample Workflow Configuration Screens (if available)

5.0 Evaluation Criteria

5.1 Selection Participants

Evaluation Team

The County evaluation team consists of subject matter experts from County departments that have deep knowledge of specific business processes. The County evaluation team will be responsible for the evaluation and rating of the proposals and demonstrations and for conducting interviews during the optional site visits. Specifically, the team will be responsible for evaluating software functionality, technology architecture, implementation capabilities, costs, and other selection criteria and making the recommendations for vendor selection to the County sponsors.

County Sponsors

The County sponsors will play the main “governance” role on the project as well as serve as the organizational approval body for recommendations made by the evaluation team. The County sponsors are responsible for evaluating the final recommendations for vendor selection and approving the selection for elevation to the Board of Commissioners.

5.2 Evaluation of Proposals

Evaluation criteria will be used to determine the successful vendor. The vendor’s proposal will be evaluated based on the following criteria:

- o Implementation capability and strategy
- o Responses to the Requirements Matrix
- o System Function and Capabilities
- o Compliance to RFP
- o Responses to the Essay Questions
- o Total Cost of Ownership
- o Maintenance and Support Plan
- o Client References, Vendor background, Strength, Experience on similar projects

These criteria are provided for informational purposes and are not intended to represent an order of preference.

5.3 Evaluation Selection Process

A weighting analysis of the evaluation criteria will be utilized to determine the vendor that represents the best value solution for Wake County and its partners.

6.0 Reference Sources

6.1 Reference Sources

The contents of this Request for Proposal are intended to provide guidance about what functionality the County is seeking to procure in the proposed system. A limited amount of background information has been provided in this document to help vendors become familiar with how the County is organized and how the land development process functions. The following references provide additional information about the County and the development process. Vendors are encouraged to use these resources to gain a more complete understanding of the County's needs.

Wake County (WakeGOV.com)

Wake County Unified Development Ordinance
www.wakegov.com/planning/udo

Wake County Departmental Business Plans
www.wakegov.com/about/businessplans

Planning Department
www.wakegov.com/planning

Community Services Department (IDPP)
www.wakegov.com/inspect

Environmental Services Department
www.wakegov.com/environment

Public Safety (Fire Rescue)
www.wakegov.com/departments/fire.htm

Information Services Department
www.wakegov.com/departments/is.htm

Other Resources

North Carolina State Building Codes
www.ncdoi.com/OSFM/Engineering/engineering_home.asp

Payment Card Industry Data Security Standard
www.pcisecuritystandards.org

Government Records Branch of North Carolina
www.ah.dcr.state.nc.us/records