



Request for Proposal

RFP # 09-093

Emergency Medical Services Records Management & Billing Services



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

**Proposals are due September 9, 2009
Before 4 PM**



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1.0 Introduction

1.1 Introduction

Wake County, North Carolina (hereinafter, "The County") is seeking proposals from qualified firms to provide (1) an integrated records management system (RMS) comprised of the following: a comprehensive Software as a Service (SaaS) model, securely hosted, web accessible Electronic Patient Care Reporting (ePCR), billing and financial reporting, employee work scheduling, credentialing and training scheduling, and EMS administration and management, and (2) billing, collection and subscription services. The County expects and strongly encourages qualified firms to establish partnerships in order to provide a solution to meet all of the County's records management and billing needs.

Wake County has initiated this project to obtain a state-of-the-art Patient Care Reporting (PCR) and Records Management System, in order to increase the efficiency and effectiveness of the Emergency Medical Services (EMS) System. The desired outcomes will be to automate the documentation needs for all EMS Responders in the Wake County System as well as share selected information with other healthcare agencies, State and Federal data repositories along with our third party billing service. With the RMS components, all EMS, Fire and 911 credentialed individuals would have a single portal for keeping contact information current, reviewing and responding to inquiries by the Medical Director and self service for duties such as educational program signup, transcript review and agency roster creation.

Wake County intends to award a contract to the vendor whose solution most closely meets the requirements defined in this RFP. The vendor's ability to provide a clear project plan and approach towards the successful implementation of these services, as well as provide on-going support, are critical factors in the selection process.

1.2 County Background

Demographics. Wake County is the 2nd most populous County in North Carolina. 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 would substantially reduce this area over the next 20 years. The County consists of 12 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 more than 850,000 residents.

Wake County Government has approximately 3400 employees, located throughout the County in the following departments/groups: Human Services, Emergency Medical Services, Fire Rescue, Finance, Budget, Human Resources, Information Services, Revenue, Community Services, General Services, County Attorney, County Manager's

office, County Commissioners, Board of Elections, Facilities Design and Construction, Planning, and the Sheriff's office. The County's General Fund budget is currently \$920 million and the County has a seven-year capital plan totaling \$1.2 billion.

Wake County serves as a host for numerous events to include the North Carolina State Fair, Government Receptions, Musical Events and the 1999 Special Olympics. Furthermore, Wake County encompasses part of one of the largest research parks in the United States with over 130 companies, including such international powerhouses as GlaxoSmithKline, IBM and SAS 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. For more information about Wake County in general, please visit the County web site at: www.wakegov.com.

The Wake County EMS System (WEMS) is comprised of a County agency (Wake EMS) and a progressive partnership between the following five not-for-profit agencies and one town agency: Apex EMS, Inc., Cary Area EMS, Inc., Eastern Wake EMS, Garner EMS & Rescue, Inc., Holly Springs EMS, and Six Forks EMS, Inc. WEMS is known as a model system for emergency medical services with aggressive treatment protocols, active medical direction and unique delivery of medical care. Our decisions are based on data collected from "dispatch to discharge".

In calendar year 2008, the Wake EMS system responded to over 71,000 requests for service. Transports to area hospitals and freestanding emergency departments (WakeMed, Rex Healthcare, WakeMed Apex, Duke Health Raleigh Hospitals and WakeMed North) accounted for over 52,000 billable patient accounts. WEMS and Wake County Finance currently share EMS related data. Wake EMS uses an external third party billing vendor for billing, collections and management of subscription services. In FY 07, a total of 48,379 Patient Care Reports (PCRs) were billed resulting in net billing charges of \$18,640,032 with a collection rate of 54% for net revenue of \$10,131,789. In FY 08, a total of 50,720 PCRs were billed resulting in net billing charges of \$22,140,450 with a collection rate of 54% for net revenue of \$11,964,246. EMS ticket volumes continue to increase. In addition, customary fee allowances for Wake County EMS are on a four (4)-year schedule to bring the charges up to market.

The County currently operates a subscription program. The subscription period is from October 1st through September 30th of each year. The fee is \$60/year and covers all members of an enrolled household. The County currently has approximately 21,000 households in the subscription program. A subscriber's insurance is billed. However, the subscriber is not responsible for any deductibles or unpaid balances after insurance. The subscription program operates within Medicare standards/guidelines. Those standards and guidelines are available at the Medicare Office of Inspector General's website.

1.3 Project Scope

1.3.1 Introduction

The ultimate purpose of this project is to acquire a fully integrated records management

system for EMS patient records and billing, work scheduling, credentialing and training scheduling and EMS administration functions. Currently, there are several “stove piped” data systems for the aforementioned modules. However, the County is looking to consolidate all modules into one solution.

EMS strives to comply with best practices for the provision of Emergency Medical Services. For reference, the NC College of Emergency Physicians (NC CEP) issued an EMS Improvements Report for January 2010. Wake County EMS and partnering agencies are committed to exceeding those benchmarks. To view the NC CEP report, visit

<http://www.ncems.org/pdf/NCCEPStandardsEMSPerformanceImprovement2009.pdf>

Only vendors who demonstrate a high level of ability and interest in automating and managing all of the Wake County EMS System records management functions (PCR, Billing & Collections, Subscriptions, Work Scheduling, Credentialing & Training Services, Inventory Management, Logs and Checklists, and Incident Tracking) will be considered for this procurement. Proposals that address only one modular component without addressing the other modules will not be successful.

1.3.2 Goals and Objectives

The primary objective of this process is procurement of an integrated, hosted PCR and billing solution, which automates the storage of electronic patient and associated billing records, extracts mandated reporting and manages the collection of fees for EMS services.

The secondary objective is to procure an integrated Records Management System (RMS) comprised of work scheduling; credentialing and training scheduling; EMS administration functions and a comprehensive reporting tool with standard and ad-hoc report generation. The County does not require that proposers submit these modular components as hosted solutions; however, the preference is for these components to be thin-client or hosted.

At a high level, the selected solution should aid the County in meeting the following objectives:

- Comply with NC CEP data performance reporting by January 2010
- Maintain a high level of data integrity with State PREMIS data scoring
- Eliminate all paper processes; to replace paper documents with electronic documentation.
- Minimizes the steps needed to perform quality assurance and produce required performance data
- Provide a rapid means for medics to document patient encounters while minimizing steps and improving hospital turnaround time
- Initiate data exchange with local area hospitals for the purposes of improved quality management and service analysis for Wake EMS and increased access to patient records for area hospitals.

- Improve the accuracy and completeness of a patient care record by obtaining and importing patient disposition data (demographic, clinical) based on triggers (such as Admission, Discharge) via Health Level 7 (HL7) and/or Extensible Markup Language (XML).
- Increase revenue through enhanced collections as well as decreased expenses associated with bad debt collections by better utilizing legal tools such as garnishment and debt set off.
- Reduce the workload to produce performance data from Computer Aided Dispatch (CAD), ePCR, crew scheduler and educational data sets.
- Maximize the data quality to better manage the EMS system.
- Share a qualified pool of EMS personnel to improve operational efficiency system-wide.
- Increase accountability for regulated logs (narcotic and supply checklists)

1.3.3 Implementation

The County has defined three project phases, as outlined in Section 4.7 of this proposal. For the initial project phase, the priority is conversion to an integrated, hosted ePCR and billing system with billing, collection and subscription services. The next priority is implementation of EMS work scheduling, and EMS credentialing and training scheduling systems. Supporting EMS Administration modules for inventory management, logs and checklists, and incident tracking are secondary deliverables.

Phases II and III will be implemented based upon several factors including funding, business need and associated business unit readiness with an estimated time frame of eighteen (18) months for full enterprise implementation.

1.4 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:

- 1.4.1 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.

- 1.4.2 All Proposers submitting proposals agree that their pricing is valid for a minimum of one year after proposal submission to the County. Proposers are strongly encouraged to submit pricing for the integrated PCR and billing solution/services based on a “cost-per-incident”. However, “firm-fixed-price” pricing will be accepted. Pricing for employee work scheduling, credentialing and training scheduling and EMS administration and management modules may be based on a “firm-fixed-price”. Proposals, which do not submit pricing on a “cost-per-incident” or “firm-fixed-price” basis, may be eliminated from further consideration. A “cost-per-incident” proposal requires delivery of a product or service at a flat rate per dispatched incident. Payment for “cost-per-incident” model is ‘pay forward’ and will be tied directly to incident and billing transaction volume. A “firm-fixed-price” proposal requires delivery of a product or services at a specified price, fixed at the time of contract award. Payment for “firm-fixed-price” model will be tied to agreed-upon milestones.

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, software licenses, database licenses, user licenses, billing services, data conversion, implementation services, training services, and rates for customizations.

Finally, the County reserves the right to ask Proposers to resubmit proposal pricing on either a “cost-per-incident”, a “firm-fixed-price” or a combination of “cost-per-incident”, and “firm-fixed-price” basis.

- 1.4.3 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 our 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.

- 1.4.4 ***All firms submitting proposals are encouraged to submit the most competitive proposal possible, as the failure to do so may lead to elimination.***
- 1.4.5 ***Proposals must include all services, design, software, hardware and equipment required to fulfill the requirements outlined in this proposal. Proposers are responsible for all proposed equipment and software***



associated with patient care reporting, billing, collections, subscription services, work scheduling and credentialing and training scheduling. The County, however, reserves the right to leverage existing hardware for the purposes of data archival.

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.

- Proposer ePCR system must be (1) 100% NEMSIS GOLD compliant, version 2.2.1 and above, and (2) 100% NC PreMIS compliant.
- Proposer must have at least three (3) years experience in providing hosted, SaaS ePCR solutions and related professional services to clients similar in size and scope to the County.
- Proposer must have successfully completed at least five (5) implementation services of the proposed ePCR solution (using the current software or one major version prior) at entities similar to the County's size and scope within the last three (3) years.
- Proposer must have successfully provided billing services to at least five (5) EMS clients of similar size and scope of Wake County within the last five (5) years.
- Proposer must provide the following information for each of the client references listed within Section 4.9: company/client name, contact name, phone number, email address, a brief description of the service (departments involved) and the contract dollar amount. Local and state government clients should be listed before private entities.

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.

Five (5) hard copies and two electronic copies (.doc or .PDF versions) on a CD must be submitted by **September 9, 2009, 4pm**, 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 **September 9, 2009, 4pm**. *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. The deadline for submitting questions is **August 10, 2009**. All questions will be answered to the extent possible in the form of addenda to the specifications after the Pre-proposal phone conference; see Section 2.8. 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
RFP release	July 27, 2009
Pre-proposal phone conference	August 18, 2009
Proposals due	September 9, 2009
Product Demonstrations/Proof of Concept	October 8, 2009 – October 16, 2009
Final Vendor Selection	October 23, 2009
Contract negotiations complete	November 20, 2009
Desired Phase I implementation start date	Jan, 2010

2.8 Pre-proposal Phone Conference

A pre-proposal phone conference will be held on Tuesday, **August 18, 2009 at 2 pm** Eastern time. The conference number is 919.857.9148.

The primary purpose of this phone 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 phone 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 phone 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 to award a contract to. 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 excepts from a requirement or specification. The selected Proposer shall also warrant that the software code will be escrowed. 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.

Data. The selected Proposer shall warrant that the County will be the sole property owner of all records management data, particularly the patient record, billing and subscription data.

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 that respective module.

2.13 Maintenance Fees

Provide a breakdown of all maintenance fees for years 2 through 5.

2.14 Additional Users and Modules

All proposers must provide “guaranteed pricing” for 12 months from the award of contract for additional County users and EMS partnering agency personnel.

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 nor 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

Proposer 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 Proposer, its subcontractors, or their employees or agents, while performing their duties under this Agreement, provided that the County gives the Proposer prompt, written notice of any such claim or suit. The County shall cooperate with Proposer in its defense or settlement of such claim or suit. This section sets forth the full extent of the Proposer's general indemnification of the County from liabilities that are in any way related to Proposer'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 Right to Audit

Proposer's billing, collection and subscription records shall be open to inspection and subject to audit and/or reproduction, during normal working hours, by the County to the extent necessary to adequately permit evaluation and verification of any invoices, payments or claims submitted by Proposer of any of its payees pursuant to execution of the contract. Such records subject to examination shall also include, but not be limited to, those records necessary to evaluate and verify direct and indirect costs (including overhead allocations) as they may apply to costs associated with this contract.

For the purpose of such audits, inspections, examinations and evaluations, the County shall have access to said records from the effective date of this contract, for the duration of the work, and until two (2) years after the date of final payment by the County to Proposer pursuant to this contract.

The County shall have access to Proposer's facilities, shall have access to all necessary patient, billing and subscription records, and shall be provided adequate and appropriate work space, in order to conduct audits in compliance with this article. The County shall give Proposer reasonable advance notice of intended audits.

3.8 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. Multi-vendor proposals will be accepted. 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). 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.

The County intends to execute a contract with only one vendor and that vendor will be responsible for any subcontractors without any intervention from Wake County. Proposer must identify all current third party subcontractor arrangements to include the following information: Subcontractor name(s), corporate location, telephone number, email address, website and a contact name; functions of the subcontractors; length of relationship with subcontractors; implementation team member names and titles.

The County must review and approve all third party subcontractor arrangements that are utilized to fulfill the requirements of this RFP. Any changes in third party relationships require prior notification and approval by the County.

3.9 Payment

All payments for the integrated ePCR and billing system and any 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 Proposer 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.

Payment to the Proposer for billing services will only occur after revenues have been realized, deposited in the County's or EMS Squad's bank accounts and verified. Payment will be made on a monthly basis.

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.

3.10 Insurance

Proposers shall obtain, at their sole expense, all insurance required in the following paragraphs and shall not commence work until such insurance is in effect and certification thereof has been received by Wake County's Finance Department.

Workers' Compensation Insurance: Limits for Coverage A meeting the Statutory requirements of the State of North Carolina; Coverage B Employers Liability for an amount no less than \$500,000 each accident, disease policy limit and disease each employee.

Commercial General Liability Insurance: 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.

Automobile Liability Insurance: 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): Limits of no less than \$1,000,000 each occurrence and \$2,000,000 aggregate.

All insurance companies must be licensed in North Carolina and be acceptable to the County's Finance Department. Insurance Policies, except Workers' Compensation and Professional Liability, shall be endorsed to show Wake County as additional insured, as their interests may appear, and as a certificate holder.

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

Wake County Finance Department
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.

3.11 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.

3.12 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.

3.13 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.

3.14 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.

3.15 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, if any. 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 name, 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 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 or providing the proposed services to clients similar to the County.
- ☐ Listing of all memberships in National and local EMS organizations, including level of participation and length of membership in each organization
- ☐ Audited financial statements dating back three years, if available. Also, submit Dun & Bradstreet Report for the most recently audited fiscal year, if available. If not available, a statement as to why not available along with a copy of the financials that is available including revenue and net profit/loss statements.
- ☐ A copy of any SAS 70 Service Auditor's Report done within the last three (3) years. If no SAS 70 report has been performed, please specify. For more details on SAS 70 Reports, visit the following web site: <http://www.sas70.com/about.htm>
- ☐ 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.
- ☐ A brief description of any past or pending litigation in which the vendor was involved during the past five (5) years. If the vendor has not been involved in any lawsuits, please indicate.
- ☐ A list of clients where the contractual relationship was not completed and 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/service vendor and how many implementations the two parties have completed together.
- ☐ Description of the implementer's project management capabilities and experience and provide references to other projects of similar size and complexity as part of the proposal.

- ☐ A copy of Payment Card Industry (PCI) Compliance Statement.
- ☐ 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.
- ☐ Any material (including letters of support or endorsement from clients) indicative of the proposer's capabilities.

4.5 Proposed Software and Computing Environment

(Proposal Section 4.0) The proposer must present, in detail, the version, features and capabilities for each of the proposed modular systems. In addition to the description, please provide in succinct narrative form 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, Hosted or Local. Include hardware/software architecture diagrams, process flow diagrams, network diagrams and minimum and recommended server and client computer configurations where appropriate. Ensure the following questions are answered: upon which platforms does your system run? What are the optimal, minimum and recommended network requirements? What are the optimal, minimum and recommended client requirements? What client and server operating systems are supported? In what format will the data be stored? Is the format proprietary?
- 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 Reporting. Describe the reporting architecture. Do we report out of the production database or is there a reporting database and/or data warehouse? If a data warehouse is used, how often is the warehouse updated? For ad-hoc, configuration of forms and/or reports, what technical skill set is needed?
- 4.5.4 Security. What security tools are included with the system? How is the security profile defined? What is included in the user security profile? What are the wireless connection requirements or connection limitations, if any?
- 4.5.5 Data Center Storage/Security. Who provides your data center (hosted storage)? What is the physical location of the data center? Does the data center have the available bandwidth to handle the County's data transmittals? What level of security is offered? Describe your continuity of business plan in brief. Describe the service level agreement; what is the uptime service level agreement with your provider? How often is the data center audited? What data encryption is used? What procedures will be followed in the event of a data/security breach?
- 4.5.6 Disaster Recovery/Redundancy. What provisions are in place for disaster recovery? How many mirrored sites do you have? Are single points of failure

identified and are there plans for redundancy? Are there provisions in place that permit the County to retrieve its data in the event of a contract dispute between vendors?

- 4.5.7 Data Backup and Archive: Describe what methods are available for local data backup to Wake County?
- 4.5.8 Support Services: Describe your support/help desk process (phone, web, knowledgebase etc.) and availability (24/7/365). Describe existing service level agreement options.
- 4.5.9 Upgrade tools. What is the software upgrade frequency? How are clients notified of upgrades/patches? How are patches and fixes applied? How are patches and fixes deployed? How are upgrades applied? What testing methodology is used when producing a new software version? 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.
- 4.5.10 Description of Roles: What are the skill sets required for use and administration of proposed systems? Differentiate the operational skills from the technical skills. For Phase I implementation, what percentage of time is expected from the Wake County project team?

4.6 Responses to Functional/Technical Requirements

(Proposal Section 5.0) Responses to the functional / technical requirements listed in Attachment A must be provided in this section of the proposer's proposal. The following response key must be used when responding to the requirements:

F	Fully provided "Out of the Box"
CU	Customization (Change to source code is required)
CO	Configuration (Setup required with built-in tools and procedures but no change in source code is required); future upgrades and enhancements will not be affected
TP	Third Party Software required to fully provide requirements
R	Provided with Reporting Tool
NA	Not Available

Responses should be formatted within an MS Excel spreadsheet. Proposers must use one code only per requirement. Any requirement that is answered in any other way will be treated as a negative, non-response. Proposers should incorporate a detail comments column stating how the solution meets each requirement, cross-referencing specific requirement numbers. Proposers should place the response code in a separate column in bold type. The proposals submitted, including requirement responses, will be attached to the software license and implementation services contract.

All responses that indicate out-of-the-box, configurable or customizable functionality should be included in the costs submitted in this proposal. In addition, customization costs should be broken out by specific requirement. Functionality available in future versions should not be considered during response to the requirements in this proposal.

In addition to the functional and technical requirements, proposers are asked to respond to the following essay questions:

- What are your support response times for patients, EMS squads and county staff? Describe your support plan and associated response times.
- Wake County currently receives a nightly FTP database of patients that arrive at any WakeMed facility via ambulance. Demonstrate how you could utilize this information to more effectively process billing and collect from insurers.
- Describe how you will ensure complete and uninterrupted flow of service via back-up systems and a Data Recovery Project Plan/System, should a disaster occur.
- The County would like to inspect the data storage center from a security perspective. Please state any objections to this. If there are objections, please describe the Proposer's third-party risk assessment auditing process.

- e. The County's billing rates and fees are subject to change. Describe how you will respond to billing rate/fee changes and how the system will apply rates based on effective dates.
- f. Describe or provide documentation confirming your knowledge and expertise in Medicare/Medicaid policies and procedures as related to medical patient expense reimbursement, assignment of claims, itemized claims processing, duplicate payment processing and refunds, and subscription match-up.
- g. Provide listing of the skip tracing tools used and their success rates.
- h. Provide listing of insurance research tools used and their success rates.

4.7 Implementation Plan

(Proposal Section 6.0) The proposer must provide a detailed plan and timeline for implementing the proposed system and services outlined below.

This plan should include the following

4.7.1 Specific phases of the engagement to be executed by the vendor/provider.

Phase I: ePCR System; Billing, Collection and Subscription Services

• Engagement Preparation

- Meet with Wake County ePCR project staff to review scope and develop plans/strategy.
- Meet with Stake holders (Wake County EMS, Wake County IS, Wake County Finance, Contract EMS Agencies, EMS Management and Consultants (Billing Service), Raleigh Wake 911 CAD Administrator, NC Performance Improvement Center and Hospital IT/staff) to discuss integration strategy, roles and responsibilities, and timelines

•Solution Planning

- Meet with ePCR team to discuss integration strategy, project plan and timelines
- Develop interface plan for Motorola Prin Trak CAD system
- Develop interface plan for billing system, if applicable
- Develop interface plan for Hospitals HL7/XML bi-directional data exchanges
- Develop conversion plan for Healthware Solutions data
- Develop C.O.B and patient record archiving strategy
- Create and deploy a comprehensive training plan for the ePCR system
- Create and deploy a comprehensive testing plan for the ePCR system

- Solution Implementation
 - System Design and Prototype
 - Software Configuration/Customization
 - Software Installation/Rollout
 - Data Conversion

- Testing

- System Testing
 - Process Testing
 - User Acceptance Testing

User/System Documentation

- o Create a technical specifications document that captures the workflow, application configurations and customizations, as dictated by the functional and technical requirements outlined in Section 4.6
 - o Create a functional specifications document (including revised business processes) that captures the business process resulting from the implementation of the ePCR system
- Training (User, System/Security Administration)
- Customer Deliverables & Knowledge Transfer to Wake County
- Engagement Closure
 - Desired Completion Date – April, 2010

Phase II: EMS Scheduling Systems

- Engagement Preparation
- Solution Planning
- Solution Implementation
 - o Employee Work Scheduling
 - o Employee Credentialing and Training Scheduling
- Testing
- Training
- Customer Deliverables & Knowledge Transfer to Wake County
- Engagement Closure

Phase III: EMS Administration Systems

- Engagement Preparation
- Solution Planning
- Solution Implementation

- o Inventory Management
 - o Logs and Checklists
 - o Incident (Complaint) Tracking
- Testing
- Training
- Customer Deliverables & Knowledge Transfer to Wake County
- Engagement Closure

4.7.2 Qualifications for all personnel who will be assigned to this contract and a list of current assignments including technical staff. Please indicate the percentage of time each individual may dedicate to the contract as well as the percentage of time dedicated to any ongoing engagements.

4.8 Maintenance and Support Program

(Proposal Section 7.0) The proposal must specify the nature of any post-implementation and on-going support provided by the vendor including:

- Software/Network Support
- Ad-hoc Reporting Support
(i.e. we are looking for a lost record and would like to query the database outside of the application. Can we do this? If so, what is the process?)
- Telephone Support
Include toll-free support hotline, hours of operation, availability of 24x7 hotline, etc.
- Customer Support
Define 'levels' (i.e. gold, silver, etc.) of support and associated response times, if applicable. Define what level of support is being proposed.
Include problem reporting and resolution procedures
Availability of (geographic) user groups
- Software Upgrades/Product Enhancements/Bug Fixes/Patches
Describe delivery methods, including historical frequency of upgrades by module.
- Third Party Solution Support, if applicable
- Other Support (i.e. onsite, remote dial-in, web access, etc.)

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 five (5) verifiable references of the vendor's proposed ePCR software solution that has been operational for a minimum of one (1) year, preferably local government.

The proposal must contain five (5) verifiable references of the vendor's proposed billing, collection and subscription services that have been operational for a minimum of one (1) year, preferably local government. Include a complete list and brief description of each

ambulance/EMS billing and collection service contracts currently in progress or completed. Each shall include the following:

- Description of services rendered, length of contract, annual number of claims and annual amount of receivables
- The number of bills processed annually, date services started/ended, any available measures of customer satisfaction (EMS user as customer), gross dollar value of revenue derived from collection of EMS fees for each year since start up, the Proposer's actual gross and net collection percentage by payer, realized one year after the transport month and the billing, collection and processing system itself.
- Number of staff assigned and their assigned responsibilities. Key principal and associate staff involved, along with their assigned responsibilities.

The proposal must contain three (3) verifiable references of the vendor's proposed integrated ePCR and billing services solution that has been operational for a minimum of one (1) year, preferably local government.

4.10 Cost Proposal

(Proposal Section 9.0) Proposers should submit an estimate of project costs in the proposal using the grid below as a guide for services/cost breakdown. Proposers should include additional costs relating to encryption, reporting, hardware and travel, as applicable. Proposers should also clearly state which of the proposed solutions are hosted.

Priority 1

System/Service	Cost (cost per incident or fixed cost)
Patient Care Reporting System Interface Development Implementation Services Data Conversion Training	\$
Billing, Collection & Subscription Services Interface Development Implementation Services Data Conversion Training	\$
Project Management	\$
Other (Hardware, Reporting, Travel, etc.)	\$

Priority 2

System/Service	Cost (cost per incident or fixed cost)
EMS Work Scheduling Interface Development Implementation Services	\$

Data Conversion Training	
EMS Training & Credentialing Scheduling Interface Development Implementation Services Data Conversion Training	\$
Project Management	\$
Other (Hardware, Reporting, Travel, etc.)	\$

Priority 3

System/Service	Cost (cost per incident or fixed cost)
EMS Administration Interface Development Implementation Services Training	\$
Project Management	\$
Other (Hardware, Reporting, Travel, etc.)	\$

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 (cite the REFERENCE NUMBER from the functional/technical spreadsheet for clarity) 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 should include sample copies of the following documents:

Report Documents

Listing of ePCR system standard reports

Listing of standard Billing reports

Contractual Documents

Software licensing agreement

Maintenance agreement

Services Agreement

Scope of Work

System User Guides, Training Materials, etc.

5.0 Current System Environment

5.1 Current Systems

Wake County has a modern technology environment. The following outlines the County's technology infrastructure that supports the current records and billing management functions.

- The EMS ePCR system, Healthware Solutions, has the following inputs/interfaces: Motorola Print Trak CAD; medical device, Medtronic LifePak 12. CAD Interface: Raleigh-Wake County Emergency Communications Center is currently running Motorola's Premier CAD version 6.6.8.52 and Motorola's Universal Data Transfer (UDT) server version 4.2.1 with a migration to 4.3 in the coming weeks. UDT is the repository for calls for service data and the application used to export CAD data to remote RMS systems. UDT utilizes Microsoft SQL server for the storage medium. CAD data is provided using the push method. Due to data integrity and security, all CAD data is pushed to remote RMS systems.

Currently there are 3 methods used to accomplish this data push:

1. Direct SQL to SQL transfer. Entities pre-select data columns from the available CAD data and a database table is built within the entities database to match those columns. Then on a preselected time period, a direct SQL to SQL transfer is completed. Should the entity require multiple agencies data, multiple SQL to SQL transfer processes must be setup.
2. Firehouse. UDT has a module for Firehouse which utilizes a SQL to SQL transfer but a few of the address fields are modified locally prior to pushing the data to Firehouse.
3. Flat file. This transfer method involves selecting data columns from available CAD data and when the process is run, all data is stored locally in text files. These files are then moved to the remote host using standard file transfer protocols like FTP, SSH, etc.

The ePCR system has the following outputs: billing extract to Zoll Billing Data standard for current billing vendor, EMS Management and Consultants, Inc; NC EMS data, PreMIS; CARES Registry for Cardiac Arrest, Reporting Engine. PREMIS Data Extract is the North Carolina required data exchange with the State EMS Information System. Updated specification information is currently available at <http://www.emspic.org/>. EMSPIC, Chapel Hill, NC 27516; 1-919-843-0201; 1-866-773-6477 (1-866-premis7)

- The County provides ruggedized and whole disk encrypted laptops and station desktops with wired or EVDO wireless data.
- The County's e-mail platform is Lotus Notes, Release 8.0.1. 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.
- 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.

- For local systems, the County has a strong preference for products that store their data in databases which meet County standards; current standards are SQL Server 2005 and/or Oracle 10g, and provide customers with published database schemas to allow integration and reporting by the County staff where appropriate.
- The County has an enterprise network that links thirty major County facilities. The connection speed for PCs at major buildings is Fast Ethernet (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 have fractional T1 connections (approximately 0.5 mbs). 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).

6.0 Evaluation Criteria

6.1 Selection Participants

Evaluation Team. The Evaluation Team will be responsible for the evaluation and rating of the proposals and demonstrations and for conducting interviews. The Evaluation Team is responsible for evaluating software functionality, technology architecture, implementation capabilities, costs, and other selection criteria. The Team will critically examine the degree of integration and consistency of user interfaces between software modules. The Evaluation Team will make the recommendation for vendor selection to the Board of Commissioners and County sponsors.

County Stakeholders. County stakeholders consist of subject matter experts from County departments, Raleigh 911, partnering Hospitals and EMS agencies that have deep knowledge of specific business processes. County stakeholders will support the Evaluation Team during the procurement process.

6.2 Evaluation of Proposals

Evaluation criteria will be used to determine the finalist vendor. The vendor's proposal will be evaluated based on the following criteria below. These criteria are provided for informational purposes and are not intended to represent an order of preference.

- Financial Stability
- Collection Efforts
- Product Demonstrations
- Essay Question Responses
- Implementation capability and strategy
- Total System/Services Cost(s)
- Technical Architecture
- Client References
- Customer Service
- Compliance with functional and technical requirements
- Compliance with the general bidding requirements, general submittal requirements, and detailed submittal requirements of the RFP.

6.3 Evaluation Selection Process

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