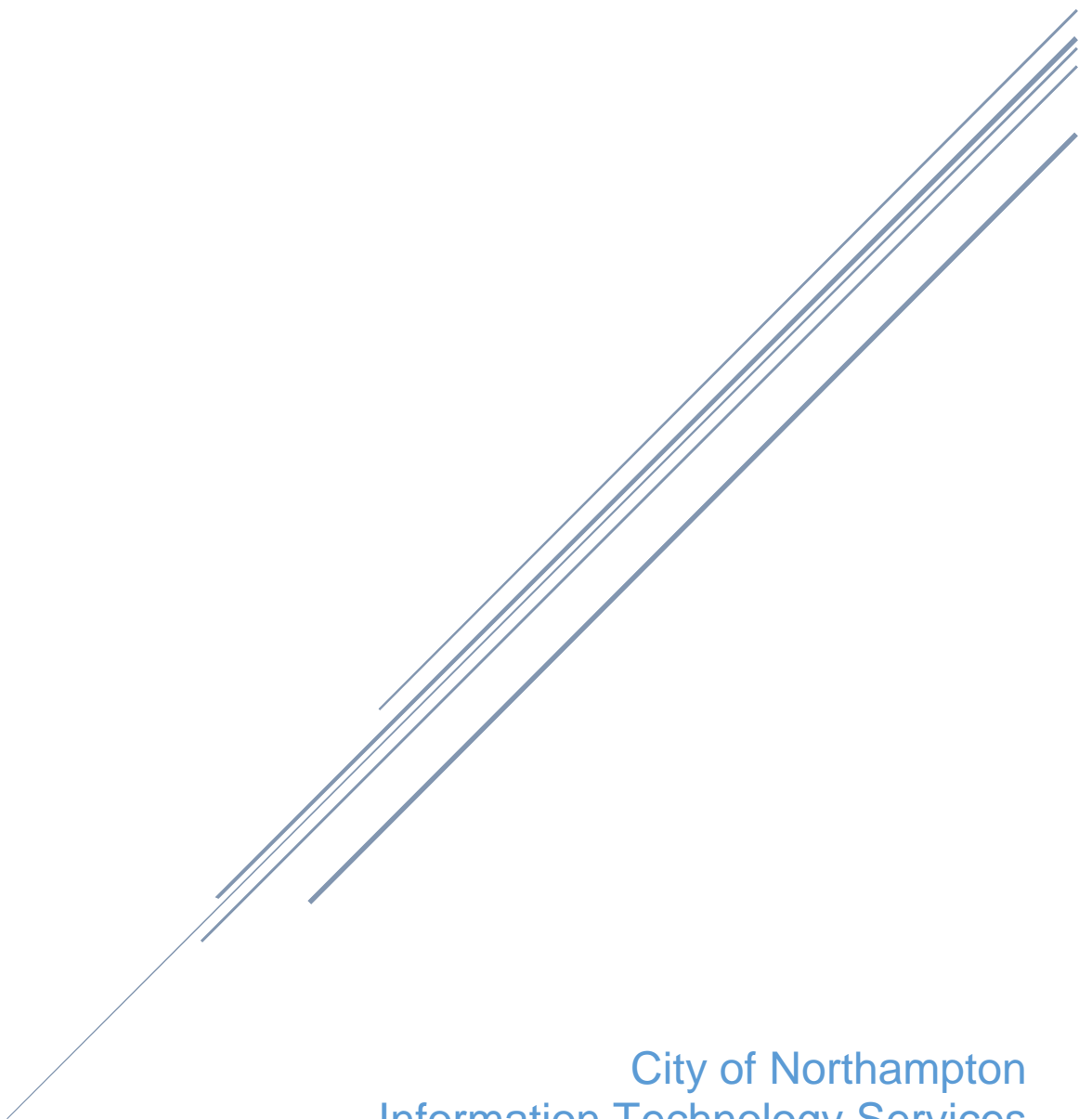


REQUEST FOR PROPOSALS

Municipal Broadband Study



City of Northampton
Information Technology Services
February 11, 2020

REQUEST FOR PROPOSALS
Information Technology Services Department
Municipal Broadband Market Study and Feasibility Study

INTRODUCTION

The City of Northampton, hereinafter referred to as “City”, is considering establishing City-provided/initiated Gigabit broadband services in order to achieve various economic and social benefits. Consideration for establishment of these distinct City-provided/initiated services includes the downtown, industrial, Florence downtown, Leeds, and other rural areas. In support of these considerations, the City of Northampton is seeking proposals from prospective contractors to execute a Broadband Market Study that will help inform the separate decisions whether to implement the distinct services of City-provided/initiated Gigabit broadband in Northampton, and if applicable, to develop a Feasibility Study for the recommended course of action that will maximize financial, economic, and social benefits to the City, the public, and the overall business community. Core to this project are the execution/development of a Market Analysis, and if applicable pending preceding findings as well as, with City input and approval, a Comprehensive Feasibility Analysis that assesses business models for service delivery, a recommendation, and a Strategic Business Plan. Ultimately, the deliverables of this project may be used by the City to generate a business case and benefits management plan that would inform decisions regarding the design, implementation, and operation of the distinct City-provided/initiated Gigabit broadband services.

City Contacts and Contract Requirements

All questions regarding this Request for Proposals or the City of Northampton’s requirements must be emailed to:

Contact Name: Antonio Pagan

its-rfpresponse@northamptonma.gov

Questions are due by 5:00P.M. February 25, 2020.

Proposal Filing Date

All proposals must be received at the City of Northampton, IT Services Department located at 42 Gothic Street Northampton, MA 01060 by 3:00 P.M. on March 12, 2020.

Documents received after that time will not be considered. No appointments will be given when proposals are delivered.

Number of Copies

Proposals will be received until, but not after 3:00 p.m. (local time), March 12, 2020. One signed (signed in blue ink) original, one (1) electronic copy on USB flash drive in Word

format, and two (2) copies of each proposal shall be sealed in an envelope or other delivery container, addressed to Information Technology Services, 42 Gothic Street, 1st Floor, Northampton, MA 01060, showing on the outside of the envelope/delivery container the name of the firm and the words “**MUNICIPAL BROADBAND STUDY.**” Please identify the original proposal copy with the printed words “Original Copy.” The original proposal shall bear an original signature of a representative of the proposer who is authorized to bind the proposer in contractual matters. Information Technology Services office hours are Monday-Friday from 8:00 AM to 5:00 PM. **Electronic proposals will be not accepted.**

Schedule of Events	Date
Request for quote Issued	2/11/2020
Last Day for Questions/Clarifications	2/25/2020
Proposals Due to City of Northampton	3/12/2020

Those responding to this solicitation may elect to either mail, or personally deliver their proposals to the Information Technology Services office. City of Northampton will not accept any proposals delivered by telephonic, electronic or facsimile means.

Proposals must be received by and will be opened on the date and time specified in this RFP as the Closing Date. City of Northampton will date-stamp all proposals upon receipt. Proposals received after the deadline date and time will not be accepted. Respondents may submit their proposal to the Information Technology Services office any time prior to the deadline. The response opening is open to the public. Information regarding the award can be obtained by public information request after award is made.

Any questions to or comments upon the RFP specifications must be submitted in writing to Information Technology Services, 42 Gothic Street, Northampton, MA 01060 or email its-rfpresponse@northamptonma.gov. They must be received no later than February 25, 2020 at 3:00 PM (local time).

All clarifications and interpretations to this Solicitation will be in writing and identified as a Letter of Clarification. Verbal communications and other written documents intended to clarify and interpret will not legally bind the City of Northampton. Only information supplied by a Letter of Clarification and posted to the City of Northampton website should be used in preparing Proposal responses. Any Letter of Clarification will be posted on the City of Northampton website (<https://northamptonma.gov/Bids.aspx?CatID=17>) as soon as they are available.

City of Northampton does not assume responsibility for the receipt of any Letters of Clarification by Proposer(s). Proposers should periodically check the website for updates.

Proposers mailing proposals shall allow normal mail delivery time to ensure timely receipt of their proposals. Any proposal received after the scheduled closing time for receipt of proposals will not be considered. Proposals that are delivered to an office other than the office identified above will not be accepted. It is the responsibility of the party submitting a RFP response to ensure that their proposal is received at the designated location on or before the deadline.

Proposals received will be held confidential until a recommendation for award has been approved by the Information Technology Services Department. Thereafter, all Proposals will be available for public inspection by submitting a Public Records Request through our [website](#) or by emailing the City of Northampton City Clerk at cclerk@northamptonma.gov.

The City will be the sole judge in determining award of Agreement and reserves the right to reject all Proposals.

Note: Errors and Omissions Liability Insurance Coverage will be required. Workers' Compensation Insurance Coverage will be required.

The City is an **Equal Employment Opportunity** employer.

Questions regarding the City's RFP process may be addressed to Joe Cook, Chief Procurement Officer, City of Northampton – jcook@northamptonma.gov.

FIRST DATE OF SOLICITATION: **February 11, 2020**

REQUEST FOR PROPOSALS CLOSING: **March 12, 2020, 3:00 pm (Local Time)**

REQUEST FOR PROPOSALS
Information Technology Services Department
Municipal Broadband Market Study and Feasibility Study

1. SECTION 1: BACKGROUND

1.1. The City of Northampton is considering establishing City-provided/initiated Gigabit broadband services in order to achieve various economic and social benefits. Consideration for establishment of these distinct City-provided/initiated services includes the downtown, industrial, Florence downtown, Leeds, and other rural areas. In support of these considerations, the City of Northampton is seeking proposals from prospective contractors to execute a Broadband Market Study that will help inform the separate decisions whether to pursue the planning and designing of distinct services of City-provided/initiated Gigabit broadband in Northampton, and if applicable, to develop a Feasibility Study for the recommended course of action that will maximize financial, economic, and social benefits to the City, the public, and the overall business community. Core to this project is the execution and development of a Market Analysis, and if applicable pending preceding findings as well as with City input and approval a Comprehensive Feasibility Analysis that assesses business models for service delivery, and a recommendation for next steps.

1.2. Proposed Strategic Goals for Municipal Broadband Network:

- A.** Increase the availability, affordability, and accessibility of Gigabit broadband services in Northampton.
- B.** Enhance existing infrastructure to enable current and future Smart-City technologies for municipal and public safety purposes.
- C.** Enhance business recruitment, retention, and expansion in downtown Northampton and other city areas.
- D.** Achieve financially, operationally, and strategically viable Gigabit broadband service(s) that maximizes financial, economic, and social benefits to the City, the public, and the overall business community.
- E.** Promote workforce development in Northampton.
- F.** Improve the economic health of downtown Northampton and other city areas.
- G.** Increase the overall vibrancy of downtown Northampton.
- H.** Increase the success rate and foster the creation of small and startup businesses in downtown Northampton.
- I.** Promote educational and institutional partnerships in Northampton.
- J.** Incentivize private sector deployment of Gigabit broadband services and public-private partnerships in Northampton through an open network.
- K.** Promote net-neutrality amongst service providers.
- L.** Continue support for public community media initiatives.

2. SECTION 2: SCOPE OF REQUESTED SERVICES

2.1. Overview: The City's desired end state for this project is that the selected contractor has: Determined the market demand and need for City-provided/initiated broadband in Northampton; with City input and approval, determined the feasibility of the proposed and other business models for service delivery of the distinct services of City provided/initiated broadband in Northampton; and has delivered a recommendation for a course of action for establishing the respective services that will maximize financial, economic, and social benefits to the City, the public, and the overall business community.

2.2. Guidance to Proposers: In achieving the desired end state, the selected contractor will execute/develop a Broadband Market Study, and if applicable and with City input and approval, a Feasibility Study aligned with the approach and general requirements as well as consisting of the deliverables as outlined in the sections below. Within their proposal, Proposers may recommend alternatives or additions to the stated deliverables but must describe and briefly explain their reasoning for each alternative/addition. Proposers have flexibility in proposing their execution methodology based on their experience and best practice. At the City's discretion and approval, the selected contractor has some flexibility in the arrangement, presentation, etc. of final deliverables. Depending on the selected contractor's needs, the City of Northampton may be able to provide materials and resources to the selected contractor in order to facilitate the provision of the required services, such as:

- A. Geographic information system data (conduit lines, fiber, right-of-way, etc.).
- B. General demographic and economic trend data.
- C. Relevant City documents and plans, upon request.
- D. The City may be able to assist with identifying and connecting with stakeholders.

2.3. Approach:

- A. Phase I: Broadband Market Study
 - a. Asset Report and Integrated GIS Mapping
 - b. Specifications Report
 - c. Market Analysis Report and Integrated GIS Mapping
- B. Phase II (Pending Phase I results and with City input and approval):
 - a. Comprehensive Feasibility Analysis Report and Financial Model(s)
 - b. Opportunities and Threats Report
 - c. Final Report and Recommendations

2.4. General Requirements:

- A. Execute a comprehensive Gigabit Broadband Market Study that will, at its core:
 - i. Determine the demand and need among key groups for the distinct services of Gigabit broadband in Northampton that is not currently or forecast to be met by private internet service provider networks and other businesses at reasonable/affordable cost.. (See Deliverables #1 and #3)

ii. With City guidance and with City input and approval, assess and determine the feasibility of business models for implementing and operating (as applicable) the distinct services of City-provided/initiated Gigabit broadband in downtown Northampton. (See Deliverable #4)

iii. Provide a recommendation on whether the City of Northampton should implement and operate (as applicable) the distinct services of City-provided/initiated Gigabit broadband in Northampton based on a comprehensive cost-benefit analysis and study findings. (See Deliverable #6)

If applicable, outline fiber network technical characteristics to meet current and future demand, recommended next steps and a potential timeline for implementation.

- B. Utilization of phase gates- City input and approval is required at the completion of phases.
- C. Ensure all recommendations are in accordance with applicable local, state, and federal laws.
- D. Utilize data to support all conclusions.
- E. Document all analyses and assumptions; all information obtained and analysis prepared over the course of the contract will be the property of the City of Northampton.
- F. Coordinate with City staff to best develop applicable deliverables using nonproprietary tools so that the deliverables may be easily integrated with current City of Northampton systems and City staff are able to use them following completion of the project (GIS mapping, financial models, etc.).
- G. Coordinate with City staff to best utilize City of Northampton GIS, economic data, plans, organizational information, etc. in order to complete the required analysis and deliverables, avoid duplication of efforts, facilitate consistency and understanding across organizations, etc. City staff will coordinate with the selected contractor to provide this information following contract award (see section 2.2. A-G).
- H. Ensure all deliverables are integrated; though presented herein as distinct, each deliverable should be informed by and integrated with all other relevant findings and deliverables.
- I. Develop a project management plan and execute project management processes and activities. Work with City IT Services team to ensure integration and coordination of efforts.

2.5. Required Deliverables (See section 2.6. (“Deliverables Defined”) for details):

A. Phase I: Broadband Market Study

i. Phase I:

- a. Deliverable #1: Asset Report and Integrated GIS Mapping (see 2.6.B.)
- b. Deliverable #2: Specifications Report (see 2.6.C.)
- c. Deliverable #3: Market Analysis Report and Integrated GIS Mapping (see 2.6.D.)

B. Phase II:

- a. Deliverable #4: Comprehensive Feasibility Analysis Report and Financial Model(s) (Pending Phase I results and with City input and approval) (see 2.6.E.)
- b. Deliverable #5: Opportunities and Threats Report (see 2.6.F.)
- c. Deliverable #6: Final Report (see 2.6.G.)

C. All Phases:

- i. Meetings, Presentations, and Related Support (see 2.6.I.)

2.6. Deliverables Defined:

- A.** The following definitions are intended to provide guidance on what the selected contractor should execute/provide for each of the required deliverables and the associated activities and elements. These definitions must be considered as minimum requirements. As previously stated, Proposers may recommend alternatives and/or additions within their proposal to the required deliverables but must describe as well as briefly explain their reasoning for each alternative/addition. Proposers have flexibility in proposing their execution methodology based on their experience and best practice. At the City's discretion and approval, the selected contractor has some flexibility in the arrangement, presentation, etc. of final deliverables.

- Deliverables for Phase I: -

B. Deliverable #1 – Asset Report and Integrated GIS Mapping:

- i. Identify and compare the City's, other public entities', and current incumbent service providers' current and planned (to the extent possible) Gigabit broadband networks within Northampton, by organization and geographic area.
 - a. Assessment should include but not be limited to: Existing conduit and fiber networks including fiber strand capacity and availability, fiber strand characteristics, geographic usability, and cable route space capacity, to the extent possible.
- ii. Identify significant opportunities within the City's current fiber network that would increase effectiveness and efficiency.
- iii. Execute a gap analysis within Northampton; identify infrastructure/network gaps within Northampton by organization and geographic area.
- iv. Identify possible synergies among current and planned networks and relevant projects within downtown Northampton, internally and across organizations.
- v. Produce GIS mapping that can be integrated with City systems that displays all relevant findings, can be updated by City staff, and can be used for ongoing analysis by the City.

C. Deliverable #2 – Specifications Report:

- i. Define and justify reasonable specifications (capacity, reliability, quality of service, throughput, etc.) for multiple applicable classes of next-generation broadband as well as WiFi (including 5G) services conducive to the City achieving its Proposed Strategic Goals for Broadband Services (Section 1.2.).

D. Deliverable #3 – Market Analysis Report and Integrated GIS Mapping:

- i. Review/determine the current incumbent internet service providers providing service in Northampton including their services, pricing, customer service levels, and current and projected customer demand (to the extent possible).
- ii. Execute research, analysis, and outreach activities of sufficient scale in order to complete the following by key group (see 2.6.D.iii.), geographic area within Northampton, and in total (number of individuals and organizations):
 - a. Identify Gigabit broadband current service levels and internet service providers.
 - b. Identify WiFi current service levels and service providers (including internet service providers and other businesses (retail stores, etc.)).
 - c. Estimate the level of Gigabit broadband current demand.
 - d. Estimate the level of WiFi current demand.
 - e. Forecast the level of Gigabit broadband future demand (5, 10 years, etc. in the future).
 - f. Forecast the level of WiFi future demand (5, 10 years, etc. in the future).
- iii. This analysis must consider all entities and persons located in Northampton including, but not limited to, the following key groups:
 - a. Businesses: All businesses.
 - (i) Categorize by industry (NAICS code), geographic area, and other relevant data, etc. (If needed, the City may be able to help provide relevant data and information).
 - b. Residents: All Northampton residents.
 - c. Higher education institutions, Businesses and Industry.
- iv. This analysis must be conducted in a comprehensive manner, ensuring the use of scientific methodology and having representation of:
 - a. geographic areas
 - b. economic levels
 - c. property ownership (owner vs renter)
 - d. educational levels
 - e. other relevant demographics
- v. To the extent reasonable, identify and briefly summarize any known technologies that could foreseeably and significantly affect the current internet landscape (such as 5G) that the City should consider when making decisions regarding the establishment of its own service(s).

- vi. To the extent reasonable, identify geographic areas with higher rate of potential early adopters of the Gigabit broadband services.
- vii. v. Produce GIS mapping integrated with City systems that display all relevant findings, can be updated by City staff, and can be used for ongoing analysis by the City.

- Deliverables for Phase II -

E. Deliverable #4 – Comprehensive Feasibility Analysis Report and Financial Model(s) (Pending Phase I results and with City input and approval):

- i. Based on the findings and results of the activities and elements outlined in Deliverable #3, and with City input and approval, assess and compare various business models of delivering the distinct services of City-provided/initiated Gigabit broadband in Northampton assuming the specifications outlined in Deliverable #2; though which business models are included for assessment and comparison will ultimately depend on City input and approval, those expected to be assessed and compared at this time include:
 - a. City installed conduit/pole space leased to internet service providers who would pull fiber and provide service to end-users.
 - b. City installed conduit/pole space and fiber, with fiber leased to internet service providers who would provide service to end-users.
 - c. City installed conduit/pole space and fiber, with the City acting as an internet service provider that would provide service to end-users.
 - d. Other applicable business models/options.
- ii. Execute an engineering analysis of a sufficient scale to produce the required estimates to build and operate the proposed network and implement the required services for each of the business models noted under section 2.6.E.i.
- iii. Execute an integrated operational, financial, and strategic analysis. Assess and compare the business models noted under section 2.6.E.i. in regard to the following (*if applicable to the respective business model*), at a minimum:
 - a. Operational analysis:
 - (i) Organizational requirements (such as installation, operations and maintenance, repair, customer service, marketing, etc.).
 - (ii) Operational requirements (such as staff, assets, etc.).
 - (iii) Approximate timeline for creating and implementing.
 - b. Financial analysis (assume city funds will be utilized for construction/buildout):
 - (i) Cost analysis (such as capital expenses, operating expenses, direct and indirect costs, etc.).
 - (ii) Revenue analysis (such as monthly/annual owner contributions (to breakeven, etc.), adoption usage/take-rate, potential services, revenue opportunities, future utilization forecast, etc.).
 - (iii) Comprehensive cost-benefit analysis.

- (iv) Financial solvency and viability (such as breakeven, net present value, return on investment, projected net income, balance sheet, and cash flow, etc.); consider for an appropriate analysis period such as: Present, 5, 10 years, etc.
- (v) Comparison to private sector pricing and services.
- c. Strategic analysis:
 - (i) Implementation strategies (such as phase-in by priority, rate-funded expansion, etc.).
 - (ii) Potential services.
 - (iii) Potential service providers.
 - (iv) Potential partners and opportunities for collaboration.
 - (v) Competition impact.
- iv. Based on preceding analysis noted under section 2.6.E.iii., develop a comprehensive feasibility assessment of creating and operating each business model noted under section 2.6.E.i.
- v. Where applicable, complete the above assessments/comparisons utilizing Microsoft Excel to create a financial model(s) that will allow for future use by City Staff.

F. Deliverable #5 – Opportunities and Threats Report:

- i. For each business model assessed in Deliverable #4 (section 2.6.E.i.), assess opportunities and threats to the City of Northampton including, but not limited to:
 - a. Opportunities:
 - (i) Significant strategic, financial, operational, technological, and legal opportunities.
 - (ii) Innovative uses for the networks that promote synergy and achieve maximum return on investment.
 - b. Threats:
 - (i) Significant strategic, financial, operational, technological, and legal threats.
- ii. Identify ways to enhance, exploit, etc. known opportunities.
- iii. Identify ways to anticipate, minimize, mitigate, etc. known threats.

G. Deliverable #6 – Final Report:

- i. Produce a Final Report utilizing a holistic and integrated approach that considers all Municipal Broadband Study analysis and findings and includes, at a minimum:
 - a. A summary of key study findings as well as a summary comparison of the strengths, weaknesses, opportunities, and threats associated with each business model assessed in Deliverable #4.
 - b. Based on a comprehensive cost-benefit analysis and study findings, provide a recommendation and explanation regarding whether or not the City should pursue City-provided/initiated Gigabit broadband, whether or not the City should pursue City-provided/initiated or WiFi in downtown,

and if applicable, what business model would maximize the financial, economic, and social benefits to the City, the public, and the overall business community.

- c. Fiber network technical characteristics to meet current and future demand, based on results from **Deliverable #4 i**.
- d. A possible timeline for implementation.
- e. Suggested next steps.

- Other Deliverables, All Phases -

I. Meetings, Presentations, and Related Support:

- i. Meetings
 - a. Execute and lead an initial coordination meeting/work session with City staff and the Northampton Community Network in order to provide an overview of the project as well as discuss and coordinate for requirements.
 - b. Execute and lead a project kickoff meeting.
 - c. Execute and lead regular progress meetings with City staff and other stakeholders throughout the project for monitoring and control.
 - d. *Please note: With City approval, meetings may be attended by phone or virtually in order to minimize costs.
- ii. Presentations
 - a. Provide up to four presentations as directed by the City.
*Please note: With City approval, presentations may be executed by phone or virtually in order to minimize costs.
- iii. Related Support
 - a. Be available to answer appropriate questions before and during the project.

3. SECTION 3: PROPOSAL SUBMITTAL REQUIREMENTS

3.1. Organization of the Proposal: Proposers must organize and present their proposal materials in the same order as presented below, and include page numbers. Proposals received without following this format, or received after the deadline and stated place of delivery, may be rejected as non-responsive.

3.2. Firm Basic Information:

- A. Provide Proposer information as follows:
 - a Company name,
 - b Business address,
 - c Website,
 - d Phone number, and
 - e Project Manager contact information.
- B. *Provide the same information for any subcontractor(s).

3.3. Cover Letter:

- A.** A cover letter indicating the Proposer’s understanding of the services to be performed and the general approach to providing these services to meet the needs of the City. Include, as a reference, the RFP title in the heading of the letter. The signatory of this letter shall be authorized to contractually bind the Proposer to a contract with the City. The proposer agrees that it presently has no interest, and shall acquire no interest, direct or indirect, that would conflict in any manner or degree with the performance of the services stated on this RFP. The proposer shall disclose any past interest direct or indirect that would conflict in any manner or degree with the performance of the services stated on this RFP. Furthermore, the Proposer is precluded from any participation in the contractual work of the next steps beyond this study.

3.4. Description of Proposer Organization Structure and Size:

- A.** Provide a brief summary of the organization, organization size and structure, and project management strategy to meet the project requirements and deadlines.

3.5. Description of Proposer Background, Experience of Project Team, and Organization Capability:

- A.** Provide a brief history and background information on the firm as well as a description (including the number of years) of the firm’s and project team’s experience providing services similar to the “Scope of Requested Services” contained herein. The City is interested in proposers with experience on similar projects within the Commonwealth of Massachusetts, if applicable highlight those projects.
- B.** Provide three (3) organizational references for which your firm performed similar projects, ideally within the last five (5) years. For each respective project, provide the client name, a brief description of the project, the firm’s role, project outcomes (including if the project was completed on budget, schedule, and scope), and a list of the deliverables, project dates, contract value, and any applicable lessons learned. Provide at least one contact person for each reference including the title, email address, and phone number for each individual.
- C.** Provide three (3) samples of reports provided to past contracted clients. These reports should demonstrate work similar to the “Scope of Requested Services” contained herein.
- D.** Provide a section of any additional material that may differentiate your firm from the potential competition. Limit this additional material section to one (1) page.

3.6. Description of Proposed Scope of Work and Project Approach:

- A. Provide a description of the firm's/project team's general approach to achieving the desired end state, meeting the general requirements, and completing each deliverable described within the "Scope of Requested Services" contained herein. *List* any alternatives and additions. Additionally, include any potential challenges you identify as well as how you would approach these challenges.
- B. Provide a proposed Scope of Work with sufficient detail to clearly outline tasks and specific deliverables that will be completed. *Describe and briefly explain* the reasoning for any and each alternative and/or addition in relation to deliverables described within "Scope of Requested Services" contained herein.
- C. Provide applicable portions of a proposed project plan (*proposed* scope and schedule baselines); identify significant tasks, milestones, and schedule.
- D. Proposers have flexibility in proposing their execution methodology based on their experience and best practices.
- E. At the City's discretion and approval, the selected proposer has some flexibility in the arrangement, presentation, etc. of final deliverables.

3.7. Description of Project Team and Availability:

- A. Identify/name the primary project manager on the team. The project manager should have experience executing similar projects as a project manager as well as experience presenting to elected officials and managing stakeholder outreach. Describe the project manager's experience with similar projects. Confirm the project manager is available to attend all presentations, stakeholder events, and key meetings (*Please note: With City approval, presentations and meetings may be attended by phone or virtually in order to minimize costs.).
- B. Identify the team members that would be assigned to this project. Identify each team member's responsibilities in regard to the firm's proposed Scope of Work. Describe each team member's experience with similar projects. Confirm each team member's availability throughout the relevant phases of the project.
- C. *Provide and incorporate the same information for any subcontractor(s).

3.8. Description of Degree of Support Required from City Staff:

- A. Provide a brief summary of how your firm/project team intends to rely on City staff in order for your firm/project team to provide the required services.

- B. Identify any other materials, data, information, resources, etc. your firm/project team would require from the City in order for your firm/project team to provide the required services.

3.9. Description of Cost and Work Hours:

- A. Provide a table (or similar) detailing the proposed cost and allocation of resources.
- B. For each key task required in the firm's proposed Scope of Work, identify assigned team members by role, anticipated work hours, and hourly rate.
- C. Provide an estimated total project cost as well as estimated costs by deliverable. Note that cost information by deliverable may help the City plan for and prioritize what deliverables are included in the final Scope of Work if proposed costs exceed the City's budget for this project.
- D. Include all expenses such as travel, other reimbursable expenses, etc.
- E. *Please note: Payments will be made to the successful proposer following the completion of each phase and following City acceptance of the respective deliverables.

4. SECTION 4 PROPOSAL EVALUATION CRITERIA AND SELECTION PROCESS

4.1 Evaluation Criteria

Although the cost of services is important, the City will not necessarily select the lowest cost proposal for the Contract award. The City reserves the right to award contracts based on initial proposal submittals or, at the sole discretion of the City, to conduct interviews with any or all of the Proposers. Any interviews shall be held for the purpose of clarity of proposals and will not be scored. In addition to submitted proposal information, the City reserves the right to use any information that it is aware of, independent of the submitted proposals, in determining consideration of contract award.

The City will not pay for any costs incurred by Proposer in responding to this RFP to include costs to the Proposer to conduct interviews and presentations.

The evaluation criteria to be used for this RFP are summarized below:

Evaluation Criteria	Maximum Points
Firm Basic Information	Pass / Fail
Cover Letter	Pass / Fail
Proposed Scope of Work and Project Approach	25
Project Team Qualifications and Availability	25
Firm Background, Experience, and Capability	25
Cost and Work Hours Proposal	15
Firm Organization Structure and Size	5
Degree of Support Required from City Staff	5
Total Maximum Points Possible	100

4.2 Selection Process

An RFP Selection Committee will be appointed by the City to evaluate and rank all qualifying proposals received by the closing date. Interviews/oral presentations may be conducted with the top-ranked proposers. Those proposers selected for interviews/oral presentations will be notified by the City. The City will negotiate a final agreement with the proposer with the combined highest ranking. Negotiations will include discussions of alternative or additional deliverables included in the proposals, deadlines, detailed cost per items/deliverables and project management approach, in general. If no acceptable arrangements can be made, negotiations with the next highest-ranked Proposer will occur.

The successful Proposer will be required to complete an Agreement in the form of a City Contract (sample included in Appendix A), which will incorporate this RFP and Proposer's response as a part of the Agreement.