

REQUEST FOR PROPOSAL
Economic Development Strategic Plan



City of Salisbury
Economic and Downtown Development Department
217 S Main Street
Salisbury, NC 28144
Phone: 704-638-5264
Sada Troutman
Sada.Troutman@salisburync.gov

BID NUMBER: 006-2027	DATE: August 3, 2026
BIDS/RFP DUE NO LATER THAN 11:59pm on August 30, 2026.	
BUYER: Sada Troutman Sada.Troutman@salisburync.gov TELEPHONE: 704-638-5239	Bid/RFP price shall be FOB Destination and include delivery to: City of Salisbury 217 S Main Street Salisbury, NC 28144
INTERNET ADDRESS: http://www.salisburync.gov	

NOTICE TO BIDDERS

Bids/RFP, subject to the conditions made apart hereof, will be received at the City of Salisbury, Economic and Downtown Development Department at 217 S Main Street, Salisbury, NC 28144.

Questions: Sada Troutman, sada.troutman@salisburync.gov, 704-638-5239

This bid will not have a public bid opening,

Bids/RFP are subject to rejection unless submitted by mail on this form or in person. In-person Bids/RFP MUST be sealed.

EXECUTION

In compliance with this Invitation for Bids/RFP, and subject to all the conditions herein, the undersigned offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein. By executing this bid, I certify that this bid is submitted competitively and without collusion (G.S. 143-54). **Failure to execute/sign bid prior to submittal shall render bid invalid. Late Bids/RFP are not acceptable.**

Company Name	Signature
Address	Above (typed or printed)
City	Date
State	Telephone
Zip	Fax

☐

By checking this box, I acknowledge that I have read and accept the terms and conditions associated with this bid.

Offer valid for 60 days from date of bid opening unless otherwise stated here: ____ days (See Instructions to Bidders, Item 2).

Prompt Payment Discount: _____ % _____ days (See Instructions to Bidders, Item 13).

MAILING INSTRUCTIONS: Mail two copies of the bid per envelope. Address the envelope and insert the bid number as shown below. It is the bidder's responsibility to have the bid in this office by the specified time and date of opening.

<u>DELIVERED BY Email</u>
City of Salisbury Sada Troutman Economic and Downtown Development Sada.Troutman@salisburync.gov

TABULATIONS: Verbal tabulations of open market Bids/RFP and award information can be obtained by contacting the Purchasing Department.

TRANSPORTATION CHARGES: FOB SALISBURY, NORTH CAROLINA WITH ALL TRANSPORTATION CHARGES PREPAID AND INCLUDED IN BID PRICE UNLESS STATED OTHERWISE IN BID.

AWARD CRITERIA: As provided by Statute, award will be based on the lowest responsive, responsible bidder(s), considering quality, performance, and the time specified for performance.

AWARD OF CONTRACT: It is the general intent to award this contract to a single overall bidder on all items. The right is reserved, however, to make awards on the basis of individual items or groups of items if such shall be considered by the City to be most advantageous or to constitute its best interest.

The City reserves the right to reject any and/or all proposals as deemed to be in the best interest of the City.

SCOPE: The City of Salisbury, North Carolina (City), is soliciting proposals from experienced and qualified consulting firms to prepare an Economic Development Strategic Plan. This plan will provide a comprehensive analysis of the current economic development landscape, identify future opportunities, review current incentives and identify gaps in service, assess partnerships for growth, and address staffing and resource needs for the Economic and Downtown Development Department to efficiently execute the plan.

The City is looking for a consulting team with broad experience in visioning, planning, and market analysis with specialization in economic development to create an economic development strategic plan. The plan should include a vision for the economic landscape of Salisbury and strategies to attract and retain a variety of businesses and industry. The plan will include the review of relevant community demographic data, an analysis of the local economy and the capacity for additional growth, as well as stakeholder engagements to capture the desired vision of City Council, business owners, developers and economic development partners. This plan will have specific goals, objectives, and implementation strategies for growing and diversifying economic development in Salisbury with targeted businesses and industries to recruit and opportunities for business development and expansion.

The selected consultant will work closely with City Council, City staff, stakeholders, and the public to develop strategies that address both current conditions and long-term needs, while considering the City's broader economic development goals.

DEVIATIONS: Any deviations from specifications and requirements herein must be clearly pointed out by bidder. Otherwise, it will be considered that equipment or goods offered are in strict compliance with these specifications and

requirements; a successful bidder will be held responsible, therefore. Deviations must be explained in detail. However, the City makes no implication that deviations will be acceptable. Bidder is advised that the response (or lack thereof) on this question does not take precedence over specific responses or non-responses provided elsewhere in this bid.

SALES TAX: DO include sales tax in the bid amount.

PROPOSAL SUBMISSION: Proposals shall be submitted on the forms of proposal attached hereto. All requested information shall be provided.

SECTION I: GENERAL INSTRUCTIONS TO BIDDERS

GENERAL: All Bids/RFP are subject to the provisions of the attached General Contract Terms and Conditions. All bid responses will be controlled by the Terms and Conditions included by the City of Salisbury. Bidder terms and conditions included as a part of published price lists, catalogs, and/or other documents submitted as a part of the bid response are waived and will have no effect either on the bid, or any contract which may be awarded as a result of this bid. **The attachment of any other terms and conditions may be grounds for rejection.**

Bidder specifically agrees to the conditions set forth in this paragraph by signature of the "BID" contained herein.

BID EVALUATION: The City of Salisbury reserves the right to reject any and all Bids/RFP on the basis of the function, compatibility with user requirements, as well as cost. The City of Salisbury reserves the right to award this contract to a single overall bidder on all items, or to make award on the basis of individual items or groups of items, whichever shall be considered by the City of Salisbury to be most advantageous or to constitute its best interest. Bidders should show unit prices, but are requested to offer a lump sum price. The City of Salisbury will not be bound by oral discussions during evaluation process. Responsible purchasing agent should approve all contact regarding this award.

CANCELLATION: The City of Salisbury may terminate/cancel this contract at any time by providing written notice to the bidder at least thirty (30) days before the effective date of termination/cancellation.

SAFETY: See attached General Terms & Conditions #10.

BID RESULTS: For bid results call 704-638-5239.

***THE CITY OF SALISBURY WILL NOT BE BOUND BY ORAL DISCUSSION REGARDING THIS REQUEST FOR PROPOSAL. ***

QUESTIONS: Questions regarding the specifications on this bid should be referred to Sada Troutman at sada.troutman@salisburync.gov. Questions are due by 4:00pm on August 14, 2026.

SECTION II: GENERAL TERMS AND CONDITIONS

1. **ACCEPTANCE AND REJECTION**: The City of Salisbury reserves the right to reject any and all Bids/RFP, to waive any informality in Bids/RFP, and unless otherwise specified by the bidder, to accept any item in the bid. If an error occurs in the unit price or extended price then unit price will prevail.

2. **TIME FOR CONSIDERATION**: Unless otherwise indicated on the first page of this document, the offer shall be valid for 60 days from the date of bid opening.

3. **TAXES**: Sales tax shall be included in any bid prices.

a. **FEDERAL**: Generally, states and political subdivisions are exempt from such taxes as excise and transportation. Exemption is claimed under Registry No. 56-70-0047K as provided by Chapter 32 of the Internal Revenue Code.

b. **OTHER**: Bid prices are not to include any import or personal property taxes. To the extent applicable, they are to be invoiced as a separate item(s).

4. **PRICE ADJUSTMENTS**: Any price changes, downward or upward, which might be permitted during the contract period, must be general, either by reason of market change or on the part of the bidder to other customers.

a. **NOTIFICATION**: Must be given to the City of Salisbury Purchasing Department, in writing, concerning any proposed price adjustments. Such notification shall be accompanied by copy of manufacturers' official notice or other evidence that the change is general in nature.

b. **DECREASES**: The City of Salisbury shall receive full proportionate benefit immediately at any time during the contract period.

c. **INCREASES**: All prices offered herein shall be firm against any increase for 180 days from effective date of the proposed contract. After this period, a request for increase may be submitted with the City of Salisbury reserving the right to accept or reject the increase, or cancel the contract. Such action by the City of Salisbury shall occur not later than 15 days after receipt and review by the City of Salisbury of a properly documented request for price increase. Any increases accepted shall become effective on a date to be determined by the City of Salisbury which:

1) Shall not be later than 30 days after the expiration of the original 15 days reserved by the City of Salisbury to evaluate the request for increase;

d. **INVOICES**: It is understood and agreed that orders will be shipped at the established contract prices in effect on dates orders are placed. Invoicing at variance with this provision will subject the contract to cancellation. Applicable North Carolina sales tax shall be invoiced as a separate item.

5. **PAYMENT TERMS**: Payment terms are net 30 days after receipt of correct invoice or acceptance of goods, whichever is later. The City of Salisbury is responsible for all payments under the contract.

6. **AFFIRMATIVE ACTION**: The successful bidder will take affirmative action in complying with all Federal and State requirements concerning fair employment and employment of the handicapped, and concerning the treatment of all employees, without discrimination by reason of race, color, religion, sex, national origin, or physical handicap.

7. **CONDITION AND PACKAGING**: Unless otherwise indicated in the bid, it is understood and agreed that any item offered or shipped on this bid shall be new and in first class condition, that all containers shall be new and suitable for storage or shipment, and that prices include standard commercial packaging.

8. **SAMPLES**: Samples of items, when required, must be furnished as stipulated herein, free of expense, and if not destroyed will, upon request, be returned at the bidder's expense. Request for the return of samples must be made within 10 days following opening of Bids/RFP. Otherwise the samples will become City of Salisbury property. Each individual sample must be labeled with bidder's name and item number. Samples, on which an award is made, will be retained for the contract period. These will be returned, if requested, ten days prior to expiration of the contract.

9. **SPECIFICATIONS**: Any deviation from specifications indicated herein must be clearly pointed out; otherwise, it will be considered that items offered are in strict compliance with these specifications, and successful bidder will be held responsible therefore. Deviations must be explained in detail on an attached sheet(s).

The bidder shall not construe this paragraph as inviting deviation or implying that any deviation will be acceptable.

10. **SAFETY STANDARDS**: All manufactured items and/or fabricated assemblies subject to operation under pressure, operation by connection to an electric source, or operation involving a connection to a manufactured, natural, or LP gas source shall be constructed and approved in a manner acceptable to the appropriate state inspector which customarily requires the label or re-examination listing or identification marking of the appropriate safety standard organization, such as the American Society of Mechanical Electrical Engineers for pressure vessels; the Underwriters' Laboratories and/or National Electrical Manufacturers' Association for electrically operated assemblies; or the American Gas Association for gas operated assemblies, where such approvals of listings have been established for the type(s) of devices offered and furnished. Further, all items furnished by the successful bidder shall meet all requirements of the Occupational Safety and Health Act (OSHA), and state and federal requirements relating to clean air and water pollution.

All bidders must comply with *North Carolina Occupational Safety and Health Standards for General Industry, 29CFR 1910*. Construction bidders must comply with *North Carolina Occupational Safety and Health Standards for the Construction Industry, 29CFR 1926*. In addition, bidders shall comply with all applicable occupational health and safety and environmental rules and regulations. Bidders shall effectively manage their safety and health responsibilities including:

1. Accident Prevention

Prevent injuries and illnesses to their employees and others on or near their job site. Bidder managers and supervisors shall ensure employer's personnel safety by strict adherence to established safety rules and procedures.

2. Environmental Protection

Protect the environment on, near, and around their work site by compliance with all applicable environmental regulations.

3. Employee Education and Training

Provide education and training to all bidders employees before they are exposed to potential workplace or other hazards as required by specific OSHA Standards.

11. **INFORMATION AND DESCRIPTIVE LITERATURE**: Bidders are to furnish all information requested and in the spaces provided on the bid form. Further, as may be specified elsewhere, each bidder must submit with his proposal: cuts, sketches, descriptive literature and/or complete specifications covering the products offered. Reference to literature

submitted with a previous bid does not satisfy this provision. Bids/RFP, which do not comply with these requirements, will be subject to rejection.

12. **PROMPT PAYMENT DISCOUNTS:** Bidders are urged to compute all discounts into the price offered. If a prompt payment discount is offered, it will not be considered in the award of the contract except as a factor to aid in resolving cases of identical prices.

13. **AWARD OF CONTRACT:** As directed by statute, qualified Bids/RFP will be evaluated and acceptance made of the lowest and best bid most advantageous to the City of Salisbury as determined upon consideration of such factors as: prices offered; the quality of the articles offered; the general reputation and performance capabilities of the bidders; the substantial conformity with the specifications and other conditions set forth in the bid; the suitability of the articles for the intended use; the related services needed; the date or dates of delivery and performance; and such other factors deemed by the City to be pertinent or peculiar to the purchase in question. Unless otherwise specified by the City or the bidder, the City reserves the right to accept any items or groups of items on a multi-item bid.

The City reserves the right to make partial, progressive or multiple awards: where it is advantageous to award separately by items; or where more than one supplier is needed to provide the contemplated requirements as to quantity, quality, delivery, service, geographical areas; other factors deemed by the City of Salisbury to be pertinent or peculiar to the purchase in question.

14. **GOVERNMENTAL RESTRICTIONS:** 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 bidder to notify the City of Salisbury Purchasing Department at once, indicating in his letter the specific regulation which required such alterations. The City of Salisbury reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the contract.

Bidder agrees to comply with all applicable statutes, ordinances, and regulations of the United States, the State of North Carolina, the City and units of local government.

15. **INSURANCE COVERAGE** - During the term of the contract, the bidder at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the contract. As a minimum, the bidder shall provide and maintain the following coverage and limits:

a. Worker's Compensation - The bidder shall provide and maintain Worker's Compensation Insurance, as required by the laws of North Carolina, as well as employer's liability coverage with minimum limits of \$1,000,000.00 for bodily injury per accident. This insurance shall cover all bidders' employees who are engaged in any work under the contract. If any work is sublet, the bidder shall require the subcontractor to provide the same coverage for any of his employees engaged in any work under the contract.

b. General Liability - General Liability Coverage with minimum limit of \$1,000,000.00 per occurrence for bodily injury, personal injury and property damage. General aggregate limit shall apply separately to each project/location and limit shall not be less than the required occurrence limit. (Defense cost shall be in excess of the limit of liability.)

c. Automobile - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used in connection with the contract. The minimum combined single limit shall be \$1,000,000.00 bodily injury and property damage.

Purchasing Officer reserves the right to waive any one or all of these minimum requirements.

REQUIREMENTS: Providing and maintaining adequate insurance coverage is a material obligation of the bidder and is of the essence of this contract. Once the bid is awarded the bidder shall furnish the city with certificates of insurance and with original endorsements. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The bidder shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any of such insurance policies, except as they may conflict with existing North Carolina laws or this contract. The limits of coverage under each insurance policy maintained by the bidder shall not be interpreted as limiting the bidder's liability and obligations under the contract. It is agreed that the coverage as stated shall not be canceled or changed until thirty (30) days after written notice of such termination or alteration has been sent by registered mail to the City of Salisbury Purchasing Department.

16. PATENTS AND COPYRIGHTS: The Bidder shall hold and save the City of Salisbury, its officers, agents, and employees, harmless from liability of any kind, including costs and expenses on account of any patented or unpatented invention, articles, device or appliance manufactured or used in the performance of this contract, including use by the government.

Any and all copy, art, designs, negatives, photographs, or other tangible items created pursuant to bidder's performance of this project shall be the property of City of Salisbury and shall be delivered to city upon completion of the project. Such property shall be transferred to city in excellent, reusable condition.

In addition, the copyright in and to any copyrightable work, including, but not limited to, copy, art, negatives, photographs, designs, text, software, or documentation created as part of the bidder's performance of this project shall vest in the city, and the bidder agrees to assign all rights therein to the city. Bidder further agrees to provide the city with any and all reasonable assistance, which the City may require to obtain copyright registrations or to perfect its title in any such work, including the execution of any documents submitted by the city.

17. ADVERTISING: Bidder agrees not to use the existence of this contract or the name of the City of Salisbury as a part of any commercial advertising without prior approval of the City of Salisbury Purchasing Department.

18. EXCEPTIONS: All proposals are subject to the terms and conditions outlined herein. All responses will be controlled by such terms and conditions and the submission of other terms and conditions, price catalogs, and other documents as part of a Bidder's response will be waived and have no effect on this Request for Proposal or any other contract that may be awarded resulting from this solicitation. The submission of any other terms and conditions by a Bidder may be grounds for rejection of the Bidder's proposal. The Bidder specifically agrees to the conditions set forth in the above paragraph by affixing his name on the signatory page contained herein.

19. CONFIDENTIAL INFORMATION: As provided by statute and rule, the City of Salisbury will consider keeping trade secrets which the bidder does not wish DISCLOSED confidential. Each page shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the bidder. Cost information shall not be deemed confidential. In spite of what is labeled as a trade secret, the determination whether it is or not will be determined by North Carolina law.

20. ASSIGNMENT: No assignment of the bidder's obligations nor the bidder's right to receive payment hereunder shall be permitted. However, upon written request approved by the City of Salisbury Purchasing Department, solely as a convenience to the bidder, the City of Salisbury may:

- a. Forward the bidder's payment check directly to any person or entity designated by the bidder, and
- b. Include any person or entity designated by bidder as a joint payee on the bidder's payment check.

In no event shall such approval and action obligate the City of Salisbury to anyone other than the bidder and the bidder shall remain responsible for fulfillment of all contract obligations.

21. **ACCESS TO PERSONS AND RECORDS:** The City Auditor shall have access to persons and records as a result of all contracts or grants entered into by the City in accordance with General Statute 147-64.7.

22. **INSPECTION AT BIDDER'S SITE:** The City of Salisbury reserves the right to inspect, at a reasonable time, the equipment/item, plant or other facilities of a prospective bidder prior to contract award, and during the contract term as necessary for the City of Salisbury's determination that such equipment/item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the contract.

23. **AVAILABILITY OF FUNDS:** Any and all payments of compensation of this specific transaction, it's continuing or any renewal or extension are dependent upon and subject to the allocation of appropriation of funds to the City for the purpose set forth in this agreement.

24. **GOVERNING LAWS:** All contracts, transactions, agreements, etc., are made under and shall be governed by and construed in accordance with the laws of the State of North Carolina.

25. **ADMINISTRATIVE CODE:** Bids/RFP, proposals, and awards are subject to applicable provisions of the North Carolina Administrative Code.

26. **EXECUTION:** Failure to sign under EXECUTION section will render bid invalid.

27. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this bid, the order of precedence shall be (1) special terms and conditions specific to this bid, (2) specifications, (3) City of Salisbury General Contract Terms and Conditions, and (4) City of Salisbury Bid Terms and Conditions.

28. **CLARIFICATIONS/INTERPRETATIONS:** Any and all questions regarding this document must be addressed to the City of Salisbury Purchasing Department. Do not contact the user directly. Any and all revisions to this document shall be made only by written addendum from the City of Salisbury Purchasing Department. The bidder is cautioned that the requirements of this bid can be altered only by written addendum and that verbal communications from whatever source is of no effect.

29. **E-VERIFY COMPLIANCE:** By bidding the vendor understands that e-verify is a federal program operated by the US Department of Homeland Security and other federal agencies used to verify the work authorization of newly hired employees pursuant to federal law. Furthermore the vendor confirms that they are aware of and in compliance with the requirements of e-verify and article 2 of chapter 64 of the NC General Statutes, which requires that the vendor participate in e-verify if it has at least 25 qualified employees.

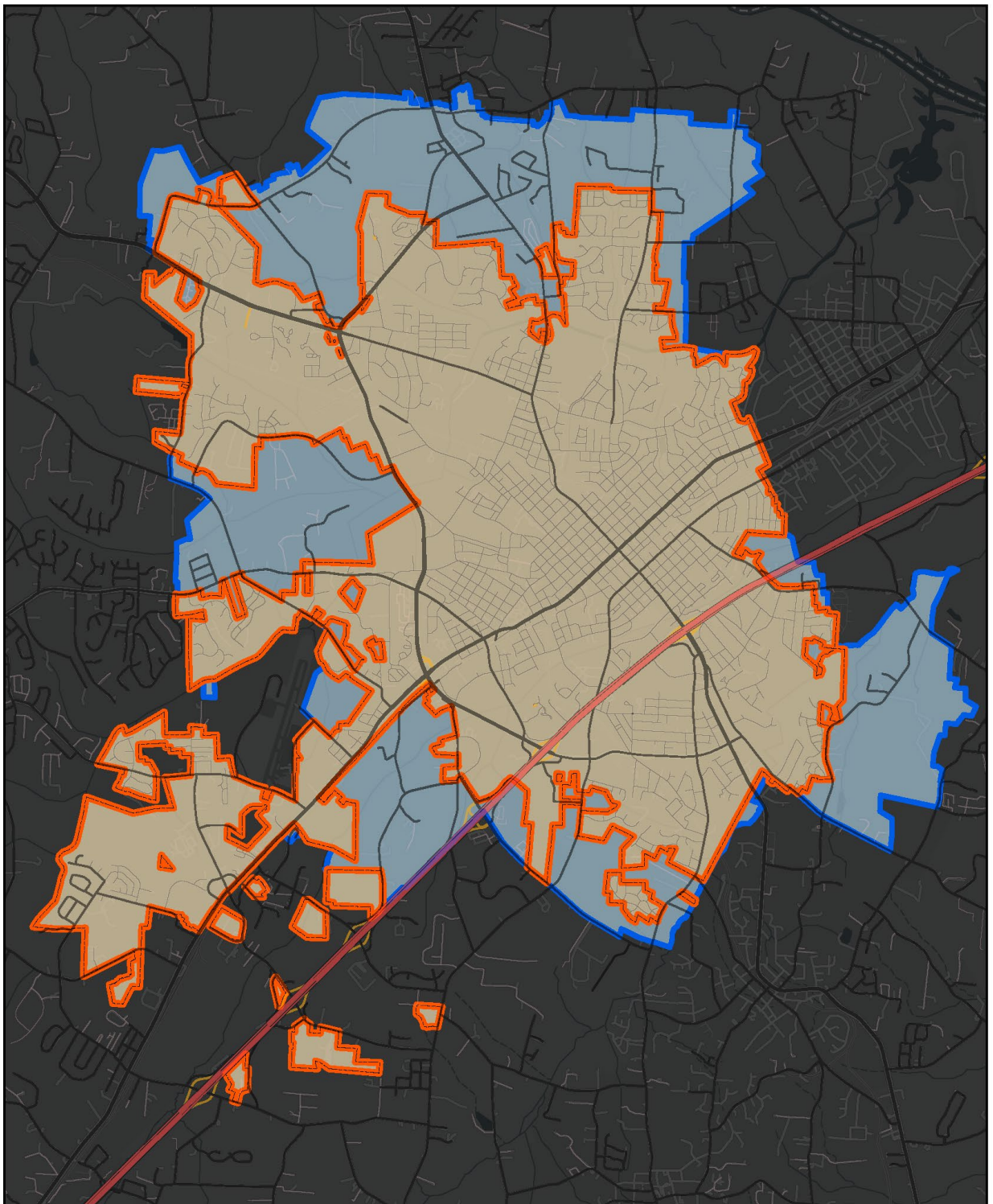
30. **PURCHASING MANUAL:** Bidder is aware that the City has a Purchasing Manual that is available upon request.

SECTION III: Summary and Scope**Community Description**

- a. The City of Salisbury, North Carolina is in the heart of the Piedmont region of North Carolina and serves as the county seat of Rowan County. Its location along the I-85 corridor provides easy access to a sizeable population base and its benefits from its proximity to Charlotte, Greensboro, and Winston-Salem. The City has experienced significant growth, with the population rising 35% between 2000 and 2021, from 26,462 to 35,760, according to the U.S. Census Bureau.

Salisbury is rich in character and history, providing a variety of experiences for all cultures and ages. The cultural atmosphere of the Salisbury area is vibrant, providing many offerings available to larger cities while maintaining the small-town charm it prides itself on. The City also boasts a number of recreational activities that bring thousands of residents together, fostering rich sense of community. Special events offered throughout the year include many downtown events, namely Cheerwine Festival, which brings over 60,000 visitors to downtown.

The study area will encompass the city limits of Salisbury, and the extraterritorial jurisdiction (ETJ). The map is shown below, and [linked here](#).



7/9/2026

Salisbury City Limits & ETJ



Objectives and Scope of Services

1. Overview

- a. The primary goal of the comprehensive economic development strategy is the targeted recruitment, development and growth of the local economy with an emphasis on attracting and retaining diverse industries and businesses, with competitive wages, benefits and quality job investment across the city.
- b. Establish a customized economic development strategic plan for the City of Salisbury for the next 10 years, setting forth specific goals and objectives for capitalizing on existing economic opportunities and suggesting potential solutions to the economic development challenges that the City faces, including outlining staffing needs, prioritizing target industry and expansion of existing industry.
- c. Provide recommendations on what business sectors the City should focus its efforts on for future commercial growth and address how the City may overcome barriers to this growth if any exist? This should include assessment of expansion of current industry and businesses, in addition to the attraction of new.
- d. Preparation of a basic business attraction/retention strategy for preferred business sectors identified by this project.
- e. A detailed assessment of industrial sites, redevelopment opportunities, infrastructure readiness, and future product needs is important. It should also take into consideration any growth agreements or annexation plans the City has with neighboring communities.
- f. Develop a toolkit of policies and programming to recruit new business and retain our current small and locally owned businesses, including analysis of current incentive programs, grants and infrastructure support.
- g. Create a strategy for servicing businesses needs to expand facilities or their overall marketplace to ensure long-term sustainability and economic success.
- h. Hold a minimum of four (4) community visioning sessions and several stakeholder group engagements to capture community and stakeholder views on the City's future, highlighting specific visions for the local economy and business mix. Provide a basic layout of your proposed meeting schedule with community and stakeholders groups in your response.
 - i. Public meetings and targeted stakeholder sessions (property and business owners, developers).
 - ii. Coordination with City Council, Rowan County Economic Development Council (EDC), Chamber of Commerce, Tourism, Downtown Salisbury, Inc., and the various City staff. Please note these entities perform essential roles in economic development in Rowan County, and the goal is to leverage each organization's strengths, rather than duplicate efforts.

2. Scope

- a. A 'Results Driven' Economic Development Vision and Business Recruitment Plan addressing the following:
 - i. A peer city review of economic development activities in communities (in-state and out-of-state) with similar socio-economic, growth and development characteristics.

- ii. A review of current incentives to assess what may need to be added or revised.
- iii.  Future Needs Assessment
 - Identify target industries based on current and future market demand, resources, land use and related details.
 - Identify and assess target sites on land use, redevelopment plans, and related details.
 - Identify what incentives may need to be revised or added to maximize development in the target industries and sites, as well as serve existing businesses.
 - Review infrastructure and current development processes and the impact on recruitment.
- iv. A comprehensive economic development strategy including the local economic vision for the next 10 years.
- v. Identification of activities, projects, and programs meant to implement goals set forth in the strategy.
- vi. Specific recommendations for implementation of these activities and the preparation of basic performance measures to track and evaluate progress towards achieving the stated goals of the overall strategy.
- vii. Identification of short- and long-term goals for the City's business community.
- viii. Identification of sites for potential industrial development consistent with the Economic Development Vision established for the next decade.
- b. Implementation, Marketing, and Representation of the Plan addressing the following:
 - i. Identify operational, policy, and staffing solutions to meet current and future needs.
 - Cost of staffing and/or other resources should be included.
 - Develop an implementation strategy with three-year, five-year, and ten-year recommendations and strategies.
 - Identify partnerships that will benefit the City for economic development.
 - ii. An action plan for coordinating with partner organizations, including but not limited to Rowan County, Rowan County Economic Development Council, Chamber of Commerce, Rowan County Tourism.
 - iii. Work with local officials, property owners, real estate brokers, and other stakeholders to build and retain the vision.
 - iv. Meetings with the City Council members and City staff to discuss findings
- c. Integration of related studies should be considered.
 - i. 2040 Comprehensive Plan
 - ii. City of Salisbury Strategic Plan
- d.  Any recommendations for the City's branding and marketing efforts as it relates to economic development efforts. Please note, the City is currently looking at its overall branding, and this will be in coordination with that broader branding study.

- e. Recommendations should be grounded in labor market data, industry cluster analysis, and long-term market trends to ensure target industries align with Salisbury's competitive advantages. Recognizing that target industry identification is often based on historical data rather than future aspirations. Communities can intentionally build the infrastructure, workforce, and business environment needed to attract the industries they want, rather than relying solely on what has worked in the past.
- 3. Final Deliverables
 - a. Draft and Final City of Salisbury Economic Development Strategic Plan.
 - b. Executive summary, maps, and data appendices.
 - c. Presentations to City Council and the public.

SECTION IV: Pricing and Contract

The work associated with this project will commence as soon as possible after the contract award and must be complete by a timeframe agreed upon in the final negotiated services contract.

SECTION V: PROPOSAL CONTENT AND FORMAT

The City desires all Proposals to be identical in format to facilitate comparison. While the City's format may represent a departure from the Company's preference, the City requires strict adherence to the format. The Proposal shall be in the format described below:

- A. Cover Letter.
- B. Company Profile and Qualifications.
- C. Proposed Solution Overview.
- D. Anticipated Implementation Schedule.
- E. References.
- F. Required Forms; and
- G. Exceptions to Sample City Contract and Federal Terms and Conditions.

Companies are required to organize the information requested in this RFP following the format and instructions outlined above and detailed below. Failure to do so may result in the City, at its sole discretion, deeming the Proposal non-responsive. Responses shall not exceed 15 pages. Required forms and other attachments do not count toward the 15-page limit.

A. Cover Letter.

The cover letter shall provide the identification of the Company, including name, address, and telephone along with the name, title, email, and telephone number of the contact person during the evaluation period. It should present the Company's understanding of the Project and a summary of the approach to perform the Services, including a summary of costs. The cover letter shall include a statement that the proposed solution, including pricing, shall remain valid for a period of not less than 180 days from the Proposal Due Date and shall be signed by a person authorized to bind the Company to the terms of the Contract.

B. Company Profile and Qualifications.

This section shall include a description of the Company, including location, years in business, organizational structure, financial stability, capacity, and resources. A brief description of the Company's qualifications and previous experiences on similar or related projects, including an organization chart. Describe the key individuals who will be working on this Project along with their qualifications, professional certifications, and experiences.

Additionally, this section shall include a listing of any lawsuit or litigation and the result of that action resulting from (a) any public project undertaken by the Company where litigation is still pending or has occurred within the last five years; or (b) any type of project where claims or settlements were paid by the Company or its insurers within the last five years. Also, provide a listing of any projects in which the Company's Contract was terminated for any reason within the last five years.

C. Proposed Solution Overview.

This section shall present the Company's approach and solution to the requirements presented in this RFP.

D. References.

Companies shall provide two (2) similar projects with the following details: project name, the organization receiving Services, location, Services provided, and the length of time Services were provided on each project. Contact information for each organization should be included.

E. Required Forms.

To be deemed responsive to this RFP, Companies must complete, in detail all forms included in Section 7 of this RFP.

F. Exceptions to Sample City Contract with Federal Terms and Conditions.

Companies shall be required to sign a contract for services developed and approved by the City. A copy of the standard City contract, including federal terms and conditions is attached as Appendix A. Any proposed exceptions, deletions, or additions should be noted at the time of Proposal submission.

The City reserves the right, at the City's sole discretion, to take any action affecting this RFP, this RFP process or the Services or facilities subject to this RFP that would be in the best interest of the City, including:

- This RFP is not an offer to contract. Acceptance of a proposal neither commits the City to award a contract to any contractor, even if all requirements stated in this RFP are satisfied, nor limits our right to negotiate in our best interest. We reserve the right to contract with a vendor for reasons other than lowest price.
- Price will not be the only factor considered when selecting a vendor. The City of Salisbury is seeking the proposal with the best overall value to the City.
- Geographic Preference - Procurements shall be conducted in a manner that prohibits the use of statutorily or administratively imposed in-State or local geographical preferences in evaluation or award of Bids/RFP or proposals, except where applicable Federal statutes expressly mandate or encourage geographic preference. This does not preempt State licensing laws.
- The City of Salisbury reserves the right, at any time and for any reason, to cancel this RFP or any portion thereof; to reject all proposals or accept an alternate proposal in the best interest of the City.
- The City also reserves the right to waive any immaterial defect in the proposal. The proposal shall be good for a period of one hundred and eighty (180) days from the opening of the proposal.
- The City may seek clarification of the proposal at any time and any delayed response could be a cause for proposal rejection. The City may require additional information.
- The City of Salisbury will not be liable for any costs incurred by respondents in replying to this RFP.
- Award shall be made by the City of Salisbury to the proposal that is determined to be the most advantageous to the City.
- The proposal respondent may not reassign any award made, as a result of this RFP, without prior written consent from the City of Salisbury.

SECTION VI: EVALUATION CRITERIA

Proposals will be evaluated based on the Company's ability to meet the performance requirements of this RFP. This section describes the evaluation criteria that will be used to evaluate the Proposals. To be deemed responsive, the Company needs to provide appropriate detail to demonstrate satisfaction with each criterion and compliance with the performance provisions outlined in this RFP. The Company's Proposal will be the primary source of information used in the evaluation process. Proposals must contain information specifically related to the proposed Services and requested herein. Failure of any Company to submit the information requested may result in the elimination of the Proposal from further evaluation.

Proposals will be assessed to determine the most comprehensive, competitive, and best-value solution for the City based on, but not limited to, the criteria below. The City reserves the right to modify the evaluation criteria or waive portions thereof. Proposals will be evaluated on the following major categories:

a. Qualifications and Experience

Companies will be evaluated on the background and experience information provided in response to this RFQ.

b. Compliance with Requirements/Proposed Solution and Scope

Companies will be evaluated based on their understanding, experience, and qualifications in performing the same or substantially similar Services, as reflected by their experience in performing such Services. The evaluation will include references regarding work for organizations with needs similar to the City's, and the feasibility of the Company's approach for the provision of the Services.

c. Demonstration

Companies shall demonstrate their solution to City Staff at a proposed time and date. Additional details will be provided during the evaluation period.

d. Proposed Cost

Companies will be evaluated based upon their proposed cost for the Services outlined in this RFP. Pricing shall be all-inclusive and provide detailed milestones based on the implementation schedule.

e. Implementation Schedule

Companies will be evaluated based on their proposed implementation schedule.

The City will use the scoring Matrix to assist with the evaluation of the RFP

Percentage	Category
20%	Qualifications and Experience Outline and specify the capabilities of the Companies to provide the requested product(s) and services as outlined in the scope of work. Relevant Experience, including references for similar projects
30%	Proposed Solution and Scope: Details on Company's mobility system technology meeting the capabilities and the firm's ability to meet the requirements outlined in this RFP.
10%	Demonstration: Demonstrate the solution and show its capabilities as it pertains to the scope of work and the City's needs
20%	Cost Proposal: Details on the cost of the services as outlined in this RFP.
20%	Implementation Schedule: if necessary