



Mecklenburg County, North Carolina
Procurement Division
Solicitation #487-TM-MGR004010

Mecklenburg County, located in the State of North Carolina, is seeking Bids/Proposals from a communications/marketing firm with full-service capabilities to assist its County Manager's Office with the development and execution of a strategic outreach plan to educate residents about the importance of the 2020 Census.

Purpose:

The County is seeking a communications/marketing firm with full-service capabilities to assist with the development and execution of a strategic outreach plan to educate residents about the importance of the 2020 Census, to encourage them to respond, and to facilitate access to the response survey, with special emphasis on communities with historically low response rates and populations that are considered "hard-to-count," as defined by the U.S. Census Bureau.

Background:

Meck Counts 2020 is Mecklenburg County's effort to encourage participation in the 2020 Census. Our goal is that everyone who lives in our county is counted in 2020. Constitutionally mandated, the U.S. Census takes place every 10 years and requires that all residents be counted. An accurate census count is critical to the County's ability to deliver the highest quality services and meet the needs of its residents.

Census data are used in four main ways.

1. To determine the number of representatives each state has in the U.S. House of Representatives and to redraw district boundaries on the state and federal level.
2. To allocate federal funds (more than \$883 billion in fiscal year 2016) to local communities each year.
3. To plan for resident needs such as new roads and transit, schools, health care facilities, and emergency services.
4. To make business decisions about product and service development and placement and business locations.

Although every person residing in the United States is supposed to be counted, an accurate count is hard to achieve due to households not responding and barriers that make some people difficult to count. The U.S. Census Bureau has defined the following groups that have been hard to count accurately in previous censuses:

- racial and ethnic minorities
- persons who do not speak English fluently
- lower income persons
- homeless persons
- immigrants (documented and undocumented)
- young mobile persons
- children
- persons who are angry at and/or distrust the government
- LGBTQ persons

In addition to hard-to-count populations, the Census Bureau has identified geographic areas with low self-response rates for the 2010 Census. Mecklenburg County's household response rate was 75 percent in 2010, compared to a 76 percent response rate for the state of North Carolina. A map of these "hard to count" areas is available at <http://www.censushardtcountmaps2020.us/>

Additionally, during the 2020 census, the majority of households will be asked for the first time to respond online. Lack of access to high-speed internet, and unfamiliarity with or mistrust of computers, could also be barriers to achieving a complete count. The Census Bureau has also added a question about citizenship. Experts anticipate that the addition of this question will lead to an undercount of immigrants and people of color, populations who are regularly undercounted in the census in

general. There are legal challenges to the addition of this question, and it is currently before the Supreme Court, with a ruling anticipated by June 2019.

The target date for the chosen vendor to begin work is June 15, 2019. The Census Outreach Campaign will run through April 2020.

Award of a contract will be made to one vendor on a competitive basis following the process, terms and conditions as described in this Solicitation.

Contract will be for a term of 10 months, with option to renew for a minimum of one additional consecutive term thereafter unless earlier terminated pursuant to the terms and conditions of the Contract.

Regardless of exceptions taken, Service Providers shall provide pricing based on the requirements. The proposed cost shall remain in effect for the duration of the contract which includes the initial term and one (1) additional consecutive year terms.

1. BID/PROPOSAL SUBMITTAL PROCESS

1.1 RFP DUE DATE

- Before 2:00 PM (EST)
- May 07, 2019

1.2 RFP NUMBER

- 487-TM-MGR004010

1.3 Schedule of Events

The following chart shows the schedule of events to prepare the vendor’s proposal. The key events and deadlines for this process are as follows, some of which are set forth in more detail in the sections that follow:

DATE	EVENT
April 25, 2019 (EST).	Acknowledgement Form due to Tracy.McCandies@Mecklenburgcountync.gov , before 2:00pm (EST)
April 26, 2019	Pre-Bid/Proposal Conference Meeting held at Clifton Johnson Building located at 700 East 4 th Street, Charlotte, North Carolina 28202 in the Catawba Training room on the 4 th floor at 10:00AM (EST).
April 24, 2019	Vendor Registration Training held at Clifton Johnson Building located at 700 East 4 th Street, Charlotte, North Carolina 28202 in the Catawba Training room on the 4 th floor at 2:00PM (EST).
April 29, 2019	Vendor Questions due in www.meckprocure.com under “Q & A List” tab, before 2:00pm (EST)
May 02, 2019	County response to vendor questions posted to www.meckprocure.com
May 07, 2019	Proposals due in www.meckprocure.com , before 2:00 PM (EST)
May 13, 2019	Vendor Interviews – Hold Date *Only Short-List Vendors will be invited

1.4 VENDOR REGISTRATION

- Must be completed prior to bid submission but is not required to access the bid documents.
- See www.meckprocure.com to:

- Register as a vendor, click on Register located on the left side of the page.
- Access bid documents, click on Public Access located on the left side of the page.
- Training regarding Vendor Registration and Electronic Bid Submission will be provided by the Vendor Management Program Office. The training will assist you with:
 - Registering as a vendor, and
 - Submitting your bid documents electronically.
- Training provided by Karl Beil Vendor Relationship Manager.
 - Training dates and times are April 24, 2019, 2:00PM (EST)
 - To participate in the training, you must:
 - [Register for training](#)
 - Confirmation of the scheduled training along with details will be forwarded to the registrant.

1.5 BID SUBMISSION

- Technical Support will be available prior to bid/proposal submission and until 1:30 pm (EST) on the day of bid/proposal submission.
- Contact Karl Beil Vendor Relationship Manager for assistance.
 - Email – Karl.Beil@MecklenburgCountyNC.gov
 - Telephone – 980-314-2033
- Contact after 1:30 pm on the day of bid/proposal submission may not result in a successful bid submission.

1.6 ACCEPTANCE PLACE

- Responses must be submitted using the method marked below:
 - Electronically at www.meckprocure.com (hereinafter referred to as “MECKProcure”).
- No later than the due date listed above in 1. **BID/PROPOSAL SUBMITTAL PROCESS 1.1 RFP DUE DATE**
- **Responses sent by fax or email will not be accepted.**

1.7 QUESTIONS

- Questions are to be submitted April 29, 2019 Before 2:00 p.m. (EST)
 - Must be submitted electronically at www.meckprocure.com under the Q&T Tab
- Correspondence related to this Solicitation must be sent to Meckbids@mecklenburgcountync.gov.
 - Subject Line - Attention: Tracy McCandies Procurement Analyst.

1.8 REQUIREMENTS

- To be considered responsive vendor must conform to the Requirements/Specifications as described below.
- Be sure to complete each form in its entirety.
- Submit all documentation as described herein.
- Forms/documents that must be submitted:
 - Acknowledgement Form**
 - We would like to receive by April 25, 2019, Before 2:00PM (EST). If this date is missed, the form may still be submitted prior to or on day of required response date.
 - Attached.
 - Response**
 - Must be submitted no later than May 7, 2019 before 2:00PM (EST).
 - Include any attachments.
 - Online responses must be completed via entering information into the text fields.
 - Responses such as “See attached” or “See proposal” will not be accepted.

Insurance

- Evidence of adequate Insurance or ability to obtain insurance must accompany your bid.
- Provide one of the following documents for the required insurance minimums marked below:
 - A Certificate of Insurance.
 - A letter from your insurance provider on their company letterhead stating your ability to obtain coverage.
- Commercial General Liability
 - Minimum \$1,000,000
 - Mecklenburg County must be listed as additionally insured.
 - Mecklenburg County must be listed as the holder of the certificate.
- Automobile Liability
 - Minimum \$1,000,000
- Worker's Compensation and Service Providers Liability
 - State of North Carolina statutory requirements
- Errors & Omissions
 - Insurance with a limit of not less than \$1,000,000 per claim, \$1,000,000 aggregate as shall protect the contractor and the contractor's employees for negligent acts, errors or omissions in performing the professional services under this contract.

Letter of Transmittal

- The Proposal must include a cover letter of transmittal attesting to its accuracy, signed by an individual authorized to execute binding legal documents on behalf of the vendor.
- The cover letter shall provide the name, address, telephone and facsimile numbers of the vendor along with the name, title, address, telephone and facsimile numbers of the executive that has the authority to contract with County.
- The cover letter shall present the vendor's understanding of the RFP, a summary of the approach to be undertaken to perform the services, as well as a summary of the costs to provide the services.
- Each vendor shall make the following representations and warranty in the cover letter, the falsity of which might result in rejection of its proposal: "The information contained in this proposal or any part thereof, including any exhibits, schedules, and other documents and instruments delivered or to be delivered to County, is true, accurate, and complete. This proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead County as to any material facts."
- The cover letter must include any trade secret issues/proprietary and/or confidential information.

Executive Summary

- A summary describing the vendor's understanding of the County's requirements/specifications and the proposed solution.
- A summary of the proposed costs.
- Highlights any superior or unique aspects of the proposal.
- If applicable, identification of the proposed project team (including responsibilities).
- If you wish to add supplemental information, please be sure the additional attachment(s) is labeled "Supplemental Information."

Scope of Work Form

- The Scope of Work Form defines the:
 - Description of requested services.
 - Specification/qualifications needed to provide the service or product.
- This form should be completed in its entirety and include sufficient information for the County to determine if you meet each specification/qualification.
- If you wish to add supplemental information, please be sure the additional attachment(s) is labeled "Supplemental Information."

Pricing

- Provide a line item budget which includes all aspects of the project.
- Pricing will include travel at the [IRS Per Diem](#) rates for Charlotte NC.
- The proposed cost shall remain in effect for the duration of the contract.
- Any costs incurred in the process of preparing and/or submitting a proposal shall be borne by the proposer.

M/W/SBE Compliance and M/W/SBE Utilization Commitment Form

- Attached.

Vendor Company Information – Background and Experience Form

- Attached.

Vendor Reference Form

- Attached.

1.9 NIGP CODES

- 91876 and 96153
- When uploading price for project cost as part of bid submission:
 - Enter the total project cost on the line for NIGP Code 91876 (Marketing Consulting).
 - Enter zero on the line for NIGP Code 96153 (Marketing Services).

1.10 PUBLIC RECORD

- Upon submission of your proposal/bid, the documents become subject to public record according to [North Carolina General Statute Chapter §132](#).
- In the event there is trade secret issues/proprietary and/or confidential information, identify this information in The Letter of Transmittal, see **1.7 REQUIREMENTS**.

2. CONTACT INFORMATION

- All correspondence related to this Solicitation should be sent to Meck-Procurement Bids Meckbids@mecklenburgcountync.gov .
- Subject Line - Attention: Tracy McCandies Procurement Analyst.

3. PRE-BID/PROPOSAL CONFERENCE

- A non-mandatory Pre-Bid/Proposal conference will be conducted on April 26, 2019, 10:00AM (EST).
- The conference will be held at 700 East 4th Street, Charlotte, NC 28202 in Catawba Conference Room located on the 3rd Floor.
- While attendance at the pre-proposal conference is not mandatory, all interested vendors are encouraged to attend. If you are unable to attend, you may access the conference via phone or Skype.
 - Phone Access - Dial 980-314-2390 and enter conference ID# 3889038.
 - Skype – please complete Acknowledgement form and submit on or before April 25, 2019 to receive invite to Pre-Bid Meeting via Skype.
- If special accommodations are required for attendance, please notify the County representative indicated herein in advance of the date and time above and identify the special accommodation(s) required.

4. SOLICITATION AND CONTRACT EXCEPTIONS.

- Exceptions to the bid must be submitted along with the response.
- If exceptions are not identified in the proposal they may not be considered during contract negotiation and could result in proposal being rejected from further consideration.
- Please refer to the Sample County Contract marked below specific to this Solicitation.
 - [Health and Human Services](#)
 - If legal council needs to review the Sample County Contract for potential issues, the review must be completed prior to submitting a proposal, see **BID/RFP Participation Acknowledgement** form.
 - If exceptions are not identified in the proposal they may not be considered during contract negotiation and could result in proposal being rejected from further consideration.

5. BID/PROPOSAL OPENING.

5.1 RFP/RFQ

- Procurement staff will open the proposals received after the Due Date.
- No public bid opening will be held.
- Proposals will not be read aloud or made available to inspect or copy until any trade secret issues/proprietary and/or confidential information has been resolved and a contract has been awarded*.
 - *As required by North Carolina General Statute 143 – 131 according to type of Solicitation.
- Any confidential and/or proprietary information provided in the proposal must be labeled, see **1.7 REQUIREMENTS, Letter of Transmittal.**

6. EVALUATION.

6.1 RFP or RFQ

- Vendor shall be available and ready to commence services immediately upon contract execution.
- The proposed cost shall remain in effect for the duration of the contract which includes the initial term and two (2) additional consecutive one (1) year terms.
- The standard of award will be based on a 100 Point Scale for the most comprehensive, competitive and best value solution for the County based on the following criteria, the County reserves the right to modify the evaluation criteria or waive portions thereof:

Evaluation Criteria	Weighted Points
Qualification	15%
Experience	25%
Project & Solution Approach	60%

- **Qualifications, Experience and Approach.**
Vendors will be evaluated based upon their understanding, experience and qualifications in performing the same or substantially similar services, as reflected by its experience in performing such services.
- **Financial Qualifications.**
This criterion includes an evaluation of the financial qualifications of the vendor.
- **Cost Effectiveness and Value.**
Under this criterion, proposals will be compared in terms of the most reasonable, and or most effective pricing options.
- **Acceptance of the Terms of the Contract.**
The County will evaluate the proposals for compliance with the terms, conditions, requirements, and specifications stated in this Solicitation including the Sample County Contract referenced in Section 4. **SOLICITATION EXCEPTIONS** listed above. Regardless of exceptions taken, vendors shall provide pricing based on the requirements and terms set forth herein.

- **Interviews.**

Interviews will be conducted with Short List vendors at the sole discretion of the County. Any costs associated with interviews is the sole responsibility of the vendor. **Please hold the follow date: May 13, 2019 from 9:00AM to 5:00PM (EST). Location to be provided.**

7. SELECTION PROCESS.

- County may in its discretion require one or more vendors to make presentations to the evaluation team or appear before Management and/or its representatives for an interview.
- During such interview, the vendors may be required to orally and otherwise present its proposal and to respond in detail to any questions posed. Additional meetings may be held to clarify issues or to address comments, as deemed appropriate.
- Vendors will be notified in advance of the time and format of such meetings. Since Mecklenburg County may choose to award a contract without engaging in discussions or negotiations, the Proposals submitted shall define the vendors best offer for performing the Services described in this RFP.
- The commencement of such discussions, however, does not signify a commitment by County to execute a contract or to continue discussions. County may terminate discussions at any time and for any reason.
- County will have a period up to sixty days, unless otherwise stated, to decide which proposal best meets the criteria outlined in the Request for Proposals. County reserves the right to waive any minor informalities or irregularities, which do not go to the heart of the proposal or prejudice other offers, or to reject, for good and compelling reasons, any and all proposals submitted.
- Conditional proposals, or those which take exception to the Request for Proposals, will be considered non-responsive and will be rejected.
- Should vendors find discrepancies or omissions in this RFP or any other documents provided by Mecklenburg County, the vendors should immediately notify the County of such potential discrepancy in writing via email as noted above, and a written addendum will be made available, via the Internet, if the County determines clarification necessary.
- Vendors are encouraged to make a good faith effort to include environmental considerations supporting waste reduction, recycling and buy-recycled products supporting markets for recycled and other environmentally preferable products whenever practical.
- Mecklenburg County has an equal opportunity purchasing policy. The County seeks to ensure that all segments of the business community have access to supplying the goods and services needed by County programs. The County affirmatively works to encourage utilization of minority business enterprise in procurement activities and provides equal opportunity for all businesses and does not discriminate against any vendor regardless of race, color, religion, age, sex, and national origin or disability. Vendors shall comply with the County's purchasing policy. Mecklenburg County reserves the right to reject any and/or all proposals in connection with this project, and to waive formalities in a proposal.
- Final award of contract is contingent upon availability of funds from Federal, State and/or local governing bodies.

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SCOPE OF WORK FORM

The Scope of Work Form defines the specifications needed to provide the service or product. This form should be completed in its entirety and include sufficient information for the County to determine if you meet each requirement/specification.

SPECIFICATIONS/QUALIFICATIONS

Vendor should have a demonstrated competency in performing services as defined in this RFP. The County has identified the following specification/qualification for this Solicitation.

Desired qualifications:

- Experience working with diverse stakeholders (elected officials from multiple jurisdictions, education, healthcare, non-profit, business leaders and CBOs)
- Understanding of, and sensitivity to, different cultural norms, including being culturally responsive toward various ethnic and vulnerable populations
- Capability to produce creative content in multiple languages, including, but not limited to, Spanish.
- Ability to work in consultation with the County's Public Information Department
- Experience working strategically to complement, not duplicate the efforts of partner organizations with similar goals.
- Ability to determine how residents communicate and receive information and what motivates them to act, particularly in an environment of fear or distrust of government.

Prior experience with grassroots campaigns and knowledge of the diverse residents of Mecklenburg County preferred, but not required.

DESCRIPTION OF REQUESTED SERVICES

Scope of Work

The U.S. Census Bureau seeks partnerships with local governments to encourage residents to respond to the census. Our main way to partner is through a Complete Count Committee which works with local stakeholders and media to educate the public about Census 2020, encourage participation, and facilitate survey access, particularly among traditionally hard-to-count populations. Mecklenburg County has established a Complete Count Committee (CCC), and it will begin meeting April 25, 2019. The CCC includes a cross section of leaders from government, education, healthcare, business, non-profits, faith community and community-based organizations. Its charge is to develop an outreach plan and to identify trusted voices in the community who can help execute this plan. It is anticipated that the plan will rely heavily on a grassroots campaign. The County is also working closely with the NC Counts Coalition and the N.C. Complete Count Commission.

Deliverable:

The County is seeking a vendor to deliver the following services:

- Coordination meetings with client
- Presentations to client and Complete Count Committee
- Work plan and monthly update reports
- Research and development of a strategic outreach plan that includes target persona development, traditional and digital marketing, and a social media and digital engagement strategy. The plan should complement and build upon the campaigns of the U.S. Census Bureau, the NC Counts Coalition, the state and surrounding counties.

- Branding services – development of a logo and tagline (if deemed necessary)
- Create an outreach toolkit to be used by community-based census ambassadors
- Print and digital promotional materials for multiple target audiences
- Content development (digital and print)
- Graphic design services (digital and print)
- Develop a plan and budget for local, ethnic, traditional and digital advertising and media buying
- Track earned and paid media
- Video production and editing services
- Photographic imagery
- Event planning and coordination
- Develop with County and Complete Count Committee accountability measures to evaluate effective communications and marketing efforts.

The County will be responsible for managing the Complete Count Committee and facilitating meetings. The vendor may develop content for the *MeckCounts2020.com* website, but the County will post and maintain the website. Some travel to locations throughout Mecklenburg County may be required as well as occasional attendance at weekday after-hour or weekend events. The Complete Count Committee will meet monthly 4:00-6:00 pm and sub-groups will be formed that will meet as well.

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BID/RFP Participation Acknowledgement

This form is to acknowledge that you are interested in participating in this project and that you have read/reviewed the County Sample Contract that will be used upon award. Submission of this form by you or your company in no way guarantees that you will be selected to receive a contract with Mecklenburg County.

Please complete and submit this form to the email address: Meckbids@mecklenburgcountync.gov no later than April 25, 2019.

You/your company must follow the Solicitation requirements and your response will be evaluated. Thank you for your interest.

AGENCY CONTACT INFORMATION			
Name:		Phone:	
Fax:		Email:	
<input type="checkbox"/>	Exceptions to the County Sample Contract* *Submit any exceptions to the County Sample Contract along with this form.	<input type="checkbox"/>	No Exceptions to the County Sample Contract

VENDOR INFORMATION		
Agency Name:		
Name:	Title:	
Address:		
City:	State:	Zip Code:
Business Designation (check One)		
Individual []	Sole Proprietorship []	Public Service Corp []
Partnership []	Corporation []	Government/ Nonprofit []
LLC []		

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MWSBE FORM

The aspirational goals for M/W/SBE participation on this project are set at **9% MBE, 9% WBE and 5% SBE.**

M/W/SBE groups are defined as follows:

1. **ABE:** Asian Business Enterprise
2. **BBE:** Black Business Enterprise
3. **HBE:** Hispanic Business Enterprise
4. **NBE:** Native American Business Enterprise
5. **SBE:** Small Business Enterprise
6. **WBE:** Women Business Enterprise

Do you customarily subcontract portions of your Contracts and projects with the County? Yes No
Do you intend to subcontract portions of this Contract? Yes No

List any services in this proposal for which you could seek quotes from M/W/SBE groups.

1. _____
2. _____
3. _____

M/W/SBE UTILIZATION COMMITMENT

We, **Enter Vendor Name**, do certify that on the [Click or tap here to enter text.](#) we will expend a minimum of **Insert Here%** of the total dollar amount of the Contract with Minority Business Enterprises, **Insert Here%** with Women's Business Enterprises and **Insert Here%** with Small Business Enterprises.

Name of Company	M/W/SBE Type	Description of Work	Dollar Value

A list of certified M/W/SBE vendors by the City of Charlotte is available on their [Charlotte Business Inclusion website](#) select Find A MWSBE Certified Vendor. If you need additional firms, which offer other services, or if you have any questions, contact the M/W/SBE office at 980-314-2940.

The County reserves the right to request verification of these payments.

The County's Minority, Women, & Small Business Enterprise Program are hereby incorporated into these Specifications by reference.

The undersigned hereby certifies that the bidder has read the terms of this form and is authorized to bind the firm to the information herein set forth.

Date

Name of Company

Name, Title and Signature

Proposed Product or Service

Total Dollar Amount Bid

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VENDOR COMPANY INFORMATION – BACKGROUND AND EXPERIENCE FORM

Vendor Background	
Question	Response
Vendor Identification	
Vendor Name:	
Vendor Corporate Headquarters:	
Vendor Experience	
Years of Experience:	
# of years in business:	
# of years providing public sector services:	
# of years providing non-profit sector services:	
Customer Base:	
# of public sector clients:	
# of non-profit sector clients:	
# of clients that are local, state, or federal government clients:	
Identify by name some of the clients similar to County (e.g., similar in size, complexity, location, type of organization).	
Market Focus:	
Identify industries and public sector market segments served.	
Identify niche markets you have served that relate to our "hard-to-count" census groups.	
Describe your company's future strategy/roadmap for the proposed services. Include the following: <ul style="list-style-type: none"> • Identify how much of the creative/print services are done in house and how much outsourced? 	
Terminated Projects:	
List any terminated projects. Please disclose the jurisdiction and explain the reason for the termination.	
Litigation:	
List any litigation that you have been involved with during the past two (2) years regarding services provided.	
Organization Size	

# of Employees:	
If Vendor is a subsidiary, identify # of employees in proposing company/division	
Financial Information:	
If Vendor is a subsidiary, identify revenues of proposing company/division	
Corporate Notes	
Ownership:	
Indicate your company ownership status (i.e., Partnership, LLC, Corporation, etc.).	
Certified Partnerships:	
Identify any certifications held by your firm if you are implementing another firm's products. Include how long the partnership or certification has been effect.	
Additional Narrative Response	
Background and Experience:	
Describe your total organization, including any parent companies, subsidiaries, affiliates and other Related Entities.	
Detail how long the company has been providing Services to local, state, and federal governments and include information regarding experience with similar request for services as described in this RFP.	
Personnel Management:	
Describe the key individuals, along with their qualifications, professional certifications and experience that would comprise your organization's team for providing Services to the County.	
Explain how your organization ensures that personnel performing technical support services are qualified and proficient.	
Describe your organization's approach, policies, and experience with respect to deployment of your personnel.	
If your organization has been the subject of a dispute or strike by organized labor within the last five (5) years, please describe the circumstances and the resolution of the dispute.	
Management Approach:	

Describe your organization's customer service philosophy and describe how it is communicated and reinforced throughout the organization.	
Describe your proposed team's ability to adapt and respond to real-time changes in conditions. For example, planning for tactical changes, if necessary, as we monitor census response rates or in response to information provided by other entities.	
Describe your organization's approach to total quality management and describe your organization's total quality plan.	
Describe your organization's experience with and approach to crisis management communication and dealing with disinformation campaigns.	
Describe your organization's approach to developing target personas?	
Describe your organization's familiarity with Mecklenburg County, NC demographics and any individual communities or geographic areas.	
Describe any grassroots campaign experience (i.e. political candidates, issue advocacy, etc.)	
Describe how you collect and report analytics to the client and measure Return on Investment (ROI).	
Describe your organization's continuous improvement program and how your current customers benefit from your service improvements.	

REV 01/2018

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VENDOR REFERENCE FORM

Please provide the following information for three (3) customers of comparable size and scope as outlined in this Solicitation, particularly North Carolina public sector customers that the vendor has been under contract with during the past five (5) years, as well as any additional municipality references. References may be called at any time during the procurement process. The County will not notify Vendors before reference checks begin.

The County reserves the right to check any other reference(s) that might be indicated through the explicitly specified contacts or that result from communication with other entities involved with similar projects.

If your Bid/Proposal includes a Third-Party Provider, you must also submit a separate copy of this form for each Third-Party Provider.

REFERENCE 1:

Name of Client: _____ Phone: _____

Address: _____

Primary Contact: _____ Title: _____

Email Address: _____ Phone: _____

Service Dates: _____

Summary and Scope of Services Provided:

Client Operating Budget: \$ _____ Client # of Employees: _____

REFERENCE 2:

Name of Client: _____ Phone: _____

Address: _____

Primary Contact: _____ Title: _____

Email Address: _____ Phone: _____

Service Dates: _____

Summary and Scope of Services Provided:

Client Operating Budget: \$ _____ Client # of Employees: _____

REFERENCE 3:

Name of Client: _____ Phone: _____

Address: _____

Primary Contact: _____ Title: _____

Email Address: _____ Phone: _____

Service Dates: _____

Summary and Scope of Services Provided:

Client Operating Budget: \$ _____ Client # of Employees: _____