



REQUEST FOR PROPOSAL

Long-Range Comprehensive Plan for
the Village of Pinehurst, North Carolina



ENVISION THE VILLAGE

*Shaping the future of Pinehurst... **TOGETHER.***



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I. Statement of Need/Purpose

The Village of Pinehurst is seeking proposals from qualified consulting firms to prepare a long-range comprehensive plan that will engage the community to identify its desired vision for the Village's future, identify community priorities, and articulate strategies to address community priorities.

The Long-range Comprehensive Plan is anticipated to be a key policy and action document for the Village of Pinehurst, to be used by staff, government agencies, economic development entities, elected officials, boards and commissions, developers, property owners, and residents as a guide for future land use development, capital investments, and growth management decisions over the next 20 years and beyond. A Future Land Use Plan will be a key component or element of this plan.



The comprehensive planning process will be guided by a steering committee appointed by the Village Council that will include key stakeholders. The Steering Committee will work directly with the consulting firm selected to coordinate the planning effort and ensure extensive public input is obtained throughout the process.

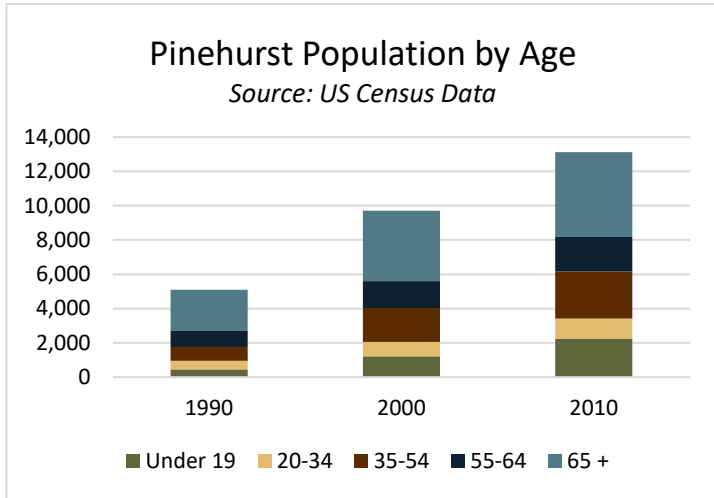
II. Community Background

A. Community Profile

The Village of Pinehurst is located in an area known as "the Sandhills" in Moore County, North Carolina. Although it was established in 1895, the Village did not become a municipality until 1980. James Walker Tufts, a resident of the Boston Area, purchased approximately 6,000 acres of land to create a health resort in the Sandhills. Mr. Tufts contacted a land planning firm based in Brookline, Massachusetts, headed by Frederick Law Olmstead, designer of Central Park in New York City and the Biltmore Estate in Asheville. In about three weeks' time, the plan for the Village of Pinehurst was formed. In 1996, a large portion of the Village was designated as a National Historic Landmark for its landscape design and significance in the history of golf in the United States.

The Village has an incorporated area of approximately 15 square miles and also exercises extraterritorial jurisdiction for zoning purposes over an 8.5 square mile area immediately outside of its corporate limits. The Village of Pinehurst is surrounded by the incorporated municipalities of Southern Pines, Foxfire, Aberdeen, and Taylortown.

Primarily a residential community, Pinehurst has a \$2.7 billion residential tax base and a \$764 million non-residential tax base, or \$229 million per square mile. Of the total assessed property valuations, 78% are residential, with 22% non-residential. In addition to tax base, various other land use characteristics have been determined and analyzed by Village staff in the recent internally prepared 2017 Village of Pinehurst Land Use Fiscal Analysis.



The 2017 population of the Village of Pinehurst stands at approximately 16,000 residents. From 1990 to 2010, Pinehurst’s population increased from approximately 5,100 residents to over 13,000, or a 155% increase. According to US Census data, 47% of the population was under the age of 55 in 2010, compared to 34% in 1990. This points to a trend that Pinehurst is increasingly becoming a community comprised of younger residents.

Location is one of the Village's greatest assets. Pinehurst is only two hours from white, sandy beaches; three hours from the beautiful Blue Ridge Mountains; 45 minutes from Fort Bragg, the largest military base in the world (by population); one hour from the state capital of Raleigh, and two hours from Charlotte with access to international airports, major museums, and other cultural arts venues.

The Village of Pinehurst is an integral part of the economy of Moore County, which is well-diversified with significant healthcare, recreational, retirement, tourism, retail, agriculture, and manufacturing sectors. Pinehurst is largely a service-based economy with over 9,200 jobs included in primarily the lodging, medical, and office sectors.

Two of the largest employers in Moore County are located in Pinehurst and are service-related: FirstHealth of the Carolinas and Pinehurst Resort. FirstHealth of the Carolinas is a private, not-for-profit health care network serving 15 counties in the mid-Carolinas. Pinehurst Resort, owned by Pinehurst, LLC operates nine championship golf courses, including the famous Pinehurst No. 2 course, which was the site of the 1999, 2005, and 2014 U.S. Open Championships. Pinehurst Resort will once again host the U.S. Open Championship in 2024.



The Village of Pinehurst is comprised of 18 different departments and divisions committed to providing high quality services. Primary services include: police, fire, solid waste, street maintenance, recreation, and planning & development services. Water and sewer services are provided by Moore County Public Utilities. Schools in NC are operated by a separate county-wide school board authority and there is one elementary school located in the Village limits. The Village also owns and operates a 111-acre Harness Track facility, which is used for winter training of standardbred horses and horse shows at various times throughout the year.



Major Village facilities include Village Hall, a Police Station, two fire stations, a public services complex, and three major parks with a splashpad, tennis courts, an in-line hockey rink, and concession stands. In addition, the Village also has an extensive Greenway System with over 7.5 miles of trails.

As a high performing organization, the Village has been the recipient of several recognitions including: Level 3 NC Award for Excellence, Life Safety Achievement Award for zero fire deaths, Traffic Safety Community of the Year, Safewise Safest Community in NC, Distinguished Budget Presentation Award, and the Certificate of Achievement for Excellence in Financial Reporting. In addition, the Pinehurst Fire Department received Accredited Agency Status with the Commission on Fire Accreditation International (CFAI) in 2016.

The Village's 2018 Strategic Operational Plan which includes the FY 2018-2022 Capital Improvement Plan indicates major initiatives planned for the next five years. Significant capital additions planned include construction of a community center and installation of sidewalks.

B. Existing Plans and Policy Framework

The planning documents listed below guide Village development and services. These planning documents, along with a brief summary of each, are listed below:

- **2010 Comprehensive Long Range Plan: [Strategic Element](#) and [Implementation Element](#)** - The 2010 plan, designed to be a guide for directing the future of the Village of Pinehurst, provides a vision and a basis for policies to help attain that vision. It includes two component parts: A Strategic Element and an Implementation Element. The Strategic Element is a statement of overall strategic directions important for Pinehurst to promote and pursue. The Implementation Element is a detailed compilation of tasks and programs to help accomplish the overall strategies. The Future Land Use Plan in the 2010 Strategic Element is a one-page narrative and a map that lacks sufficient information to meet the Village's future land use planning needs.
- **[2015 Comprehensive Parks and Recreation Master Plan](#)** - The master plan provides a framework for long-range planning of parks and recreation facilities. The plan consists of an inventory of the existing park system, along with recommended additions/renovations of facilities. It includes priorities for specific projects.

- [2015 Comprehensive Bicycle Master Plan](#) – The bicycle plan is a guide to the development of bicycle infrastructure with goals to increase options for cycling as an alternate form of transportation within the village, create a bicycle-friendly community, promote bicycling as a healthy exercise, improve connections between disparate parts of the village, and promote bicycle safety.
- [2015 Comprehensive Pedestrian Master Plan](#) - The master plan establishes criteria for planning, designing, financing, prioritizing, implementing, and maintaining pedestrian systems.
- [2003 Greenway Plan](#) – The plan guides the development of the greenway trail system to provide alternative non-vehicular modes of transportation to points of interest.
- [2008 NewCore Master Plan](#) - The master plan is a guide for an area of approximately 19 acres in the Village Center comprised of shops, historic buildings, and residential areas dating to the earliest years of the Village. The Master Plan envisions the area as a coherent, walkable, mixed-use district, presently called Village Place.
- [2011 Pinehurst Thoroughfare Plan](#) - The plan’s intended purpose is to facilitate the implementation of roadway improvements, manage projected growth, and minimize traffic congestion allowing safe and unrestricted travel in Pinehurst. The proposed roadway improvements were based on the emergence of new land use patterns.
- [2017 Midland Road Corridor Study](#) - The study provides a framework for implementing improvements along Midland Road to address safety, mobility, and access issues while retaining historic character. The vision for this corridor was developed with involvement of local residents, the Village of Pinehurst, the NC Department of Transportation, and Southern Pines.
- [2008 Western Connector Study \(Not Adopted\)](#) - This study combines a feasibility study and a preliminary functional design for the proposed Western Connector in the ETJ area, a project intended to help ease congestion along Highway 5 in Pinehurst. This project involves Pinehurst residents and business community members, with collaboration from Foxfire Village, Aberdeen, Moore County and NC Department of Transportation. Discussions continue regarding the need, desirability and location of this road project.
- [Highway 211 Corridor Study](#) – The study addressed mobility, safety, and aesthetics along the Highway 211 corridor. The Study facilitated the completion of the Highway 211 widening project that resulted in improved mobility along the corridor, and increased potential for development along the corridor.
- [2018 Strategic Operating Plan](#) – The plan outlines Village Council’s goals, strategic objectives, key performance indicators, and five-year initiatives to address the strategic challenges and opportunities identified by the Village Council at their annual retreat. The document includes the Village’s annual strategic priorities, FY 2018 budget, and the FY 2018-2022 Financial Forecast and Capital Improvement Plan.

Regulatory documents that form the Village’s Policy Framework include:

- [Pinehurst Development Ordinance](#) - The ordinance establishes zoning regulations, including creation and applications of zoning districts; design and development standards; subdivision regulations; and procedures. At the time of action to approve or deny any amendments to the Development Ordinance or Zoning Map, the Village Council is required to make a statement

regarding whether or not the proposed amendment is consistent with the Comprehensive Long Range Plan.

- [Historic District Guidelines](#) - The standards and guidelines for Pinehurst's local historic district provide design principles and standards for structures and landscaping, including new construction, renovation, and landscaping within the boundary of the local historic district. These standards and guidelines were recently reviewed and modifications are pending Council review and approval.
- [Engineering Standards Manual](#) – The manual provides the minimum engineering standards for all new development in the Village and its' Extraterritorial Jurisdiction.

The planning and regulatory documents identified above are available in the Document Library on the Village website at www.vopnc.org/planningdocs.

Other planning resources include an internally prepared [FY 2017 Land Use Fiscal Analysis](#); the [2013 Moore County Land Use Plan](#); and information related to the [Moore County Transportation Plan](#) that is currently being developed by Moore County officials and the NC Department of Transportation.

III. Scope of Work

The Village of Pinehurst is seeking a consultant (which may be a single firm or a consultant team consisting of individuals and/or firms with specialized expertise) to prepare the Long-Range Comprehensive Plan (including a Future Land Use Plan) based on extensive community input and a shared vision. The plan will guide the Village's decision-making and development through the year 2040 and beyond. The approach to preparing a new Pinehurst Long-Range Comprehensive Plan will need to consider, among many other issues, these key points:

- Pinehurst's unique history and highly valued community character.
- Pinehurst's significant growth pressures, including demographic changes.
- Appropriate future land uses within the Village corporate limits and future extra-territorial jurisdiction (ETJ) area.
- Opportunities for sustainable economic growth and development within the corporate limits of the Village of Pinehurst and its current and future extra-territorial jurisdiction (ETJ) area.
- Extensive involvement of Pinehurst's key stakeholders including citizens, community organizations, and representatives of the business community to name a few.
- A strong desire to guide growth/change "in ways that complement the unique character and ambience of the community." (Quote from 2010 Comprehensive Long-Range Village Plan Strategic Element).
- Preservation of the Historic District.

A Steering Committee will be appointed by the Village Council to meet with staff and the consultant team on a regular basis to facilitate the collection of public input, review interim work products, and steer the planning process. The Village Council has indicated a preference for seeing a preliminary land use element early in the planning process.

The final scope of work will be developed in collaboration with the selected consultant. The scope of work requested, at a minimum, will include:

1. **The Plan Framework:** The Plan Framework is expected to be a set of activities that results in a specific methodology and approach to prepare the Long-range Comprehensive Plan, and should include:

- Identify key community stakeholders and groups such as: resident groups, business leaders, community organizations and institutions, schools, retirees, military families, and potential residents, etc.
- Initiate discussions with stakeholders and groups to identify the most effective mechanisms for outreach and communication, and solicit opinions regarding key issues that should be addressed in the Long-Range Comprehensive Plan.
- Work with staff to develop a detailed scope of work for the Long-Range Comprehensive Plan, including: 1) Identification of the issues that should be addressed; 2) A strategy for public engagement; 3) A preliminary outline for the Long-Range Comprehensive Plan's structure; and 4) A proposed sequence of producing working documents and facilitating public review of those documents.
- Develop recommendations for branding the Long-Range Comprehensive Plan project, including an overall project identity that successfully communicates the community's image and culture, and includes elements such as a project name, tag line, and logo.

2. **Community Engagement:** An effective and authentic participation by residents, stakeholders, and organizations will be critical to the success of this initiative. The consultant is expected to formulate and execute an innovative and inclusive public engagement strategy, working with staff and the Steering Committee. Techniques should include, at a minimum, community and neighborhood meetings, stakeholder interviews, a project website, surveys, and use of social media. The public engagement strategy should be designed to ensure broad and enthusiastic participation in the creation of the Pinehurst Long-Range Comprehensive Plan, including participation by a wide and representative demographic. The strategy should identify methods to be used for publicizing the initiative and maintaining interest and communication with the public.



3. **Community Profile:** Prepare a Community Profile with information, trends, and statistics that will be used to inform the planning process. The Profile should include current and projected:

- Population
- Demographics
- Housing stock
- Nonresidential development
- Historical, existing and projected employment base
- Review of committed development in the pipeline

- Review of relevant regional statistics and trends
 - Complete inventory and analysis of undeveloped vacant land within Village limits and ETJ
 - Analysis of traffic volumes and patterns based on mobile phone usage
4. **The Vision:** Articulate a clear and concise vision statement, based on community information, input, and aspirations, along with goals to guide implementation of the vision.
 5. **Plan Themes:** Identify themes that emerge from analysis and community engagement to be used as the organizational structure of the Plan.
 6. **Plan Elements:** Prepare individual elements within the Plan Themes that focus on and address themes (e.g. subsections of Plan Themes) along with identification of how the strategies and objectives of each theme are related to other elements in the Plan. Elements should include photos, charts, graphics, and maps to illustrate key concepts.
 7. **Future Land Use Plan:** Prepare a future land use plan as an element of the Long-Range Comprehensive Plan that identifies preferences and priorities for future land use patterns that would complement and help achieve the Goals and Vision articulated in the plan, with an emphasis on marketplace feasibility.
 8. **Implementation Strategy:** Prepare an implementation strategy to include recommendations for actions to achieve the goals of the plan, including attention to: 1) Time frames; 2) Priorities; 3) Resources necessary to carry out the actions; 4) Entities to assume primary responsibility for action recommendations; and 5) Potential funding sources. Project timeline should include benchmarks or milestones for measuring the progression of planning processes. Develop key performance measures for specific action plans to measure the effectiveness of implementation activities.
 9. **Summary Document:** Prepare a summary document that communicates the key components of the Long-Range Comprehensive Plan.



IV. Comprehensive Plan Deliverables Required

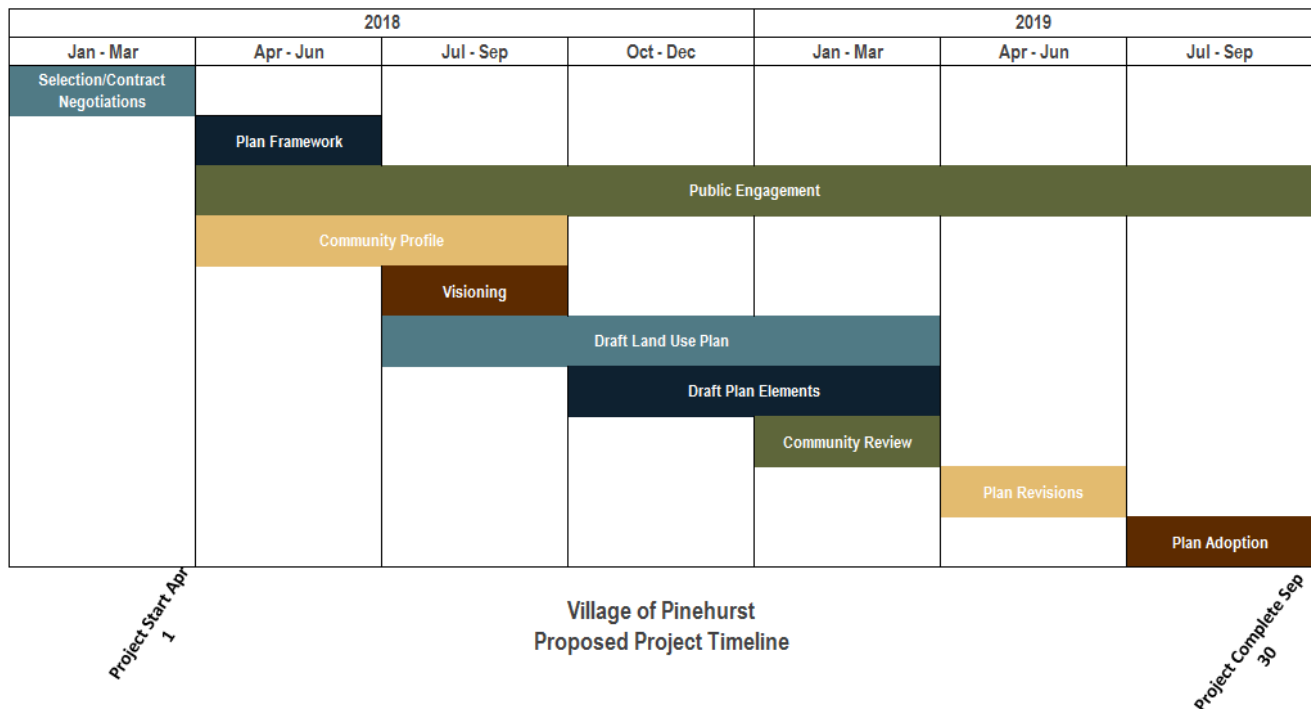
The consultant preparing the Long-Range Comprehensive Plan shall be required to provide the Village of Pinehurst with the following:

1. Questionnaires/surveys, maps (to be coordinated with staff), progress reports at each milestone, photos, graphics and other tools for community involvement, including an online component to disseminate information and solicit community input and comments throughout the process.
2. Material preparation such as reports, presentations, graphics, charts, etc., shall be provided in collaboration with Village staff throughout the process in a timely manner.
3. Coordination and facilitation of public meetings, Steering Committee meetings, community visioning, stakeholder meetings, and public hearings on the draft and final plans before the Village Council.

4. Final plan document including appropriate goals, objectives, implementation strategies with timelines, maps, illustrations, and all necessary background information and appendices.
5. Action plans for integrating the implementation strategies into ongoing planning, evaluation and budgeting processes for both capital and operating budgets, including key performance measures.
6. The consultant shall provide 15 bound copies of the final document and an electronic copy formatted and indexed for easy download from a website. All documents shall be provided in both hard and digital copy. All digital products shall be provided as follows:
 - Final Plan in Indesign format (version to be determined by the Village) and PDF
 - Text: MS WORD (or other editable format)
 - Spreadsheets: MS EXCEL
 - Mapping: Shape files from latest edition ESRI software and PDF

V. Proposed Project Timeline

It is the desire of the Village that the Long-Range Comprehensive Plan be completed in an approximately 18-month timeframe after the selection of the consultant and subsequent discussions regarding details and logistics:



A project scope and proposed project timeline shall be prepared and submitted as a component of the project proposal.

VI. Proposal Requirements

The following materials must be included in the proposal and received by 5:00 PM (EDT) on Friday, December 15, 2017 for a proposing consultant to be considered. During the evaluation process, however, the Village of Pinehurst shall reserve the right to request additional information or clarifications from a consultant, or to allow corrections of errors and/or omissions. The purpose of the technical proposal is to demonstrate how the consultant, as a team and/or as individuals, will contribute to the long-range comprehensive planning effort. The substance of the proposal will carry more weight than form or manner of presentation; the proposal should be complete and concise. Specific proposal requirements include:

1. **Cover Letter/Title Page:** Title page showing the following: request for proposal's subject; the consultant's name, address, telephone and email address of the contact person; and the date of the proposal.
2. **Transmittal Letter:** A signed letter of transmittal briefly demonstrating the consultant's understanding of the work to be performed, committing to perform the work within requested time periods, explaining why the consultant believes that it is best qualified to perform the services, and stating that the proposal is an irrevocable offer.
3. **Statement of Qualifications:** Submitted materials should demonstrate the qualifications of the consultant's and of the particular staff to be assigned to this engagement. Consultant should demonstrate experience on at least (3) similar projects, preferably within the past five (5) years. Consultant should be prepared to provide copies of the work product from these projects.
4. **General Information:** Provide general information and a brief history of the consultant's firm. Include information for the prime and any sub-contractors, if any, proposed for the project.
5. **Introduction and Executive Summary:** Provide the following information concerning the consultant firm:
 - Firm name and business address, including telephone number, fax number, and email address.
 - Year established (include former names and year established, if applicable).
 - Type of ownership and parent company, if any.
 - Project manager's name, mailing address, and telephone number, if different from Item 1.
 - Identify the major facts and features of the proposal, including any conclusions, assumptions, and recommendations.
6. **Project Understanding:** Include a summary of the consultant's understanding of this project as described in the Scope of Work. Discuss and clearly explain the methodology proposed to satisfactorily achieve the required services on this project. The respondent must document a clear understanding of the RFPs entire scope of work and project intent for the Village of Pinehurst Long-Range Comprehensive Plan, including: data requirements, public participation process, all aspects of technical analysis, projections, advanced technology, and software. Address any unique situations that may affect timely, satisfactory completion of this project.

7. **Project Approach:** Respondents shall include the following information about project approach:
 - Any other information that is believed to be pertinent, but not specifically requested elsewhere in this RFP.
 - Description of research capabilities and references utilized.
 - Description of the consultant's use of technology to enhance client services or reduce costs, including how the consultant leverages technology to do so.
 - Summary of suggested innovative approaches the Village should consider for this effort.
8. **Personnel Qualifications:** For each member of the professional staff proposed to be assigned to this engagement, please provide the following information:
 - Identification of project manager who will lead the project and who can negotiate and execute a contract.
 - Names and proposed roles of other individual team members.
 - Education and experience biographies of all team members addressing the qualifications and considerations of the RFP.
 - Describe the qualifications of the consultant to perform the work requested. Include information about pertinent prior experience.
 - An outline of the proposed functions of the individuals and their back-up as well as their experience in the specific assigned functions.
9. **References:** Include a list of municipal clients where similar services were (or are currently being) provided by the professional staff proposed along with the name, telephone number, and email address of a person who may be contacted at that municipality.

Include a list of private clients for whom work has been or is being performed within the Village of Pinehurst, the type of project, the specific activities performed, and the name of a person who may be contacted at the private client.
10. **Proposed Work Plan and Tasks:** Provide specific approaches, methods, and assumptions that will be utilized to accomplish each work item in the Scope of Work.
11. **Project Timeline:** Provide a proposed schedule from project initiation to completion. The schedule should include a listing of key tasks within each phase, key milestones and approximate dates, and deliverables (draft and final).
12. **Compensation/Fee Schedule:** The consultant shall break out the cost as follows:
 - Proposed itemized cost for items included in the Scope of Work and Deliverables Sections.
 - Provide a fee schedule for additional costs the Village would be charged if the Village requests services beyond those described in the Scope of Work and Deliverables Sections.
 - Provide hourly rates for all consultant employees who are expected to work on the project. These rates shall be the agreed upon rates for any additional services requested by the Village of Pinehurst. These rates shall remain constant during the course of this project.

- If multiple consultants are collaborating on the RFP submittal, please identify the specific segment of the scope for each assigned consultant and the associated pricing.

The Village prefers a firm, fixed contract price with incidental costs, such as travel, billed separately from the fixed contract price.

Proposals submitted must adhere to a 30-page maximum limit and contain 1 inch margins with the main body of the text in Arial 10-point font.

VII. Selection Process, Criteria and Timeline

A. Process

Questions about the proposal should be submitted no later than Friday, December 8, 2017, 5:00 PM (EDT) to:

Natalie Hawkins
Assistant Village Manager
910-295-1900 ext. 1103
nhawkins@vopnc.org

Shortly after the proposal submission deadline, a Selection Panel will evaluate and rank each proposal using the criteria identified in Section VII – B. The panel will then check references provided for the top ranking proposals. Based on the ranking and information received during reference checks, the Selection Panel will recommend up to three consulting firms for the Village Council to interview. Members of the Selection Panel will contact the consulting firms recommended for an interview and schedule a mutually agreed upon interview date and time.

The Village Council will interview the recommended consulting firms and make a final selection based on the information provided in the proposal and interview. Once the Village Council has selected a consulting firm, the Selection Panel and consulting firm will negotiate the cost of the project and develop mutually agreed upon contract documents for Village Council approval.

B. Criteria

Proposals received for the Long-Range Comprehensive Plan will be evaluated by the Selection Panel on the following criteria:

1. Understanding of the Scope of Work and project objectives
2. Creativity, clarity, and usefulness of proposed planning methodologies and techniques
3. Public engagement processes and innovative outreach methods
4. Strength and relevance of previous similar experience with projects of a similar scope and scale
5. Qualifications and experience of key personnel on the proposed team
6. Completeness of proposal submitted (i.e. proposal meets proposal requirements)
7. Schedule and appropriate allocation of project staff and resources per work category.
8. Proposed project cost

C. Timeline

All proposals are due by Friday, December 15, 2017, 5:00 PM (EDT). The Selection Panel will review submitted proposals by January 5, 2018 to determine firm finalists. Firm finalists will be notified if their proposal has been selected by the Selection Panel for an interview before making a recommendation to the Village Council. Once the finalists have been contacted, no more than three proposals shall be forwarded to the Village Council for selection in January or February 2018.



VIII. Proposal Terms and Conditions

- A. This RFP does not commit the Village to award a contract. No other party, including any proposer, is intended to be granted any rights hereunder. Proposals which, in the sole discretion of the Village, do not meet the minimum requirements, including without limitation the minimum proposal submission requirements, may not be reviewed. This RFP and the process it describes are proprietary to the Village and are for the sole and exclusive benefit of the Village. Any response, including written documents and verbal communication by any proposer to this RFP, will become the property of the Village and if required by law may be subject to public disclosure by the Village or any authorized agent of the Village. The Village is not liable for any costs associated with the development, preparation, transmittal or presentation of any proposal or material(s) submitted in response to this RFP.
- B. It shall be the proposer's responsibility to review and verify the completeness of its proposal. The Village may request additional or clarifying information or more detailed information from any proposer at any time, including information inadvertently omitted by a proposer. The Village may request to contact clients referenced in the proposal. The Village also reserves the right to conduct investigations with respect to the qualifications of a proposer.
- C. Verbal communication made by any Village employee or agent of the Village with respect to this RFP is not binding and shall not in any way be considered as a commitment by the Village. Only written responses to questions submitted in writing to the Village or written addenda to this RFP issued by the Village will be considered binding on the Village.
- D. The Village reserves and may exercise the following rights and options with respect to evaluation of proposals and selection for negotiation:
 - i. To reject any and all proposals and re-issue the RFP at any time prior to execution of a final contract if, in the Village's sole discretion, it is in the Village's best interest to do so;

- ii. To supplement, amend, substitute or otherwise modify this RFP at any time prior to selection of one or more respondents for negotiation and to cancel this RFP with or without issuing another RFP;
 - iii. To accept or reject any or all of the items in any proposal and award the contract in whole or in part if it is deemed in the Village's best interest to do so;
 - iv. To reject the proposal that, in the Village's sole judgment, has been delinquent or unfaithful in the performance of any contract with the Village or another government entity, is financially or technically incapable or is otherwise not a responsible proposer;
 - v. To reject as informal or non-responsive any proposal which, in the Village's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFP or contains erasures, ambiguities, alterations, or items of work not called for by this RFP;
 - vi. To waive any informality, defect, non-responsiveness and/or deviation from this RFP that is not, in the Village's sole judgment, material to the proposal;
 - vii. To permit or reject, at the Village's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of proposals by some or all of the respondents following proposal submissions:
 - viii. To request that some or all of the proposers modify proposals based upon the evaluation of the Village.
- E. The Village may enter into negotiations for a contract, on terms and conditions satisfactory to the Village with one or more selected proposer(s). However, the Village reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. The Village reserves the right to negotiate acceptable terms in an otherwise unacceptable proposal. Such negotiations may result in changes in terms material to this RFP; in such an event, the Village shall not be obligated to inform other proposers of the changes, or permit them to revise their proposals accordingly, unless the Village, in its sole discretion, determines that doing so and permitting such is in the Village's best interest. Should negotiations not prove satisfactory with the selected proposer(s), the Village reserves the right to discontinue negotiations. Additional individuals/businesses may be asked to enter into negotiations, and/or the Village may solicit new proposals.

IX. Proposal Submission Instructions

Interested firms should submit six (6) paper copies and one electronic PDF copy of the completed proposal **by December 15, 2017, 5:00 PM (EDT) to:**

Natalie Hawkins, Assistant Village Manager
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374
nhawkins@vopnc.org

Village staff will provide receipt verification of submitted proposals.