

## Questions for RFP #251-26-195 – Data Governance

	Reference	Vendor Question	Answers
1		Is it possible to have an extension for this RFP? The timeline is short to prepare a response and accommodate the physical delivery requirements.	Bid extension noted in Addendum #1
2		Would you kindly confirm if this is an entirely new effort or is there an incumbent currently providing these services? If so, would you please provide the incumbent contract details?	This is a new effort. There are no incumbent vendors(s).
3		Would you please provide Set Aside for the opportunity?	All bids received by due date and time will be accepted. This does not mean all bids qualify.
4		What will be the contract value for this opportunity?	No estimated value.
5	RFP Section: Scope of Work, Page 5	What existing data governance practices, policies, or frameworks (if any) are currently in place at WCPSS?	Not established. See Project Objectives, Page 5.
6	RFP Section: Governance Framework, Page 5	Has a data governance council, committee, or working group already been established, or should the vendor establish this from scratch?	See Project Objectives and SOW, Page 5
7	RFP Section: Background, Page 5	What are the current pain points and challenges with data management, access, and compliance across the district?	Not part of Scope of Work.
8	RFP Section: Scope of Work, Page 5	Which departments or business units should be considered highest priority for governance alignment in the first year?	Technology, Data Research and Accountability, HR, SIS, and Finance
9	RFP Section: Roles and Responsibilities, Page 5	What is the current maturity level of data stewardship roles and responsibilities across departments?	Not yet established.
10	RFP Section: Security, Confidentiality, and Compliance, Page 5-6	Beyond FERPA and HIPAA, are there additional state or local privacy/security guidelines that must be explicitly referenced in policy language?	Beyond FERPA and HIPAA, WCPSS must also comply with the North Carolina Student Data Privacy Act and relevant state statutes such as 115C-401.2 and 75-65, which govern student data use, breach notification, and identity protection. Additionally, district policies should align with NCDIT privacy standards and vendor data privacy agreements to ensure secure and ethical data practices.

11	RFP Section: Policy Development, Page 5	Will WCPSS require policy deliverables to be reviewed by in-house legal/compliance before approval, or should the vendor provide legal review?	Prior to recommendation to WCPSS Board of Education for award, WCPSS may require all policy deliverables to be reviewed and approved by its legal and compliance teams to ensure alignment with district, state, and federal regulations. Vendors should have their legal team review documentation prior to submission if necessary but final authority rests with WCPSS policy review team.
12	RFP Section: Roles and Responsibilities, Page 5	What level of detail is expected for role definitions (broad policy roles vs. detailed job description updates)?	Role definitions will be defined with awarded vendor.
13	RFP Section: Policy Development, Page 5	Are there existing data classification schemes or should the vendor develop these from scratch?	There is no existing data classification scheme.
14	RFP Section: Security, Confidentiality, and Compliance, Page 5-6	What specific compliance audit requirements or reporting standards must the governance framework support?	Must support FERPA, HIPAA, NCSDDPA, NIST standards, and breach notification protocols, and must follow best compliance audit practices
15	RFP Section: Scope of Work, Page 5	What existing data platforms, analytics tools, or student information systems should policies explicitly align with (e.g., PowerSchool, HR/payroll, LMS)?	Align with Infinite Campus, Oracle systems, LMS, Power BI, and Microsoft Fabric and should seamlessly integrate with future technology
16	RFP Section: Scope of Work, Page 5	Should the governance framework include technical standards for metadata management, data lineage, and AI model oversight?	Yes. Include metadata management, data lineage, and AI model oversight, etc.
17	RFP Section: Security, Confidentiality, and Compliance, Page 5-6	What authentication systems (Active Directory, SSO) need integration considerations in the governance framework?	Yes. Include metadata management, data lineage, and AI model oversight, etc.
18	RFP Section: Scope of Work, Page 5	Are there specific data integration platforms or ETL tools that governance policies should address?	Currently there is no specific ETL platform to address. However, the governance frameworks should address future capabilities around Azure Data Factory, SSIS, and other district-approved platforms.
19	RFP Section: Security, Confidentiality, and Compliance, Page 5-6	How should the framework address cloud vs. on-premises data governance considerations?	The governance protocols should address both environments, including access, security, and retention.
20	RFP Section: Policy Development, Page 5	How many stakeholder groups or departments should the vendor expect to engage individually (IT, Academics, HR, Finance, Student Services, etc.)?	Expect to engage 6–8 departments individually
21	RFP Section: Policy Development, Page 5	What level of staff participation in workshops is anticipated—executive leadership only, or operational teams as well?	Participation would include both executive leadership and operational teams. However, the executive team’s role is to set the strategic vision of

			the project, with operational teams executing the vision
22	RFP Section: Governance Framework, Page 5	Should the vendor propose a recommended organizational structure for governance bodies, or is there a preferred model already?	There is no governance model in existence, hence proposed recommendations from the vendor would be expected
23	RFP Section: Roles and Responsibilities, Page 5	What change management support is needed for transitioning from current data practices to new governance framework?	Stakeholder engagement and communication plan to roll out different phases of the project would be needed to support our transition
24	RFP Section: Governance Framework, Page 5	Are there existing data-related committees or working groups that should be incorporated into the new framework?	Yes
25	<b>RFP Section: Roles and Responsibilities, Page 5</b>	How many staff are expected to participate in governance training, and what is the current data literacy level?	Expect broad staff participation. Current data literacy varies widely across roles and departments
26	<b>RFP Section: Roles and Responsibilities, Page 5</b>	Should training be role-based (awareness vs. technical) or district-wide general training?	Should be role-based (awareness vs. technical)
27	<b>RFP Section: Scope of Work, Page 5</b>	Does WCPSS want a one-time training package or an ongoing capacity-building program with reusable learning modules?	Prefer an ongoing capacity-building program with reusable modules
28	<b>RFP Section: Scope of Work, Page 5</b>	Should the vendor include a 'train-the-trainer' model for sustainability and ongoing rollout?	Yes, include a 'train-the-trainer' model for sustainability
29	<b>RFP Section: Timeline, Page 6</b>	What training delivery methods are preferred (virtual, in-person, hybrid, self-paced online)?	A hybrid model (Virtual+in-person) preferred with self-pace online options as a supplement
30	<b>RFP Section: Timeline, Page 6</b>	Is the four-month timeline firm, or is WCPSS open to an extended phased approach if additional discovery is needed?	Open to phase approach if additional discovery is needed and justified
31	<b>RFP Section: Timeline, Page 6</b>	Are interim deliverables (draft framework, draft policies) expected to be formally approved at each stage before proceeding?	Yes, draft deliverables should be reviewed and approved at each stage
32	<b>RFP Section: Background, Page 5</b>	Are there critical district planning cycles, budget deadlines, or compliance deadlines that must be considered?	Yes, there are district-wide planning cycles that should be aligned with project deliverables
33	<b>RFP Section: Timeline, Page 6</b>	What seasonal considerations (school calendar, testing periods, budget cycles) should influence the implementation timeline?	Similar to question 32, budget cycle and school calendar etc. can impact the project timeline and its deliverables

34	<b>RFP Section: Evaluation Criteria, Page 6</b>	How will WCPSS measure the success of the engagement—by deliverables completed, adoption metrics, or readiness for rollout?	Based on deliverables completed, adoption metrics, and rollout readiness
35	<b>RFP Section: Security, Confidentiality, and Compliance, Page 5-6</b>	What specific incident response protocols should be included in the data governance framework?	Include breach detection, containment, notification, and recovery steps and any industry best practices
36	<b>RFP Section: Security, Confidentiality, and Compliance, Page 5-6</b>	Are there existing cybersecurity frameworks or standards that the governance policies must align with?	In addition to IT security policies. Also see question 14
37	<b>RFP Section: Security, Confidentiality, and Compliance, Page 5-6</b>	What data breach notification and escalation procedures should be incorporated into governance policies?	Include escalation paths, legal notification timelines, and communication protocols as well as best recommended industry practices
38	<b>RFP Section: Security, Confidentiality, and Compliance, Page 5-6</b>	How should the framework address third-party vendor data sharing and security requirements?	Require secure data handling, compliance with privacy laws, and signed data privacy agreements.
39	<b>RFP Section: Scope of Work, Page 5</b>	What risk assessment methodologies should be included for ongoing data governance monitoring?	Use NIST-based methodologies and periodic reviews for governance effectiveness
40	<b>RFP Section: Evaluation Criteria, Page 6</b>	Is there a specific budget allocated for this project, or should pricing be structured by deliverable/phase?	Pricing should be structured by deliverable and/or phase.
41	RFP Section: Method of Award, Page 4	Would WCPSS prefer fixed pricing or variable pricing based on scope adjustments during discovery?	WCPSS would prefer fixed pricing and cannot pay for services in advance.
42	RFP Section: Scope of Work, Page 5	Should optional add-ons (follow-up advisory, maturity assessments, additional training) be priced separately?	Follow SOW in bid document
43	RFP Section: Method of Award, Page 4	What ongoing support or advisory services might be needed beyond the initial 4-month engagement?	May include advisory services, training refreshers, and governance updates.
44	RFP Section: Method of Award, Page 4	How should the vendor structure pricing for potential contract extensions or additional phases?	Pricing should be based on scalability for future renewals.
45	RFP Section: Roles and Responsibilities, Page 5	What internal resources will WCPSS dedicate to supporting the governance framework implementation?	WCPSS will provide cross-departmental support from IT, DRA, and leadership teams.
46	RFP Section: Scope of Work, Page 5	Should the vendor recommend specific governance technology tools or platforms, or focus on policy-level framework only?	Yes. Vendor may recommend tools, but focus should be on policy-level framework first
47	RFP Section: Final Results, Page 6	How should the governance framework be designed to evolve with changing regulations and district growth?	Design for scalability and adaptability to changing laws and district needs as well as technological changes

48	RFP Section: Scope of Work, Page 5	What ongoing monitoring and assessment processes should be built into the governance framework?	Include periodic reviews, compliance checks, and stakeholder feedback loops
49	RFP Section: Scope of Work, Page 5	How should the framework address data governance for future AI and analytics initiatives mentioned in the RFP scope?	The governance framework should address future AI/analytics initiatives, including ethical use and data integrity.
50	Reference: Section "Qualifications," Page 7	The RFP lists experience with SCADA/ICS, IoT, and UNIX-based environments and requires staff certifications such as OSCP, GXPN, and GPEN. These appear more relevant to penetration testing engagements than data governance. Can you confirm whether these requirements are correct for this project, or if they were carried over from a different RFP?	Please refer to Addendum #2.
51	Reference: Section "Scope of Work – Roles and Responsibilities," Pages 5–6	The RFP mentions alignment with AI initiatives, AI model governance, and responsible AI practices. Can you clarify whether WCPSS expects detailed AI model governance frameworks, or general readiness guidelines as part of the broader data governance policy? What is the current maturity of AI/ML adoption within WCPSS, and should governance policies extend to third-party EdTech tools using AI?	WCPSS seeks general readiness guidelines for now, with potential for detailed AI governance later; policies should cover third-party EdTech AI use
52	Reference: Section "Timeline," Page 6	The RFP outlines a 4-month project timeline. Considering the size of the district (160,000+ students, 20,000+ staff), this seems aggressive. Is WCPSS expecting a district-wide rollout in this period, or delivery of a framework, policy, and training materials with phased implementation beyond 4 months? Will WCPSS assign a dedicated project team to facilitate scheduling of stakeholder engagement within this timeline?	Deliver framework and training materials within 4 months; district-wide rollout may follow in phases. However, vendors may recommend project timeline aligned with deliverables. Yes, WCPSS will have a dedicated project team to support all engagements and coordination
53	Reference: Section "Evaluation Criteria," Page 6	Cost is weighed equally to technical knowledge & experience (30%). Does WCPSS prefer a fixed-price proposal for the entire engagement, or will milestone-based pricing (with optional hourly services) be acceptable? Can WCPSS provide a budgetary range or ceiling for this engagement?	See the answers to Questions 40 & 41.

54	Reference: Section “Security, Confidentiality, and Compliance Expectations,” Page 5	The RFP requires compliance with FERPA, HIPAA, and state/local data privacy laws. Are there specific North Carolina data privacy statutes or local ordinances beyond FERPA and HIPAA that the governance framework must explicitly address? For incident response, does WCPSS expect a documented playbook, or integration with IT/Security operations procedures?	See Question #10, Page 1
55	Reference: Section “Scope of Work – Training,” Page 5	The RFP requires training sessions and documentation. Should the consultant provide district-wide training, or a “train-the-trainer” model to enable WCPSS staff to scale training internally? Is WCPSS open to virtual training and workshops, or are on-site sessions required	See Questions #28 & #29.
56	Reference: Section “Required Submittals,” Page 7	The RFP requires three client references from past penetration testing engagements. This seems inconsistent with the scope of data governance. Can you confirm whether references should instead be from data governance or policy implementation engagements?	See Addendum #2
57		Existing Frameworks: Do you currently have any partial data governance policies, councils, or classification schemes that we should review or integrate into the new framework?	No
58		Technology Environment: Could you provide a high-level overview of key systems (e.g., student information systems, analytics platforms, cloud services) that will be in scope for data governance?	N/A
59		AI/Analytics Alignment: You mention aligning governance with ongoing AI initiatives. Can you describe or provide an overview of any current AI or advanced analytics projects to ensure our approach addresses those requirements?	N/A
60		Hosting & Integration: The RFP lists “Hosting and Integration” in final results—do you expect us to provide or recommend specific hosting platforms or integrations?	Yes
61		Under Roles and Responsibilities – With regards to data lineage, could you let us know if WCPSS has any data	Infinite Campus, Oracle

		lineage tool or do we need to implement custom lineage. Also, have you identified the list of applications/systems defined for setting up data lineage?	
62		Do we need to integrate with ServiceNow or any third-party tools for incident response?	Design the governance framework to be platform neutral but recommend integration capabilities
63		Data Accuracy - As it relates to data accuracy while implementing a comprehensive Data Governance Policy, do we need to consider Data Quality as well?	Yes
64		Please advise if demonstrated experience in SCADA and ICS and certifications in OSCP, GXPN, GPEN are mandatory? For the design and development of the data governance policy, we think a minimal understanding of these systems seem to be enough.	See Addendum #2
65		FERPA/HIPAA Alignment: Are there specific state or local data privacy laws, beyond FERPA and HIPAA, that you require to be explicitly addressed in the policy deliverables?	See question #10, page 1
66		Cybersecurity Requirements: Beyond the stated encryption standards, are there particular security frameworks (e.g., NIST, ISO 27001) you prefer for alignment?	See question #10, page 1
67		Insurance Levels: If our firm does not transport staff or students, can we confirm that only the standard \$1M general liability, auto, and workers compensation limits (per Exhibit B) will apply?	Insurance Requirements posted in the WCPSS Terms and Conditions must be met.
68		Optional Services Pricing: May we include alternative pricing models (e.g., hourly for optional follow-on support) alongside the fixed-price cost breakdown?	Yes, optional pricing may be included. However, the optional pricing shall not be part of award decision.
69	RFP Section: Page Number Qualification / Page 6:	As a data management/governance consulting company, we don't have experience with penetration testing engagement. Would it be acceptable if our subcontractor has 3 client reference for past penetration testing engagement?	See Addendum #2
70	Qualification / Page 7:	What type of SCADA/ICS, IoT devices are expected to be part of the project?	See Addendum #2

71		Does Wake County have a data catalog technology platform deployed that automates the cataloging of metadata, data policies, data quality, data lineage, etc.?	No
72		Does Wake County utilize a content management system to organize all documentation related to data governance and the associate?	No
73		Does Wake County currently have an established data governance process?	No
74		Can you provide a list of the data systems that would fall under the purview of the data governance process?	No systems fall under purview
75		Can you provide more details for the "Hosting and Integration" reference in the "final results of the project" section on page six of the RFP?	The governance framework should be designed to be hosting-agnostic and capable of integrating with a wide range of platforms, allowing flexibility to align with WCPSS's existing or future infrastructure
76		What department in Wake County is designated to manage the overall data governance process?	Technology Services Department
77		What service/consulting needs beyond year one would be anticipated by Wake County?	Only services requested in the bid document.
78	General	Is there an expected start date for this project?	Start date shall be determined after final bid process is completed
79	Page 6	Does WCPSS have a preference for self-hosting or cloud-hosting?	WCPSS prefers cloud-hosting. Hosting decisions are guided by data governance policies and strategic IT goals.
80	Page 6	What do you envision to be the purpose and outcome of the workshops in month 1?	The goal of each workshop will differ based on the objective of the vendor and WCPSS.
81	Page 6	Is Attachment B the W-9?	Attachment B is Exhibit B Insurance Requirements
82	General	Is there a proposed budget for the first year of this project?	No.
83	SECURITY, CONFIDENTIALITY, AND COMPLIANCE EXPECTATIONS, Page 5	RFP States "Ensure implementation of industry-leading encryption standards for data at rest and in transit, enforce strict access controls and establish a clear incident response and remediation process to safeguard sensitive information." Does this apply to project information or is	Yes, this implies both technical controls as well as policy/program development to safeguard sensitive data

		there an expectation that this project will cover controls as well as Policy and Program?	
84	GOVERNANCE FRAMEWORK, Page 5	Do any committees or groups exist that are expected to be leveraged as part of the program or is this a "greenfield" effort?	N/A
85	POLICY DEVELOPMENT , page 5	How many stakeholders or stakeholder groups are expected to be included in the process of policy development?	This may be determined jointly by the vendor and WCPSS.
86	POLICY DEVELOPMENT, page 5	Has the WCPSS already identified and defined the legal, regulatory, and ethical standards they are required to abide by?	All vendors must comply with applicable federal, state, and local laws, relevant regulations, and ethical standards
87	Scope of Work, Page 5	Does Wake County have any existing data governance frameworks or tools? If not, is WCPSS open to implementing technology solutions to support the governance framework, such as a data catalog, metadata management system, or governance dashboard?	No. See Project Objectives on Page 5 of RFP
88	Security, Confidentiality, and Compliance Expectations, Page 5	Is there an expectation for the vendor to implement any technology configurations relating to encryption standards? Is there an expectation that that vendor manage the implementation of any technology recommendations during this time frame?	Encryption configuration is part of the deliverables, and the vendor is expected to implement it. Vendor may be asked to manage any related technology recommendation if WCPSS deems it necessary
89	Final Results of the Project, Page 6	For "Hosting and Integration" as a deliverable, is there an expectation for the vendor to deploy a governance platform or integrate within an existing framework? Please clarify the hosting expectations of the vendor.	Vendor is expected to deploy the platform on which the data governance framework would be hosted and integrate to other system
90	Timeline, Page 6	Is there an expectation for any ongoing support, advisory, or implementation services post the listed four-month period?	Yes, there may be an expectation for ongoing support, advisory, or implementation services beyond the initial four-month period, depending on project needs and outcomes from the discovery phase
91	Required Submittals, Page 7	This section lists two de-identified staff bios from the Section Deliverables. There is no "Section Deliverables" in this document, please clarify where we should look for additional Deliverable information.	See Addendum #2

92	Timeline, Page 6	How many stakeholder interviews and workshops are expected? Should we plan for in-person, virtual, or hybrid sessions?	The number of stakeholder interviews and workshops will be jointly determined by the vendor and WCPSS during the discovery phase. A combination of various engagement methods, including interviews, workshops, and other collaborative formats may be used to conduct these sessions.
93	Scope of Work, Page 5	What is the expected format for training (e.g., live sessions, LMS modules, documentation)?	WCPSS and the vendor will collaboratively determine the most effective training format based on project needs and stakeholder requirements
94	Final Results of the Project, Page 6	What are the expected format for the deliverables/results for the project? Are there any additional deliverables not listed?	The format for deliverables/results should follow standard documentation practices unless otherwise specified. Additional deliverables may be identified during the discovery phase.
95	SECURITY, CONFIDENTIALITY, AND COMPLIANCE EXPECTATIONS, Page 5	RFP States "Ensure implementation of industry-leading encryption standards for data at rest and in transit, enforce strict access controls and establish a clear incident response and remediation process to safeguard sensitive information." Does this apply to project information or is there an expectation that this project will cover controls as well as Policy and Program?	The RFP requirement applies to both project information and broader controls, including policy and program development related to data security.
96	GOVERNANCE FRAMEWORK, Page 5	Do any committees or groups exist that are expected to be leveraged as part of the program or is this a "greenfield" effort?	There are no existing groups to be leveraged. Thus, the vendor and WCPSS would work together to form the right groups or committees for the project
97	POLICY DEVELOPMENT , page 5	How many stakeholders or stakeholder groups are expected to be included in the process of policy development?	This may be determined jointly by the vendor and WCPSS
98	POLICY DEVELOPMENT, page 5	Has the WCPSS already identified and defined the legal, regulatory, and ethical standards they are required to abide by?	No, there are currently no specific standards provided. However, WCPSS expects the vendor to adhere to all applicable legal, regulatory, and ethical standards recognized within the industry
99	RFP schedule, page 3	Is it possible to have an extension for this RFP? The timeline is short to prepare a response and accommodate the physical delivery requirements?	See Question #1, page 1
100	Qualifications section, page 6	Please clarify whether the reference to "penetration testing engagements" in the 2nd bullet is accurate?	See Addendum #2

10 1	Qualifications section, page 6	Please clarify whether the reference to "SCADA/ICS, IoT devices, and UNIX-based environments" in the 3rd bullet is accurate?	See Question #50, Page 4
10 2	Qualifications section, page 6	What is the purpose of having at least one staff member holding an OSCP, GXPN or GPEN certification (per the 4th bullet)?	See Question #50, Page 4
10 3	Timeline section, page 6	What are the expectations around the number of employees, and how much of a cross section of roles would be involved in training "Key employees" in month 4?	TBD
10 4	Timeline section, page 6	How many employees will be included in the full training rollout?	TBD
10 5	Overall	Are their priorities regarding which data areas we should focus on first — student info, HR, finance, health, transportation, curriculum, special ed?	See Question #8, Page 1
10 6	Overall	Is there already have a plan for what comes after Year 1, or should we help design the phasing?	Vendor may propose a roadmap beyond year 1, however the information is not considered part of the scope and will not be used for award weight.
10 7	Overall	What record retention rules are already in place — do we replace them or fit the new policy around them?	Fit new policies around existing ones where possible
10 8	Overall	What is an overview of the baseline for security — things like encryption, access control, and incident response?	Include encryption, access control, and incident response protocols.
10 9	Overall	Are there any existing data-sharing agreements with outside partners or vendors that we'll need to account for?	If there are existing agreements, it must be reviewed and incorporated.
11 0	Overall	Are there systems currently in place that should be incorporated into the design and what are the expectations for tracking and measurement of progress?	Current systems should be incorporated, and progress tracking is expected
11 1	Overall	What AI or advanced analytics are already in play (predictive models, instructional tools, ops dashboards), and what guardrails do you want to see (lineage, approvals, bias checks)?	None. The future is toward AI and advanced analytics. This is the first phase of the long-term strategic vision of the district. The framework should include lineage, approvals, bias checks
11 2	RFP Schedule	Can the proposal due date be extended to October 7, 2025?	See Question #1, Page 1. Also check both websites for Addendums.
11 3	Evaluation Criteria: Certifications & Staff Qualifications	What type of certification(s) does WCPSS expect the vendor or its staff to possess?	See RFP for detail qualification requirement

11 4	Qualifications	Vendor is required to provide at least (3) client references from past penetration testing engagements. Please provide an explanation for why penetration testing is relevant to the scope of work and references are necessary.	See Addendum #2
11 5	Qualifications	Demonstrated experience with SCADA/ICS, IoT devices, and UNIX-based environments. Please provide an explanation for why this experience is relevant and necessary for the scope of work.	See Question #50, Page 4
11 6	Qualifications	At least one staff member must hold a certification such as: OSCP, GXPN, GPEN, or comparable industry certification. Please provide an explanation for why these certifications are relevant and necessary for the scope of work.	See Question # 50, Page 4
11 7		Can I submit the RFP only for partial services as a subcontractor? If yes, what is the process?	No
11 8	Qualifications on page 6-7	Are pentest certifications required for proposers?	See Addendum #2
11 9	Qualifications on page 6-7	Are pentest certifications held by a subcontracting SME acceptable for this qualification?	See Addendum #2