

Contract Award

Contract Number:	Doc1677946894
Contract Description:	Staff Augmentation
Vendor:	ICF Incorporated

Task Order Categories Awarded:

TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

TASK 3 – Duplication of Benefits (DOB) Compliance

TASK 4 – Procurement Compliance and Monitoring

TASK 5 – Claims, Appeals, and Case Reviews

TASK 6 – Action Plan Development and Amendments

TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support

TASK 8 – Program Performance Monitoring and Evaluation

TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

TASK 10 – Audit Readiness and Monitoring Support

TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects

TASK 12 – Training, Technical Assistance, and Capacity Building

TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support

TASK 14 – Communication, Public Information, and Outreach Support

TASK 15 – Grant Management

TASK 16 – Technical Systems Specification & Project Management

TASK 17 – Environmental Review

STATE OF NORTH CAROLINA
Division of Community Revitalization (DCR)
Request for Best and Final Offer (BAFO)

Refer <u>ALL</u> Inquiries regarding this to: angela.dunaway@commerce.nc.gov (919) 526-8340	Request for Best and Final Offer (BAFO) RFP #Doc1677946894 Staff Augmentation
	BAFO Issue Date: December 10, 2025
	BAFO Response will be received until: December 12, 2025, at 5:00 pm EST
Using Agency: North Carolina Department of Commerce, Division of Community Revitalization	


NOTICE TO VENDOR:

Request for Best and Final Offer (BAFO), subject to the conditions made a part hereof, will be received at the email address angela.dunaway@commerce.nc.gov until the date and time specified above.

EXECUTION:

In compliance with this Request for Best and Final Offer, and subject to all the terms and conditions herein, those in the original Request for Proposal, and in Vendor's offer thereto (except as noted herein), the undersigned offers and agrees to furnish any and all goods and services which are offered, at the prices agreed upon and within the time specified herein. Pursuant to GS §143-54 and §143-59.2 and under penalty of perjury, the undersigned Vendor certifies that this offer has not been arrived at collusively or otherwise in violation of Federal or North Carolina law and this offer is made without prior understanding, agreement, or connection with any firm, corporation, or person submitting an offer for the same services, and is in all respects fair and without collusion or fraud. This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.

Failure to sign offer prior to submittal shall render offer invalid.

COMPLETE/FORMAL NAME OF VENDOR: ICF Incorporated, L.L.C.		
STREET ADDRESS: 1902 Reston Metro Plaza	P.O. BOX: N/A	ZIP: N/A
CITY & STATE & ZIP: Reston, VA 20190	TELEPHONE NUMBER: 703.934.3000	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: Cecilia Allen, Contracts Manager		FAX NUMBER: N/A
VENDOR'S AUTHORIZED SIGNATURE: 	DATE: 12/11/2025	EMAIL: cecilia.allen@icf.com

Offer valid for ninety (90) calendar days from date of opening unless otherwise stated here: _____ days.

ACCEPTANCE OF OFFER:

If the State accepts any or all parts of this offer, an authorized representative of the Department of Commerce shall affix her/his signature to the Vendor's response to this Request for BAFO. The acceptance shall include the response to this BAFO, any provisions and requirements of the original Solicitation, and the North Carolina General Terms and Conditions. These documents shall then constitute the written agreement between the parties. A copy of this acceptance will be forwarded to the successful Vendor(s).

FOR STATE USE ONLY: Offer accepted and Contract awarded this 19th day of December, 2025, as indicated on the Signed by:
 attached certification, by [Redacted Signature] (Authorized Representative of Department of Commerce).

REQUEST FOR BEST AND FINAL OFFER (BAFO):

This request is to solicit a best and final offer from Vendor regarding the Errata and Exceptions noted in its proposal.

Vendor's Errata and Exceptions

The State does not agree to the Vendor's Errata and Exceptions included in its proposal, and all Terms and Conditions remain as stated in the RFP. Should the State issue a proposed Task Order to the Vendor, the Vendor may, at that time, seek to negotiate relevant Terms and Conditions. The State will have no obligation to accept Vendor's proposed Terms and Conditions, nor will the Vendor have any obligation to accept the Task Order.

- ☒ **YES**, Vendor acknowledges and agrees to the above statement.
- ☐ **NO**, Vendor does not acknowledge or agree to the above statement.

NOTE: This Solicitation is still in the evaluation period. During this period and prior to award, possession of the BAFO, original bid response, and accompanying information is limited to personnel of the Division of Community Revitalization responsible for participating in the evaluation. Vendors who attempt to gain this privileged information, or to influence the evaluation process (i.e., assist in evaluation), will be in violation of purchasing rules and their offer will not be further evaluated or considered.



NC DEPARTMENT
of COMMERCE
COMMUNITY REVITALIZATION

Josh Stein
GOVERNOR

Lee Lilley
SECRETARY

Stephanie McGarrah
DEPUTY SECRETARY

Request for Offer Extension

Solicitation Number: Doc1677946894

Solicitation Description: Staff Augmentation

Solicitation Opening Date and Time: September 11, 2025, at 2:00 pm ET

Issue Date Request for Offer Extension: December 5, 2025

Procurement Director: Angie Dunaway
angela.dunaway@commerce.nc.gov
919-526-8340

Extension Response Due Date and Time: December 8, 2025 by 5:00 pm EST

Return executed copy of this Request for Offer Extension via email to angela.dunaway@commerce.nc.gov by the due date and time indicated above.

Per Request for Proposal (RFP) #Doc1677946894, VALIDITY PERIOD, page 3 states, "Offer valid for at least 90 days from date of proposal opening, or if extended by mutual agreement of the parties." The State is requesting Vendor to extend its offer for thirty (30) calendar days.

- ☐ **YES**, Vendor acknowledges and agrees to extend its offer thirty (30) calendar days.
- ☐ **NO**, Vendor does not acknowledge and does not agree to extend its offer thirty (30) calendar days.

Sign Request for Offer Extension:

Offer (Vendor Name): ICF Incorporated, L.L.C.

Authorized Signature: [REDACTED]

Name and Title: Cecilia Allen, Contracts Manager

Date: December 8, 2025

PRICING:

Vendor to replicate the table below and provide an hourly not-to-exceed rate per position for each task order category(s) offered with its solicitation response. Rates shall be inclusive of salary, overhead, administrative and other similar fees, travel and other expenses. Vendor is responsible for providing cell phones, computers/laptops, and all IT support related thereto.

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 2 – Financial Compliance, Oversight, and Fraud Prevention			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 3 – Duplication of Benefits (DOB) Compliance			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 4 – Procurement Compliance and Monitoring			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 5 – Claims, Appeals, and Case Reviews			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 6 – Action Plan Development and Amendments			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00

Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 8 – Program Performance Monitoring and Evaluation			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 10 – Audit Readiness and Monitoring Support			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 12 – Training, Technical Assistance, and Capacity Building			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00

Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 14 – Communication, Public Information, and Outreach Support			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00		
Vendor to Indicate All Position Title(s) HERE			
TASK 15 – Grant Management			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 16 – Technical Systems Specification & Project Management			
Project Manager	\$0.00	\$0.00	\$0.00
SME I	\$175.00	\$175.00	\$175.00
SME II	\$190.00	\$190.00	\$190.00
Sr. Consultant	\$160.00	\$160.00	\$160.00
Consultant	\$140.00	\$140.00	\$140.00
Analyst I	\$99.00	\$99.00	\$99.00
Analyst II	\$115.00	\$115.00	\$115.00
Attorney	\$290.00	\$290.00	\$290.00
Construction/Inspection/Engineer/Environmental Specialist I	\$150.00	\$150.00	\$150.00
Construction/Inspection/Engineer/Environmental Specialist II	\$185.00	\$185.00	\$185.00
Construction/Inspection/Engineer/Environmental Specialist III	\$200.00	\$200.00	\$200.00
Administrative Staff	\$60.00	\$60.00	\$60.00
Vendor to Indicate All Position Title(s) HERE			
TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt	\$ 393.00	\$ 393.00	\$ 393.00
Categorically Excluded Not Subject to §58.5	\$ 393.00	\$ 393.00	\$ 393.00
Categorically Excluded Subject to §58.5	\$ 4,982.00	\$ 4,982.00	\$ 4,982.00
Environmental Assessment	\$ 17,918.00	\$ 17,918.00	\$ 17,918.00
Environmental Impact Statements	\$ 335,562.00	\$ 335,562.00	\$ 335,562.00
Reevaluation Environmental Review:			
Exempt	\$ 193.00	\$ 193.00	\$ 193.00
Categorically Excluded Not Subject to §58.5	\$ 193.00	\$ 193.00	\$ 193.00
Categorically Excluded Subject to §58.5	\$ 2,872.00	\$ 2,872.00	\$ 2,872.00
Environmental Assessment	\$ 5,997.00	\$ 5,997.00	\$ 5,997.00
Environmental Impact Statements	\$ 249,897.00	\$ 249,897.00	\$ 249,897.00

*For Environmental Review provide a unit cost for each of the below levels of environmental review, as well as a unit cost for environmental review reevaluation.

- Exempt
- Categorically Excluded Not Subject to §58.5

- Categorically Excluded Subject to §58.5
- Environmental Assessment
- Environmental Impact Statements

September 11, 2025

TECHNICAL PROPOSAL | RFP No. Doc1677946894

→ Staff Augmentation

Submitted to:

**North Carolina Department of Commerce,
Division of Community Revitalization**
301 N. Wilmington Street
Raleigh, NC 27601

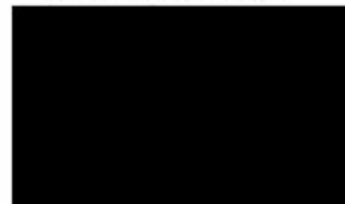
Angela Dunaway
DCR Procurement Director
919.526.8340
angela.dunaway@commerce.nc.gov

Submitted by:

ICF Incorporated, L.L.C.
1902 Reston Metro Plaza
Reston, VA 20190

Local Address:

2635 Meridian Parkway, Suite 200
Durham, NC 27713



This proposal includes data subject to the restrictions outlined in N.C. Gen. Stat. § 66-152 and N.C. Gen. Stat. § 132-1.2. Confidential data shall not be disclosed outside the North Carolina Department of Commerce (the "Department") and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in conjunction with—the submission of these data, the Department shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Department's right to use the information contained in these data if it is obtained from another source without restriction. Pages containing data exempt from disclosure are marked as "CONFIDENTIAL" in the headers and footers throughout this document.



Title Page

September 10, 2025

Angela Dunaway
North Carolina Department of Commerce
Division of Community Revitalization
301 N. Wilmington Street
Raleigh, NC 27601

Subject: Staff Augmentation (RFP No. Doc1677946894)

Dear Ms. Dunaway:

The State of North Carolina has made extraordinary recovery efforts following the devastating impacts of Hurricane Helene. From establishing the Division of Community Revitalization (DCR) and the Governor's Recovery Office for Western North Carolina (GROW NC) to the countless hours developing and launching new large-scale programs that bring hope to people, small businesses, and their communities, the state has laid a strong foundation for Western North Carolina's continued recovery through its Community Development Block Grant Disaster Recovery (CDBG-DR) programs.

ICF Incorporated, L.L.C. (ICF) stands ready to support DCR staff in delivering North Carolina's CDBG-DR-funded recovery programs. We have the right staff with the right experience to **deliver the full scope for all 17 tasks outlined in the request for proposals (RFP)**, with a focus on building the capacity of local and regional governments, nonprofits, and developers to implement programs efficiently and compliantly. Combining our two decades of North Carolina-centered work with locally experienced partners, ICF will ensure subrecipients, developers, and, most importantly, the people of Western North Carolina benefit from best practices in each of the highly technical areas of program administration. We know how to get work done in North Carolina, and our partners do as well. Our team includes:

[REDACTED]

Together we form the ICF Team, and we are pleased to submit this proposal demonstrating our ability to provide dedicated management, administration, and implementation support for all 17 tasks, across the full suite of all of DCR's CDBG-DR programs. As we detail throughout this proposal, our mission is guided by three core principles:



CONFIDENTIAL



Momentum That Doesn't Wait.

We accelerate funding and program delivery by aligning with DCR's goals, empowering local partners, and deploying practical solutions that reflect the needs of Western North Carolina's communities and environment.



Compliance That Builds, Not Blocks.

We transform HUD compliance into a catalyst for innovation—streamlining policy, shaping programs, and delivering outcomes that matter for North Carolina's housing, infrastructure, and economic revitalization.



Trust You Can See.

Our program management, communications, and implementation models are built for accountability, combining rigorous controls with real-time dashboards that show how funds are used and why.

To avoid any actual or perceived conflict of interest (COI) involving ICF staff currently assigned to support DCR through HUD technical assistance (TA), ICF will ensure that those TA roles will be completed before assigning any tasks under a contract resulting from this RFP. Alternatively, we will maintain separation of work through distinct task orders, in alignment with DCR's preferences. This approach aligns with COI procedures ICF has agreed upon with HUD, which includes refraining from using TA resources to solicit contract work; disclosing to HUD any ICF bids on contract work in TA communities; and providing sufficient information for HUD to make a COI determination regarding TA delivery. ICF has no additional COI disclosures to report.

ICF has organized the content of this proposal in accordance with the department's specifications, including the full RFP, all required signed execution pages and addenda, and all necessary disclosures, including potential or actual conflicts of interest. We acknowledge that we have reviewed and understand all the requirements and terms and conditions of the RFP, and we affirm our intent to perform the services as described herein. We further affirm our willingness and ability to obtain the required amount of insurance coverage and to provide proof of coverage before any task order award.

Please note that we have marked specific portions of our proposal as confidential, consistent with the provisions of RFP Section 2.6. These redactions are made in good faith and are consistent with applicable North Carolina statutes and rules governing confidential and proprietary information.

Finally, I, Cecilia Allen, the undersigned, affirm that I am the authorized representative for ICF and, in my capacity as Contracts Manager, am duly authorized to sign and submit this proposal and to negotiate and execute the resulting contract on behalf of ICF. Should any questions regarding this proposal arise during the evaluation process, please contact me via email at [REDACTED]

[REDACTED]

Sincerely,

[REDACTED]
[REDACTED]
[REDACTED]



BID ADDENDUM

August 26, 2025

FAILURE TO RETURN THIS ADDENDUM MAY SUBJECT YOUR BID TO REJECTION

Solicitation Number	Doc1677946894
Solicitation Description	Staff Augmentation
Addendum Number	1

Solicitation Opening has been extended to **September 11, 2025**.
Submit proposals BEFORE **2:00 pm ET** (by 1:59:59).

CHANGE TO SOLICITATION:

- Section 4.3 PAYMENT STRUCTURE** has been amended to read:
Payment will be a ~~fixed fee~~ not-to-exceed for services based on the scope of work for each task order.
- Attachment C: North Carolina General Contract Terms and Conditions 2(b)** is stricken as written in the original solicitation and is hereby replaced with the following language:

If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to terminate the Contract by giving ten days written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the State, become the property of the State (and under any applicable Vendor license to the extent necessary for the State to use such property), and the Vendor shall be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's option) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if insecure as to receiving proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may require at any time a

performance bond or other alternative performance guarantees from a Vendor without expense to the State as provided by applicable law. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609.

If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 30 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license and permits to the extent necessary for the State to use such property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

RESPONSE TO QUESTIONS:

State's Responses to Questions Received by the due date and time of August 18, 2025, by 5:00 pm ET. The Question appears exactly as submitted by the Vendor.

	CITATION	VENDOR QUESTION	DCR RESPONSE
1	5.2.7 – Task 7: Needs Assessments, Market Analysis, and Geospatial Support; 5.2.8 – Task 8: Program Performance Monitoring and Evaluation	May vendors include nonbinding annexes (e.g., sample dashboards or geospatial maps) to illustrate technical approach for Tasks 7 and 8, or should responses remain narrative only?	Samples are acceptable.
2	5.1 General (SOR)	For the System of Record (SOR) referenced, does DCR anticipate a required integration with HUD DRGR , or will DRGR be operated separately alongside the SOR?	No, DRGR will be separate from the SOR.
3	4.5 HUB Participation; Attachment E – HUB Information	To confirm: will a woman-owned prime (not HUB-certified) partnering with certified HUB subcontractors be recognized as meeting the State's 10% HUB utilization goal ?	The minority participation goal is for state construction projects for state-owned buildings (N.C.G.S. 143-128.2). Outside of state construction, the state has a policy of encouraging and promoting the use of small, minority, and women-owned businesses (see N.C.G.S. 143-48) but it is not a criterion for award.
4	5.1 General (staffing & hours)	Will remote or hybrid staffing be acceptable if we maintain weekday 8:00 a.m.–5:00 p.m. ET coverage and comply with any required in-person roles?	As described in the RFP, DCR may require in-person roles depending upon program needs. Virtual or hybrid will not meet the in-person requirement for those roles determined to be in-

Addendum 1_Staff Augmentation

			person. In-person needs will be identified in each task order.
5	4.6 Background Checks	Are specific background checks required (e.g., SBI, CJIS, fingerprinting), or will standard vendor HR screenings suffice unless otherwise requested?	Standard HR screenings will suffice unless otherwise requested based on specific needs. Additional background checks may be required for in-person roles.
6	4.2 Pricing; Attachment A – Task Order Categories / Pricing	For pricing, may vendors propose category specific position titles and rates (i.e., rates can differ by Task Order category), provided all rates are not to exceed and inclusive of expenses?	Yes.
7	2.7 Proposal Contents Narrative Response: Vendor Qualifications and Approach Page No: 10	Is it mandatory, the Vendor should meet the Relevant experience with HUD-funded programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or other disaster recovery work as an eligibility to submit the bid	Vendors will not be disqualified for lack of experience, so a bid could be evaluated even without relevant experience. Experience is an important criterion, and lack of experience would be considered a weakness in the evaluation and might result in the vendor not being placed on the contract at all or for a particular task.
8	2.7 Proposal Contents Narrative Response: Vendor Qualifications and Approach Page No: 10	Can CDBG-DR confirm if vendors without experience in HUD-funded programs or other disaster recovery work, may still be considered to bid if they demonstrate strong qualifications in other areas?"	Yes, vendors without experience in HUD-funded programs may still be considered for a bid.
9	No reference citation provided by the Vendor.	Is there an existing incumbent vendor or vendor pool currently providing staff augmentation services for the CDBG-DR program?	Not for the NC Department of Commerce's CDBG-DR programs.
10	No reference citation provided by the Vendor.	Can DCR confirm whether there is a minimum number of personnel the vendors required to propose for each task order category	There are no minimums.
11	2.6 RFP Submittal Page No: 9	Will the Department require both electronic submission through eProcurement <i>and</i> a hard copy, or is electronic submission alone sufficient?	Electronic submission alone is sufficient.

Addendum 1_Staff Augmentation

12	No reference citation provided by the Vendor.	Could DCR please provide more insights regarding vendors may propose staffing levels (labor categories) based on their approach and capacity to meet each task order category?	Based on their experiences with HUD and/or disaster recovery work, vendors should propose how they would staff each task.
13	2.7 Proposal Contents Examples Page No: 10	For Attachment H, are all example projects required to be related specifically to HUD-funded programs and disaster recovery work, or may we include other relevant staffing engagements that demonstrate comparable scope and complexity?	Other relevant staffing engagements are acceptable, though more comparable experience may receive a stronger evaluation.
14	2.7 Proposal Contents Resumes Page No: 10	Can DCR confirm whether it is mandatory to submit minimum of two resumes for all proposed staff for each proposed position or labor category?	It is not mandatory but encouraged for key personnel.
15	No reference citation provided by the Vendor.	Can you confirm whether vendors must be registered with the State of North Carolina at the time of proposal submission?	Vendors do not have to have a Certificate of Authority to Transact Business in NC at the time of submission, but they will be required to obtain one upon contract.
16	No reference citation provided by the Vendor.	Is business registration is required upon award of a contract?	Yes, a Certificate of Authority to Transact Business in North Carolina from the NC Secretary of State's Office is required upon award of a contract.
17	Attachment B North Carolina Instructions to Vendors	Could you please confirm the bid opening date and advise when and where the bid tabulation results will be made available for public viewing?	Per this Addendum the solicitation opening date has been extended to September 11, 2025. Submit proposals by September 11, 2025, BEFORE 2:00 pm ET (by 1:59:59). Per ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS, paragraph 26 TABULATIONS, " <i>Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), https://evp.nc.gov</i> ".
18	2.7 Proposal Contents Resumes	Can we submit sample resumes instead of actual staff resumes?	This is not prohibited but may receive a weaker evaluation, as

Addendum 1_Staff Augmentation

	Page No: 10		DCR will not be able to determine actual experience. Sample resumes should be identified as such.
19	2.7 Proposal Contents Examples Page No: 10	For the experience requirements outlined in the RFP, can project examples from subcontractors be included in the proposal, or must all examples reflect the direct past performance of the prime contractor?	Project examples from subcontractors may be included and should be identified as such.
20	2.6 Reference: Section RFP Submittal, Page no: 9	Is there a maximum file size limit for electronic proposal submissions through eProcurement Sourcing?	The file size limit is 100MB. If Vendor response is greater than 100MB Vendors are allowed to "ZIP" the file and upload a zip file. The State must be able to open any file submitted. Per the RFP, " Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET ".
21	Offer Checklist Page no: 60	Should the attachments be included within the Technical Proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.
22	Offer Checklist Page no: 60	Should the attachments be submitted as separate files?	The attachments should not be submitted as separate files.
23	4.5 Hub Participation Page no: 16	Is it mandatory for the vendor to meet the 10% HUB participation goal	No. See response to Question #3.
24	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site?	Some personnel may be required to work on-site, depending on the task order.
25	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site, remotely, or a combination of both?	Depending on the task order, some personnel may be required to work on-site; others will be able to work remotely.
26	5.2.16 Technical Systems Specification & Project Management Page No: 23	Will the vendor be required to provide actual IT development/configuration, or only project management and system specification support?	Only project management system specification support. DCR has issued a separate procurement for a grants management system.

Addendum 1_Staff Augmentation

27	4.3 Payment Structure Page No: 15	Payment is stated as a “fixed fee per task order.” Can you clarify how this aligns with Attachment A’s hourly rate structure? Should vendors present max hourly rates only, with task order pricing later converted into fixed fees?	See clarification at the top of this addendum. Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.
28	1.0 Purpose and Background (p. 6); 3.1 Method of Award (p. 11–12)	Can the State clarify how many vendors it intends to pre-qualify under this pool, and whether there is a target number of awards and contract value?	The number of prequalified vendors may vary by task and will depend on the applicant pool. The State does not have a target number at this time.
29	2.4 RFP Schedule (p. 8)	We respectfully request a one- to two-week extension to the current proposal submission deadline of September 4, 2025 for Staff Augmentation, Community Development Block Grant-Disaster Recovery, Expert Administrative Support, RFP # Doc1677946894. Due to the complexity and level of detail required, additional time would enable our team to prepare a thorough and high-quality response that fully aligns with the objectives and expectations outlined in the solicitation.	Per this Addendum the solicitation opening date has been extended to September 11, 2025. Submit proposals by September 11, 2025, BEFORE 2:00 pm ET (by 1:59:59).
30	5.3 Task Order Methodology (p. 24)	Will all pre-qualified vendors be invited to respond to each task order, or will DCR use a rotation, shortlisting, or limited competition approach?	The State does not have any information to add to Section 5.3 Task Order Methodology at this time.
31	5.3 Task Order Methodology (p. 24)	Will task order awards be based solely on the hourly rates in Attachment A, or can vendors propose reduced rates or discounts when competing for individual task orders?	Task order awards will not be based solely on hourly rates. Please see the description in Section 5.3 regarding best value. Reduced rates may be acceptable, but the State encourages vendors to submit their best rate in response to this RFP.
32	4.2 Pricing (p. 15); Attachment A (p. 27–28)	The RFP states that hourly rates must be “inclusive of salary, overhead, administrative and other similar fees, travel and other expenses.” Can the State	Travel should be included in the hourly rates and will not be reimbursed separately.

Addendum 1_Staff Augmentation

		confirm that no separate travel reimbursement will be permitted under task orders?	
33	4.2 Pricing (p. 15); Attachment A (p. 27–28)	Are vendors permitted to propose different position titles under different task order categories (e.g., Senior Policy Analyst for Task 1 vs. Analyst for Task 7), or must positions be standardized across all categories?	Vendors may propose different positions titles under different task order categories.
34	5.2.17 Environmental Review (p. 24)	For Task 17, should unit pricing for environmental reviews include the cost of specialized studies (e.g., wetlands delineations, Phase I ESA), or will those be procured separately by DCR or reimbursed as pass-through costs?	Unit pricing will be considered inclusive of any specialized study necessary to complete the review. See response to Question #27.
35	4.2 Pricing (p. 15)	Does the State allow annual rate escalation within the three-year base term, or are hourly rates fixed for all three years?	The table in Attachment A asks for hourly rates each year for three years – the rates do not have to be the same each year but must be identified in the response to this RFP.
36	4.5 HUB Participation (p. 15); Attachment E (p. 55)	Will HUB participation be evaluated during the pre-qualification stage, or only at the task order level?	See response to Question #3.
37	4.9 Insurance Requirements (p. 16–17)	Must vendors demonstrate proof of all required insurance at the time of proposal submission, or is it sufficient to show the ability to obtain coverage prior to task order award?	Proof of insurance coverage is not required at the time of submission, though vendors should indicate their willingness and ability to obtain the required amount of coverage. Proof of insurance will be required prior to any task order award.
38	5.2.14 Communication & Outreach (p. 23)	For communication and outreach deliverables, will DCR provide centralized branding and style guidelines, or should vendors propose their own branding/messaging approach?	Yes, DCR will provide branding and style guidelines. Vendors may draft messaging, subject to DCR final approval.
39	1.0 Scope of Services – Staff Augmentation Page 6	Can the Department clarify whether augmented staff will be embedded onsite at DOC offices or deployed remotely, and if	See response to Question #4, #25.

Addendum 1_Staff Augmentation

		there is a required percentage of onsite vs. remote presence?	
40	1.0 Scope of Services – Staff Augmentation Page 7	Are staff expected to support multiple grant programs simultaneously (e.g., CDBG-DR and other federal disaster recovery grants), or will assignments be dedicated to one program at a time?	As an Agency-Specific Term Contract, this contract could be used for any need within the Department of Commerce. Currently, the intent is to use the contract for CDBG-DR funded Helene Recovery programs. Specific Task Orders will identify the program(s) and assignments needed at that time.
41	1.0 Scope of Services – Disaster Recovery Expertise Page 8	Does “expert support” refer to programmatic advisory roles (e.g., policy, compliance, technical assistance) or operational roles (e.g., processing applications, reviewing files)?	Could apply to either depending upon the respective Task order.
42	3.2 Minimum Qualifications Page 13	Will the Department accept equivalent professional experience in place of formal certifications, particularly in community revitalization, federal grant administration, or disaster recovery?	It depends upon the task order.
43	3.3 Key Personnel Page 14	Are bidders required to name specific personnel in the proposal, or can they submit general position descriptions with resumes provided upon request or at award?	See response to Question #14 and #18.
44	4.0 Deliverables and Reporting Page 18	What are the specific reporting expectations for augmented staff (e.g., weekly timesheets, task completion reports, outcome-based metrics)?	Reporting expectations will be task-dependent and will reflect completion activities and timesheets as needed.
45	4.0 Performance Standards Page 19	How will the Department measure successful augmentation — is it based on hours delivered, tasks completed, or program outcomes?	DCR will measure successful staff augmentation through tasks completed and program outcomes, but will require documentation for billing based on the task order.
46	5.1 Contract Term Page 22	Is there an anticipated maximum number of augmented staff to be engaged at one time, or will this be on a task-order/on-demand basis?	No, it will be task order dependent.

Addendum 1_Staff Augmentation

47	5.2 Compensation Page 23	Will the Department reimburse based on fixed hourly rates per role, or can firms propose blended rates?	See clarification at the top of this addendum. Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.
48	6.0 Proposal Submission Requirements Page 25	Does the Department require hard-copy submission in addition to electronic, or is electronic submission via email sufficient?	See responses to Question #11 and #72.
49	6.0 Proposal Format Page 27	Is there a required template for resumes and qualifications, or will standard organizational formats be acceptable?	There is no required template; standard formats are acceptable.
50	4.0 Deliverables and Reporting Page 20	Would the Department be open to integrating lightweight third-party engagement tools (such as AskHumans) to gather stakeholder feedback and track satisfaction with augmented staff over time?	Any third-party engagement tools will have to be approved by the NC Department of Information Technology.
51	2.7 Proposal Contents Page 10	Can vendors submit more than three project examples in Attachment H to demonstrate broader HUD-related experience, or will additional examples beyond three be disregarded?	See response to Question #184.
52	4.11 Financial Information Page 17	For privately held firms, will reviewed financial statements prepared by a CPA be acceptable if audited financials are not available?	Please see Section 4.11 re privately owned entities or sole proprietorships, which includes the following language: "Last three years of audited or un-audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet"
53	4.9 Requirements Page 16	For contracts valued at less than \$1,000,000, will vendors still be required to provide proof of insurance at the higher thresholds outlined in Attachment C, or will minimum statutory coverage suffice?	Vendors should anticipate being required, at the time of the Task Order, to provide proof of insurance in the amounts for Contracts Valued in Excess of \$1,000,000.
54	5.2.1 Development of Policies, Procedures, and SOPs Page 19	Will DCR provide existing policies and templates to be updated, or should vendors plan to create all materials from scratch?	This will vary by task order.

Addendum 1_Staff Augmentation

55	5.2.2 Financial Compliance, Oversight, and Fraud Prevention Page 19	Can DCR clarify whether financial monitoring will include direct oversight of subrecipients' accounting systems, or be limited to compliance reviews?	DCR does not anticipate financial monitoring to include direct oversight of subrecipients' accounting systems.
56	5.2.3 Duplication of Benefits Compliance Page 20	Will DCR provide access to federal and state data systems for DOB checks, or must vendors procure and integrate their own data sources?	DCR will provide access to the data systems.
57	5.2.4 Procurement Compliance and Monitoring Page 20	Should vendors anticipate providing procurement training to subrecipients, or will DCR handle training and vendors focus solely on compliance monitoring?	This will depend upon the task order and needs of subrecipients.
58	5.2.5 Claims, Appeals, and Case Reviews Page 20	Can DCR confirm whether vendors will have direct authority to make eligibility determinations, or will recommendations be reviewed and approved by DCR staff?	DCR staff will review and approve.
59	5.2.7 Needs Assessments, Market Analysis, and Geospatial Support Page 21	Will DCR provide access to state GIS and data repositories, or must vendors rely on publicly available datasets?	DCR can provide access to state data, but the vendor may also choose to use publicly available datasets.
60	5.2.8 Program Performance Monitoring and Evaluation Page 21	Can DCR clarify whether vendors are expected to design new performance metric systems or only provide staff to operate and maintain DCR-selected systems?	Vendors will be expected to help develop and design performance metric systems and conduct program evaluation activities.
61	5.2.8 Program Performance Monitoring and Evaluation Page 21	Will vendors be granted access to the Disaster Recovery Grant Reporting (DRGR) system directly, or will all DRGR reporting be managed through DCR staff?	DRGR reporting will be managed by DCR staff.
62	5.2.8 Program Performance Monitoring and Evaluation Page 21	Should proposed tools for milestone tracking and progress reporting be integrated with the future System of Record (SOR), or will standalone tools be acceptable?	Standalone tools will be acceptable as long as they can at least interface with the SOR to avoid manual data entry.
63	5.2.11 Technical and Engineering Support Page 22	Can DCR clarify whether engineering services must be performed by licensed Professional Engineers (PEs) in	Licensing in the state of North Carolina will not be required for most tasks, however PEs must be knowledgeable of local codes

		North Carolina, or if equivalent licensed professionals from other states are acceptable?	and requirements sufficient to provide a thorough review and feasibility analysis of projects.
64	5.2.12 Training, Technical Assistance, and Capacity Building Page 22	Should training materials be designed for statewide use and reuse, or should they be tailored to specific subrecipients/programs?	Statewide use.
65	5.2.14 Communication, Public Information, and Outreach Support Page 23	Will DCR provide branding/graphic standards for public-facing materials, or should vendors propose their own?	See response to Question #38.
66	5.2.16 Technical Systems Specification & Project Management Page 23	Can DCR clarify whether the vendor's role is limited to documenting workflows and specifications, or will vendors also be expected to manage vendors providing SOR development services?	Documenting workflows and specifications. DCR will manage vendors providing SOR development services.
67	5.2.16 Technical Systems Specification & Project Management Page 23	Is there an anticipated timeline for finalizing the System of Record (SOR), and will Task 16 vendors be engaged prior to or after system vendor selection?	See response to Question #104.
68	5.2.16 Technical Systems Specification & Project Management Page 23	Will vendors under Task 16 be expected to provide ongoing project management support for system implementation (e.g., sprint planning, testing, user acceptance) or only provide initial specifications?	Anticipated deliverables are workflow and technical specification documentation and project management and monitoring of SOR.
69	5.2.16 Technical Systems Specification & Project Management Page 23	Can DCR clarify if integration requirements with financial management and reporting systems are within scope for Task 16 vendors?	Yes, these could be within scope depending upon the task orders.
70	5.2.17 Environmental Review Page 24	Should vendors provide unit costs inclusive of all required studies (e.g., noise, floodplain, endangered species), or will these be contracted separately as needed?	See response to Question #34.
71	3.4 Evaluation Criteria Page 13	Will DCR assign weighted scoring to the evaluation factors (experience, firm qualifications, methodology, cost), and if so, can	Criteria are listed in order of importance; no specific weights will be assigned.

Addendum 1_Staff Augmentation

		the weights be shared with vendors?	
72	2.6 RFP Submittal Page 8	If a vendor experiences technical issues with the eProcurement portal on the submission deadline, is there an alternate method (e.g., email submission) permitted as backup?	Pursuant to 01 NCAC 05B .0303, e-mail, facsimile, and telephone offers shall not be accepted in response to a Solicitation that is required to be sealed pursuant to Rule .0301. Vendors should not wait until the submission deadline to begin submitting through the portal. Submit well in advance with plenty of time to call the helpdesk for assistance. For training on how to use eProcurement Sourcing, https://eprocurement.nc.gov/training/vendor-training . Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET
73	2.7 Proposal Contents, Page 9	Can the vendor include cover letter with the submittal?	Yes
74	18 Subcontracting, Page 46	Is it permissible for a firm to be included as a subcontractor on another firm's response in addition to submitting its own proposal as a prime respondent?	Yes. DCR will ensure there are no conflicts of interest when issuing task orders and making selections.
75	18 Subcontracting, Page 46	Are subcontractors required to complete the attachment forms as well, or is that only required of the prime respondent?	The prime respondent is the responsible entity, so it is only required of the prime respondent for now. Information from subcontractors, such as the lobbying certification, may be required upon contract.
76	3.5 Performance Outside the United States, Page 14	Should the completed form required, Attachment D, be included in the upload of the entire RFP document via the Ariba procurement portal or	See response to Question #21. The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.

Addendum 1_Staff Augmentation

		separately as an appendix in the submittal?	
77	4.5 Hub Participation, Pages 15-16	Should the completed form required, Attachment E, be included in the upload of the entire RFP document via the Ariba procurement portal or separately as an appendix in the submittal?	See response to Question #21 and #76.
78	4.10 Lobbying Activity Certification for Federal Grants, Page 17	Should the completed forms required, Attachments F & G, be included in the upload of the entire RFP document via the Ariba procurement portal or separately as an appendix in the submittal?	See response to Question #21, #76, and #77.
79	No reference citation provided by the Vendor.	What would be the number of awards you intend to give (approximate number)?	See response to Question #28.
80	No reference citation provided by the Vendor.	What are the estimated funds that are estimated to be allocated for this contract?	Funds allocated to these activities depend upon task orders issued.
81	No reference citation provided by the Vendor.	What is the tentative start date of this engagement?	That will vary by task order, but first tasks could start as early as October 2025 after evaluation committee reviews.
82	No reference citation provided by the Vendor.	What is the work location of the proposed candidates?	See response to Question #4 and #25.
83	No reference citation provided by the Vendor.	Is this a new contract or are there any incumbents? If there is an incumbent, could you please let us know the incumbent name and pricing and are the incumbents eligible to submit the proposal again?	The Division of Community Revitalization (DCR) is a new division and new program. This is a new contract for DCR.
84	No reference citation provided by the Vendor.	Are there any pain points or issues with the current vendor(s)?	See response to Question #83.
85	No reference citation provided by the Vendor.	Could you please share the previous spending on this contract, if any?	See response to Question #83.
86	No reference citation provided by the Vendor.	Is there any mandatory subcontracting requirement for this contract? If yes, Is there any specific goal for the subcontracting?	There is no mandatory subcontracting requirement. Please see NC General T&Cs #18 on page 46 regarding subcontracting.

Addendum 1_Staff Augmentation

87	No reference citation provided by the Vendor.	How many positions were used in the previous contract (approximate)?	See response to Question #83.
88	No reference citation provided by the Vendor.	How many positions will be required per year or throughout the contract term?	This information is not known. Per RFP Section 5.1 GENERAL, <i>"The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs."</i>
89	No reference citation provided by the Vendor.	If the resources we provide at the time of proposal submission are not available at the time of a potential contract award could vendors replace them with equally qualified resources?	Yes, subject to approval of proposed replacement personnel by the Division of Community Revitalization.
90	No reference citation provided by the Vendor.	Can we provide hourly rate ranges in the price proposal?	No, rate ranges per position are not acceptable.
91	No reference citation provided by the Vendor.	Is it entirely onsite work or can it be done remotely to some extent / Does the services need to be delivered onsite or is there a possibility for remote operations and performance?	See response to Question #4 and #25. The specific Task Order will contain requirements, terms, and conditions particular to that project.
92	No reference citation provided by the Vendor.	Are resumes required at the time of proposal submission? If yes, Do we need to submit the actual resumes for proposed candidates or can we submit the sample resumes?	See response to Question #14, #18, #43, and #49.
93	No reference citation provided by the Vendor.	Could you please provide the list of holidays?	2025 State Holidays: September 1 (Labor Day) November 11 (Veterans Day) November 27-28 (Thanksgiving) December 24-26 (Christmas) 2026 State Holidays: January 1 (New Year's Day) January 19 (Martin Luther King Jr. Birthday) April 3 (Good Friday) May 25 (Memorial Day) July 3 (Independence Day) September 7 (Labor Day) November 11 (Veterans Day) November 26-27 (Thanksgiving) December 24, 25, 28 (Christmas)

Addendum 1_Staff Augmentation

94	No reference citation provided by the Vendor.	Are there any mandated Paid Time Off, Vacation, etc.?	This is up to each vendor.
95	5.0 Scope of Work Page 18	If a vendor is selected for inclusion on the STC, will they be required to submit proposals for all subsequent Task Orders within their designated task areas, or will vendors have the discretion to determine which Task Orders they wish to pursue?	Vendors will not be required to respond to subsequent Task Orders.
96	General Clarification (Applicable Across Categories) Section 5.0, Scope of Work Page 18 Section 4.0, Requirements Page 14	For software-driven deliverables, are there preferred platforms or technical standards (e.g., security, integration) DCR requires for training, reporting, or grant management tools?	DCR does not have any preferred platforms. DCR is in the procurement process for a grant management system that could have potential requirements, but they are not yet known. Technical standards will depend on the deliverable and must conform to NCDIT's relevant standards.
97	General Clarification Section 5.2.12, Task 12: Training, Technical Assistance, and Capacity Building Page 22	What is the anticipated volume or scale of training sessions (in-person/virtual) per year? Is there a preferred mode (on-site vs remote) for delivery?	There could be multiple training sessions per year, depending on training needs. The mode of delivery will vary depending on the type of training.
98	General Clarification Section 5.2.12, Task 12: Training, Technical Assistance, and Capacity Building Page 22	Will DCR provide existing training materials or resources for the vendor to build upon, or is the successful proposer expected to develop content from scratch?	Training materials will be developed in collaboration with DCR. The exact training needs are not yet known.
99	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Can you clarify what regulatory areas (e.g., CDBG-DR specifics, HUD rules, state procurement) you anticipate requiring ongoing training for?	The exact training needs are not yet known, but training will likely be needed to ensure compliance with CDBG-DR, HUD, federal, state, and local requirements.
100	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Is there a required certification for trainers or specific credentials preferred in training staff?	No specific certifications are required, but trainers should have expertise in the training that is being provided.
101	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Will the successful proposer be supporting only DCR staff, or will task orders extend to subrecipients and external partners? What is the expected	Per the RFP in task 12, training sessions are for DCR staff, subrecipients, and partners. The expected size of these events is not yet known.

Addendum 1_Staff Augmentation

		attendee profile/size for technical assistance events?	
102	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	What systems or formats do DCR prefer for application intake support? For example, web portals, paper-based, or hybrid?	This is not yet determined due to a system not yet being procured. An interim process is being developed.
103	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Does DCR intend to incorporate any Learning Management System (LMS) or digital training platform as part of this work, or should the vendor propose one?	Currently, DCR does not plan to incorporate a digital training platform.
104	Task 15: Grant Management Section 5.2.15 Page 24	Can you specify which grant management systems (if any) are currently used by DCR, or should vendors recommend/provide their own?	The Division of Community Revitalization (DCR) issued a competitive procurement for a grant management system; offers are under evaluation.
105	Task 15: Grant Management Section 5.2.15 Page 24	Is grant management support expected to include direct interaction with subrecipients regarding compliance or just tools/workflows?	Grants management support could include direct interaction with subrecipients depending on the task.
106	Task 15: Grant Management Section 5.2.15 Page 24	Does DCR seek tools that integrate with HUD reporting systems (e.g., DRGR) or should vendor workflows remain standalone?	Integration with DRGR is not allowed. Data can be uploaded to the system using templates provided by HUD.
107	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	Are there existing branding, accessibility, or language translation standards vendors must adhere to for outreach materials?	See response to Question #38.
108	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	What digital platforms are currently leveraged for public communication (e.g., website, email, social media), and is the vendor intended to manage any of these directly?	DCR uses email, listservs, website, social media, and may implement additional platforms as needed. The vendor is not intended to manage any of these directly.
109	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	For crisis communication protocols, will the vendor act as spokesperson or advisory support only?	Advisory support only.
110	Task 14: Communication, Public Information, and Outreach Support	Are rural/low-connectivity communities a focus for outreach delivery and, if so, what accommodations are preferred?	Yes; accommodations depend on community need but may include in-person meetings, printed materials, or working with local

	Section 5.2.14 Page 23		partners, stakeholders, and other groups directly in the community.
111	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	Does DCR have an existing DRGR or program performance dashboard, or is the vendor expected to implement and operate such a system?	DCR is a new division and does not have a program performance dashboard.
112	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	What KPIs or compliance metrics are used in current monitoring, and will samples/templates be provided to the selected vendor?	DCR has not yet developed KPIs.
113	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	Are site visits, interviews, or fieldwork expected as part of evaluation deliverables, or will work be limited to reporting and data analysis?	Task 8 will mainly be limited to reporting and data analysis and could require interviews. Monitoring is under Task 10.
114	Additional Strategic Questions Section 5.2, Tasks / Deliverables Multiple pages (19–24)	Is there a preferred form and structure for reporting deliverables (e.g., templates, digital uploads)?	No.
115	Additional Strategic Questions Section 5.4, Transition Assistance Page 24	How will transition assistance during closeout (Section 5.4) be handled for technical/software deliverables?	Please see clarification for T&C 2(b) at the top of this Addendum.
116	5.1 Scope of Work - General Page 21	The Scope of work indicates “DCR will utilize a System of Record (SOR) for CDBG-DR grant activities” Has this system of record been finalized, if so. Please indicate.	See response to Question #104.
117	5.2.8 - TASK 8 – Program Performance Monitoring and Evaluation Page 21	The RFP notes the vendor will assist with “performance metric tracking systems.” Does DCR have a preferred project or task management software currently in use?	No.
118	5.2.14 - TASK 14 – Communication, Public Information, and Outreach Support Page 23	The RFP notes the vendor will assist with “language translation.”	Materials may be provided through both oral interpretation and written translation services to people at no cost and these services are available upon

Addendum 1_Staff Augmentation

		Does DCR have a known list of target languages for translation?	request. Meaningful and equal access to federally funded programs and activities is required by Title VI of the Civil Rights Act of 1964.
119	3.4 Evaluation Criteria Page 13	Under Evaluation Criteria 1. Experience, the State lists "Years of experience in the business". Is this the total years of the firm has been in business or total years of experience managing federal/HUD funds?	Please include both in your proposal; HUD and disaster recovery experience is the most relevant.
120	2.7 Proposal Contents Page 9	The RFP requires the disclosure of the respondent's finance information, but the Proposal Contents Section does not list an area to provide that disclosure. Is it OK that the respondent's financial information is provided after 6. Examples?	Yes.
121	2.7 Proposal Contents Page 9 and 10	May respondents provide a cover letter?	See response to Question #73.
122	Attachment E: Historically Underutilized Businesses Information Page 55	If we are utilizing a subcontractor that is a Historically Underutilized Business, may we indicate "Yes" to the questions on the form? What other information in the response will the state require to identify subcontractors?	Attachment E: Historically Underutilized Business Information regards the Vendor submitting the offer (prime contractor). The Vendor may indicate in their offer names of subcontractors and the subcontractor(s) HUB status.
123	2.7 Proposal Contents Pages 9 and 10	Section 2.7 states that "All pages of the RFP should be returned," but Item #2 asks only for "Signed Execution Pages and signed Addenda." Where should bidders attach all pages of the RFP? In the section corresponding to Item #2, or as an attachment to the proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER. The entire offer includes information in RFP Section 2.7 PROPOSAL CONTENTS, and all information required by the RFP. The State will not disqualify a Vendor for where in the offer the Vendor elects to place all pages of the RFP.
124	4.9 Insurance Requirements Page 16	This section states that "Vendor shall submit acceptable evidence of insurance with each task order." Please confirm that proof of insurance should be submitted	See response to Question #37.

Addendum 1_Staff Augmentation

		only with task orders, not with this response.	
125	Ariba Sourcing Event, Section 5.1	Please confirm that the upload required in this section should include a complete, signed, and initialed copy of the Solicitation Document, and our unredacted offer, in a single PDF file. (If not, please clarify the intended content to upload.)	<p>eProcurement Sourcing, Section 5.1 VENDOR OFFER, is where to upload the complete and <u>signed UNREDACTED</u> offer. The <u>entire offer</u> should be one (1) pdf file.</p> <p>eProcurement Sourcing, Section 5.3 VENDOR OFFER (REDACTED), is where to upload the REDACTED offer.</p>
126	Ariba Sourcing Event, Section 5.2	This section requests that bidders upload a completed Attachment A, Pricing, in Excel format. However, Attachment A is provided only in PDF format, not in Excel. Is there an Excel version of Attachment A that DCR will provide? Or are bidders expected to replicate the entire content of Attachment A in Excel before completing it and uploading it? Or is Excel only for the pricing table, and the rest of Attachment A should be completed in PDF format? If the latter, are bidders able to upload more than one file in Section 5.2?	<p>eProcurement Sourcing, Section 5.2 ATTACHMENT A: PRICING is where to upload <u>pricing</u> in <u>Excel</u> format. Do not password protect the Excel Price file.</p> <p>There is not an Attachment A: Pricing (in Excel) for Vendors to download. Vendors should replicate in Excel the format shown in Attachment A for pricing submittal.</p> <p>Attachment A (RFP page 26) TASK ORDER CATEGORIES the vendor should return in <u>pdf</u> format. The TASK ORDER CATEGORIES selected by the Vendor should be included in the entire Vendor offer uploaded in Section 5.1 VENDOR OFFER (unredacted).</p>
127	5.2.1 Task 1 – Development of Policies, Procedures, and SOPs Page 19	Will this staff augmentation also support the Workforce Housing for Homeownership (WHO) Program?	Yes, it could potentially support the Workforce Housing for Homeownership (WHO) Program, depending on the requirements of individual task orders.

Addendum 1_Staff Augmentation

128	2.3 Notice to Vendors Regarding RFP Terms and Conditions Page 7	Is there a preferred format for submitting exceptions or redlines in the "Errata and Exceptions" section, i.e., does the State prefer redlines or a statement describing the changes vendor would seek to negotiate upon award?	The State prefers a statement describing the changes vendor would seek to negotiate. The State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
129	3.4 Evaluation Criteria Page 13	Please confirm the presence of exceptions or redlines to the RFP Terms and Conditions will not impact proposal scoring under the Firm Qualifications or Methodology criteria.	Exceptions or redlines to the T&Cs will not impact scoring; however, the State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
130	Attachment C, Section 2(b), Default and Termination Page 38	Can the State please define the term "CONTRACTOR" as used in this section? Will the State consider adding this term to its definitions under RFP Section 2.8?	A contractor is a business or entity that agrees to perform work under terms of a contract. DCR will add this term to its definitions under RFP Section 2.8.
131	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that section 2(b) within Attachment C does not apply to the staff augmentation vendor.	See replacement language at the beginning of this Addendum.
132	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that delays beyond vendor's control (e.g., force majeure, state or grantee actions, and delays by the State other third parties, etc.) will not trigger liquidated damages.	See clarification at the top of this Addendum regarding 2(b).
133	Attachment B, Section VI, Bid Submission, 23. Valid Taxpayer Information Page 35	Can the State please provide a working link to the Substitute W-9 and Instructions?	https://www.osbm.nc.gov/direct-ed-grants-w-9-form/open . For General Instructions, please refer to the IRS Form W-9 located on the IRS Website (https://www.irs.gov/)
134	Section 4.3, Payment Structure Page 15	The RFP states "Payment will be a fixed fee for services based on the scope of work for each task order," however the state is only requesting not to exceed labor rates (other than for the environmental unit tasks). Please confirm offerors will be able to invoice the state based on the	See clarification at the top of this addendum: Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.

Addendum 1_Staff Augmentation

		not-to-exceed labor rates for the time and materials portion.	
135	Section 2.1, Request for Proposal and Task Orders Page 7	Can the state provide a sample task order for review?	We do not have a sample task order for review at this time.
136	Section 5.2.17, Task 17 – Environmental Review Page 24	Is there currently a statewide Section 106 Programmatic Agreement which the state utilizes to expedite Section 106 compliance?	No. A statewide PA does not yet exist.
137	Section 5.2.17, Task 17 – Environmental Review Page 24	Given the wide range of complexities and variables of a potential Environmental Impact Statement (EIS), would it be acceptable to omit a cost estimate for EISs? And instead, provide an estimate when more details are known?	A cost estimate should be provided for all levels of review, however vendors may note assumptions utilized to determine their cost estimates.
138	2.7 Proposal Contents, 5. Resumes and Bios Page 10	Can DOC clarify what staff should be considered key personnel?	Key personnel are task-specific.
139	2.7 Proposal Contents, 5. Resumes and Bios Page 10	By encouraging vendors to submit at least two qualified candidates per position or labor category, is this also requesting resumes/bios for every potential candidate? Should there be multiple named candidates proposed for every LCAT, or for support/lower level LCATs can the vendor simply provide a summary of the qualifications that will be met by the individual slated to support in this role?	See response to Question #14, #18, #43, and #49.
140	3.4 Evaluation Criteria Page 13-14	Is DOC able to elaborate further on the criteria/scoring that goes into the narrative evaluation, specifically if any points or weight is assigned to the multiple factors taken into consideration of the best-value evaluation?	See response to Question #71.
141	Attachment C, 2. <u>DEFAULT AND TERMINATION</u> , b) Liquidated damages... Page 38-39	Can DOC clarify if this clause is relevant since the task orders and descriptions do not imply that any single-family reconstruction projects will be done under this contract?	See replacement language at the top of this Addendum.

Addendum 1_Staff Augmentation

142	Attachment B, VI. BID SUBMISSION, 22. <u>INELIGIBLE VENDORS</u> Page 35	Given there are possible monitoring and oversight responsibilities under this contract, can DOC clarify if the vendor selected to provide services for DOC/DCR for the Single-Family Homeowner Recovery program is precluded from pursuing this contract?	Horne, in its capacity as the Single-Family Housing Recovery vendor, is precluded from participating in any monitoring-related task orders for the Single-Family Housing program, as well as any other task orders that would present a conflict of interest.
143	Attachment B, VI. BID SUBMISSION, 22. <u>INELIGIBLE VENDORS</u> Page 35	Given there are possible monitoring and oversight responsibilities under this contract, can DOC clarify if any subcontractor providing services under the prime for the Single-Family Homeowner Recovery program is precluded from pursuing this contract?	Vendors or subcontractors may not monitor or provide oversight for work they have performed themselves. However, they may be included in the pre-qualified vendor pool to support monitoring or oversight for other programs or task orders where no conflict of interest exists.
144	3.5 Performance outside the US Page 14	Does DCR specifically prefer firms that would provide the “option” to offshore some of the awarded work, or is this merely the disclosure of where each firm employee resides?	No, DCR does not specifically prefer firms that offshore work. The request is solely for disclosure of where each firm’s employees reside.
145	4.3 Payment Structure Page 15	Please clarify the “fixed fee for services based on the scope of work for each task order” statement. It is our understanding that this RFP is the vehicle for interested firms to get into a pre-approved pool of vendors for future work considerations. Please confirm that this fixed fee seems to be referencing future opportunities for firms that achieve pre approval status, to submit “fixed fee” task order bids for future work RFP’s. Our interpretation is that there will be no fixed fee submittals for this specific RFP, only a detailed hourly rate card for any Task Order Categories that our firm is interested in	That is correct. See clarification at the top of this Addendum.

Addendum 1_Staff Augmentation

		responding, will be submitted, correct?	
146	4.8 Vendor's Representations Page 16	Please confirm whether the selected vendor will be classified as a contractor rather than a subrecipient?	The selected vendor will be classified as a contractor.
147	5.1 General (Scope of Work) Page 18	Please confirm whether these tasks pertain to full-team capabilities rather than being specific to any one vendor?	If this question is referring to partners and subcontractors, then the tasks pertain to full-team capabilities (including partners and subcontractors).
148	5.1 General (Scope of Work) Page 18	For tasks similar to previous DCR CDBG-DR RFPs, does DCR expect to engage vendors for expanded scopes of work not previously contemplated, or only in the event of identified limitations with selected vendor for those RFPs?	DCR recognizes that either of these is possible – unanticipated work as well as limitations with another selected vendor. DCR will distribute tasks among vendors depending on its need and the vendors' qualifications and experience.
149	5.2 Tasks/Deliverables Page 19	Would selected vendor(s) for the below tasks assist work in conjunction or in the alternative potentially to vendor(s) selected to perform the Scope of Work envisioned in RFP# DPC-646236801-MT? <ul style="list-style-type: none"> Financial Compliance, Oversight, and Fraud Prevention. Duplication of Benefits (DOB) Compliance. Procurement Compliance and Monitoring. Program Performance Monitoring and Evaluation. Civil Rights, Fair Housing, Labor Standards, and Historic Preservation. Audit Readiness and Monitoring Support. Training, Technical Assistance, and Capacity Building. Grant Management. 	DCR will distribute tasks among vendors on this contract and on State Term Contract 8411A depending on its need and the vendors' qualifications and experience. DCR intends to separate tasks, but some collaboration may be required.
150	5.2.1 Task 1 – Development of Policies, Procedures, and	Is the service of assisting in the "Development of Policies, Procedures, and Standard	Anticipated for both Action Plan programs and general grants management.

Addendum 1_Staff Augmentation

	Standard Operating Procedures (SOPs) Page 19	Operating Procedures (SOPs)" envisioned as something that would be done for each Action Plan program or for more general CDBG-DR grant management needs?	
151	5.2.13 Task 13 – Relocation Program (URA/TRA) Development and Compliance Support Page 22-23	Is the service of assisting with "Relocation Program Development and Compliance Support" envisioned as something that would be done as a separate program and contract from current contracts with vendors operating the Renew NC Reconstruction and Rehabilitation for Owner-Occupied Units Program?	The service of assisting with "Relocation Program Development and Compliance Support" is envisioned as something that would support URA compliance within housing, infrastructure, and/or economic revitalization programs, as required.
152	5.2.14 Task 14 – Communication, Public Information, and Outreach Support Page 23	Is the service of assisting with "Communication, Public Information, and Outreach Support" envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with "Communication, Public Information, and Outreach Support" is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
153	5.2.16 Task16 – Technical Systems Specification & Project Management Page 23	Is the service of assisting with "Technical Systems Specification & Project Management" envisioned as something that would be done as an overarching service across all Action Plan programs or specific ones?	The service of assisting with "Technical Systems Specification & Project Management" is envisioned as an overarching service available across all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
154	5.2.5 Task 5 – Claims, Appeals, and Case Reviews Page 20	Is the service of assisting with "Claims, Appeals, and Case Reviews" envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with "Claims, Appeals, and Case Reviews" is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.

Addendum 1_Staff Augmentation

155	5.2.7 Task 7 – Needs Assessments, Market Analysis, and Geospatial Support Page 21	Is the service of assisting with “Needs Assessments, Market Analysis, and Geospatial Support” envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with “Needs Assessments, Market Analysis, and Geospatial Support” is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
156	5.0 Scope of Work Page 18	Are the selected vendors of this RFP expected to support Hurricane Helene efforts and reporting to current Program Manager, Horne; or is this exclusively related to future events.	The selected vendors of this RFP are expected to support DCR. Horne is providing implementation services to one of the five DCR programs outlined in the Action Plan.
157	5.2.3 Page 20	Does DCR currently have access to benefits datasets required for the duplication of benefits calculation at beneficiary and property level?	Yes.
158	5.2.16 Page 23	What platform/products does DCR intend to use as the system of record?	See response to Question #104.
159	5.2.16 Page 23	Does DCR expect the system of record to integrate with financial or other agency/State-owned system.	Yes.
160	2.7 Proposal Contents/ 5. Resumes and Bios Page 10	For the “two qualified candidates per position or labor category”, is this by overall service or by billing rate?	See response to Question #14, #18, #43, and #49.
161	5.2.17 TASK 17 – Environmental Review Page 24	Do you anticipate any SEPA documentation under Task 17?	Yes. NEPA compliance will require the state to follow any applicable SEPA requirements.
162	5.2.17 TASK 17 – Environmental Review / Anticipated Deliverables Page 24 —and— Attachment A – Pricing Page 28	For Task 17 we are being asked to provide Unit Costs for Environmental Reviews (ER) on the basis of the required <i>level</i> of the review. However, different project reviews at the <i>same level</i> may have significantly different costs associated with them based on site-specific conditions requiring additional assessment/studies (e.g. Phase I	Vendors are welcome to provide any project assumptions along with their cost estimates however project costs must be sufficient to include any information necessary for a compliant NEPA review.

		and/or Phase II ESAs, wetlands delineation, etc.) to produce a compliant ER. Costs for these additional assessments may exceed the typical unit cost by a factor of 10 or more. How do we account for these potential differences in costs for the purpose of submitting unit costs?	
163	5.2 TASKS / DELIVERABLES Task 9 (section 5.2.9) Page 21	<p>The section requests technical assistance "including but not limited to civil rights, fair housing, labor standards, and historic preservation."</p> <p>It appears as if the intention of the RFP is for firms to propose on a full task; however, there are firms that specialize in historic preservation and Section 106 consultation without any expertise in items like fair housing and labor standards.</p> <p>Would it be permissible for a firm to propose on a subset of services within a Task? Specifically for Task 9, can a firm provide qualifications for work involving Section 106 consultation and other historic resources services but not the other scope items within Task 9?</p>	The vendor or its team should be able to respond to all tasks and deliverables within task 9. DCR may or may not issue task orders for all of these activities.
164	4.11 FINANCIAL INFORMATION Page 17	Can submit financial statements directly instead of including in the response, o avoid any unintentional disclosure given the highly confidential nature of the information?	No, all documents that are part of the proposal should be submitted in one pdf file in the sourcing tool, as described in the RFP. A redacted version should be submitted separately.
165	5.1 General Page 18	Does the State have an estimate of how many staff will be activated for this contract?	See response to Question #88. This information is not known. Per RFP Section 5.1 GENERAL, <i>"The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs."</i>

Addendum 1_Staff Augmentation

166	5.1 General Page 18	How many staff has the State hired on previous staff augmentation contracts for CDBG-DR program?	See response to Question #83. The Division of Community Revitalization (DCR) is a new division and new program. This is a new contract for DCR. The number of staff hired via staff augmentation contracts by agencies other than the Department of Commerce, Division of Community Revitalization, the information would need to be obtained from that respective agency.
167	3.1 Method of Award Page 11-12	Does the State have an estimate of how many vendors will be awarded per Task?	See response to Question #28.
168	2.7 Proposal Contents, Item 5. Resumes and Bios Page 10	Does the State intend for vendors to provide 2 resumes per position listed in the cost form, 2 resumes per Task, or other?	Two resumes for each position listed in the cost form.
169	2.1 Request for Proposals and Task Orders Page 7	How will task orders be issued among the pre-qualified pool of vendors? Competition, Low Price, DCR's discretion, other?	See responses to Question #28 and #31.
170	5.1 General Page 18	Should the hourly rate provided for a task consider the position as remote or on location position?	See response to Question #32.
171	5.2.3 - Task 3- Duplication of benefits (DOB) Compliance Page 20	Will the staff augmentation vendor complete all DOB verifications for Horne LLP, or only assist in case of the lack of capacity?	The staff augmentation vendor may assist the Single Family Housing program only in case of lack of capacity, though it will assist with DOB for other state-run CDBG-DR programs.
172	5.2.5 & 5.2.10 Page 20 & 22	With the exception of the Appeals responsibility, how do responsibilities between 5.2.5- Task 5 on page 20 differ from 5.2.10: Task 10 on page 22?	Task 5 is for appeals, and Task 10 is for monitoring of grants.
173	5.1 General Page 18	Once a selected-pool vendor is notified of being activated, how much lead time is expected between notification and implementation of responsibilities?	Once a vendor is selected for a particular task order, the time to begin implementation will be fairly short. It will depend upon the task.
174	5.2.3-Task Order 3 Duplication of Benefits (DOB) Compliance	What data sources will be available to the contractor to analyze duplication of benefits?	DCR has data-sharing agreements in place with SBA,

Addendum 1_Staff Augmentation

	Page 20		NFIP, NC Emergency Management and FEMA
175	2.7 Proposal Contents Page 10	Will the state accept personnel experience in lieu of firm experience?	The RFP requires personnel and firm experience.
176	2.7 Proposal Contents Page 10	Will the state consider the firm's broader experience in disaster recovery?	As stated in the RFP, vendor qualifications include experience with HUD-funded programs or other disaster recovery work.
177	5.3 Task Order Methodology Page 24	In Section 5.3, the State says, "DCR will issue task orders, as the need arises, to at least two vendors qualified in that category." Does the state intend to issue a task order to all qualified vendors for a specific task or a selected few?	See response to Question #30.
178	5.0 Scope of Work Page 18	The RFP states that some tasks may require vendors to report to an office provided by the State. Which tasks are projected to have this requirement?	See response to Question #4, #25
179	5.0 Scope of Work Page 18	Can the State confirm if both biographies and resumes are required?	Per the RFP, resumes or biographies must be provided for all key personnel proposed.
180	No reference citation provided by the Vendor.	Please identify the current vendor(s) providing the services outlined in this RFP, and provide the corresponding contract number(s) and period of performance for each.	See response to Question #9.
181	No reference citation provided by the Vendor.	Will the State consider out-of-state vendors for prime contractor roles if all work is performed during North Carolina business hours and personnel can travel on-site as needed?	Yes.
182	2.7 Proposal Contents Page 9	Please confirm whether the State prefers the proposal to be submitted as a single consolidated PDF within the eVP system, or as separate files for the technical proposal, pricing, and attachments.	See response to Question #21, #22, #76, #123, #125, and #126. Yes, the State prefers the proposal to be submitted as a single consolidated PDF in eProcurement Sourcing in Section 5.1 VENDOR OFFER.

Addendum 1_Staff Augmentation

			Pricing should be submitted in Excel format in eProcurement Sourcing Section 5.2 ATTACHMENT A: PRICING.
183	2.7 Proposal Contents Page 9	Kindly confirm whether specific formatting requirements ,e.g., font size, font type, margin settings, apply to the technical narrative, resumes, or attachments.	There are no formatting requirements.
184	2.7 Proposal Contents Page 9	Please clarify whether any page limitations apply to the technical narrative, and whether required attachments (e.g., resumes, forms, references) are excluded from any applicable page count.	There is not a page limitation; however, Vendors are requested to keep offers concise and not to include marketing material.
185	2.7 Proposal Contents Page 9	The RFP states that "All pages of the RFP should be returned." Please clarify whether the agency requires vendors to return the entire RFP document (including all pages) as part of the proposal submission, or only the completed forms and required attachments.	All pages of the RFP should be returned as part of the proposal submission. The entire document would become part of the contract between the vendor and DCR if the vendor is awarded, so it should be signed and submitted in full.
186	2.7 Proposal Contents 5. Resumes and Bio Page 10	At the prequalification stage, will the State accept sample resumes for labor categories, or must all the proposed personnel be confirmed and committed for potential task orders?	See response to Question #14, #18, #43, and #49.
187	2.7 Proposal Contents 5. Resumes and Bio Page 10	Could the agency please clarify which specific labor categories will be required under this contract and the expected experience and skill sets associated with each?	These labor categories are task-specific and will vary by task.
188	2.7 Proposal Contents 6. Examples Page 10	Please confirm whether past performance from proposed subcontractors may be included in Attachment H	See response to Question #19
189	2.7 Proposal Contents 6. Examples Page 10	Are state ,local government or federal disaster recovery programs (non-HUD funded) considered acceptable relevant experience if they demonstrate	As stated in the RFP, vendor qualifications include experience with HUD-funded programs or other disaster recovery work. Lack of such experience could be

Addendum 1_Staff Augmentation

		comparable scope and complexity?	evaluated as a weakness in the proposal.
190	5.0 SCOPE OF WORK 5.1 GENERAL Page 18	Please clarify the expected ratio of on-site versus remote work for personnel under this contract.	The determination of on-site versus remote work will be based on program needs. DCR does not have an estimate at this time.
191	5.1 General Page 18	Can vendors add or remove task order categories after initial qualification, or must their selections remain fixed for the three-year contract term?	Vendors can remove task order categories, but the agency may not allow addition of task order categories.
192	4.7 Personnel Page 16	What is the process and expected timeline for DCR approval of key personnel substitutions, and how will delays in approval affect active task orders?	The expected process is that the vendor will notify the State in writing of any changes, and the State will attempt to respond in writing with a decision within 5 business days.
193	4.11 Financial Information Pages 17–18	For privately held firms, will unaudited financial statements be acceptable if audited statements are unavailable, and what level of detail must be disclosed for contingent liabilities?	See answer to Question #52. Vendor should provide sufficient detail for DCR to “determine: whether the Vendor has sufficient ability to perform the Contract; whether the Vendor is able to meet its short term obligations, debts, liabilities, payroll, and expenses; whether Vendor has provided complete, reliable and accurate financial information regarding its business operation; whether the Vendor is financially solvent; and whether Vendor has sufficient cash flow and/or available financing from a financial institution to perform the proposed contract for an extended period without receiving payment from the State.” (per Section 4.11)
194	2.6 RFP Submittal Page 9	Since redacted copies of proposals are required, what criteria will DCR use to determine whether a vendor’s confidentiality designations are	The State does not create “criteria” to make such determinations but follows the Public Records Act. Initially, the State may accept the Vendor’s redactions and assume they were

Addendum 1_Staff Augmentation

		accepted or overruled under the Public Records Act?	made on a good faith basis. The State generally gives Vendors notice and an opportunity to defend their redactions if the State receives a request to provide unredacted information. Vendors are reminded that all redacted versions of the contracts must be posted on DCR's website.
195	4.9 Insurance Requirements Page 16	Will the insurance requirements outlined in Attachment C apply to the master agreement as a whole, or only to individual task orders valued in excess of \$1,000,000?	Vendors should anticipate being required, at the time of the Task Order, to provide proof of insurance in the amounts for Contracts Valued in Excess of \$1,000,000.
196	3.4 Evaluation Criteria Pages 13–14	While the RFP lists evaluation criteria in order of importance, will DCR publish specific scoring percentages or weights associated with each factor?	See response to Question #71.
197	4.7 Personnel Page 16	Are subcontractors allowed to be proposed at the pool qualification stage, or must they be identified and approved only when responding to specific task orders?	Subcontractors should be proposed in the vendor's response to this RFP for the qualification stage.
198	5.4 Transition Assistance Page 24	What specific activities are expected under "transition assistance"—for example, data/system turnover, staff training, or ongoing service delivery until a new vendor is operational?	See response to Question #115.
199	5.1 General Page 18	Since the SOR has not yet been finalized, what level of responsibility will vendors bear in its implementation and maintenance (for example, configuration, user support, or system administration)?	Vendors in this RFP shall not be responsible for the implementation or ongoing maintenance of the System of Record (SOR).
200	5.2.17 Environmental Review Page 24	Must vendors provide unit costs for all levels of environmental review and reevaluations, even if they intend to compete only for selected review levels?	Vendors must provide costs for all areas in which costs are required to be provided.

Addendum 1_Staff Augmentation

201	No reference citation provided by the Vendor.	Are firms that hold disaster recovery contracts that include CDBG-DR support services for Helene impacted municipalities precluded from bidding on this contract?	No; however if a conflict of interest exists, the firm may be prohibited from working on specific task orders.
202	2.7 Page 10	Section Language: 5. Resumes and Bios. This section states, "Vendors are encouraged to submit at least two qualified candidates per position or labor category, where applicable." Question: Please confirm the two candidates per position is only applicable to key staff and not all staff listed to support the project.	See response to Question #14, #18, #43, and #49.
203	4.5 Page 16	Section Language: HUB Participation. States, "...Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT E: HUB SUPPLEMENTAL VENDOR INFORMATION" Question: This section states there is a HUB Certified goal of 10% met by a prime or subcontract certified firm; however, Attachment E appears to only inquire the state of a prime vendors HUB status. Please confirm if non-HUB-certified firms who partner with HUB-certified subcontractors will receive the same evaluation scoring. Or is the evaluation only applicable to prime firms.	See response to Question #3 and #122.
204	Offeror Checklist Page 60	Section Language: Signed Offer. Submit the complete RFP, not just the signature page.	Inserting the Vendor name in the top right corner of each RFP page

		Question: Please confirm whether vendors should be placing their firm name at the top of each page of the RFP in this section.	is encouraged, but is not required.
205	2.7 Proposal Contents (page 9) and Section 4.2 Pricing (page 15)	The cost proposal is not listed under the components. Please clarify where it should be included.	See response to Question #126.
206	4.11 Financial Information (Page 17) and 2.7 Proposal Contents	This section requires submittal of financial information, but that is not listed in Section 2.7 Proposal Content. Please clarify where it should be included.	Financial information may be included anywhere in the proposal; most vendors typically include it towards the end or last.
207	2.7 Proposal Contents (page 10) and 4.1 Task Order Categories (page 14)	The instructions for Section 4 "Narrative Response: Vendor Qualifications and Approach" appear to focus on past project experience and qualifications and capacity of staff. Please confirm that you are not looking for an actual technical approach response to each task in the scope of work?	As stated in the RFP, "for each task order category that Vendor wishes to be considered Vendor proposal should demonstrate specific proof of experience and qualifications to carry out the respective task." Based on the vendor's experience, it will need to generally describe a staffing plan, how Vendor will ensure quality and timely services, and how Vendor will ramp up services across the task order categories. Vendors should describe their experience in each specific category for which they wish to be prequalified. Vendors can provide a more specific technical approach in response to individual task orders.

Execute Addendum:

VENDOR: _____



DATE: _____

Table of Contents

Title Page.....	ii
Signed Execution Pages and Signed Addenda.....	iv
Vendor Qualifications and Approach.....	1
Brief History of ICF	1
ICF: The Nation’s Leading CDBG–DR Implementation and HUD Expert.....	1
A Mission–Driven Company Since Our Founding	2
ICF’s History as a Firm Dedicated to North Carolina.....	3
Experience With CDBG–DR Programs	6
The ICF Team.....	9
The ICF Team’s Experience by RFP Task Area	12
The ICF Team’s Experience with HUD–Funded Programs and Relevant Policies and Procedures Similar to DCR’s CDBG–DR Programs	14
Approach to Fulfilling Task Orders.....	17
TASK 1—Development of Policies, Procedures, and SOPs	20
TASK 2—Financial Compliance, Oversight, and Fraud Prevention	22
TASK 3—Duplication of Benefits Compliance	24
TASK 4—Procurement Compliance and Monitoring	26
TASK 5—Claims, Appeals, and Case Reviews	28
TASK 6—Action Plan Development and Amendments.....	30
TASK 7—Needs Assessments, Market Analysis, and Geospatial Support	31
TASK 8—Program Performance Monitoring and Evaluation.....	33
TASK 9—Civil Rights, Fair Housing, Labor Standards, and Historic Preservation.....	35
TASK 10—Audit Readiness and Monitoring Support	37
TASK 11—Technical and Engineering Support for Infrastructure and Housing Projects	39
TASK 12—Training, Technical Assistance, and Capacity Building.....	42
TASK 13—Relocation Program (URA/TRA) Development and Compliance Support.....	45
TASK 14—Communication, Public Information, and Outreach Support.....	47
TASK 15—Grant Management.....	50
TASK 16—Technical Systems Specification and Project Management.....	52
TASK 17—Environmental Review	54
Quality Assurance, Regulatory Compliance, and Project Oversight.....	56
Staffing Plan and Capacity to Scale Quickly and Ensure Quality and Timely Services	60
Alignment of Proposed Staff.....	61
Team Resumes.....	65

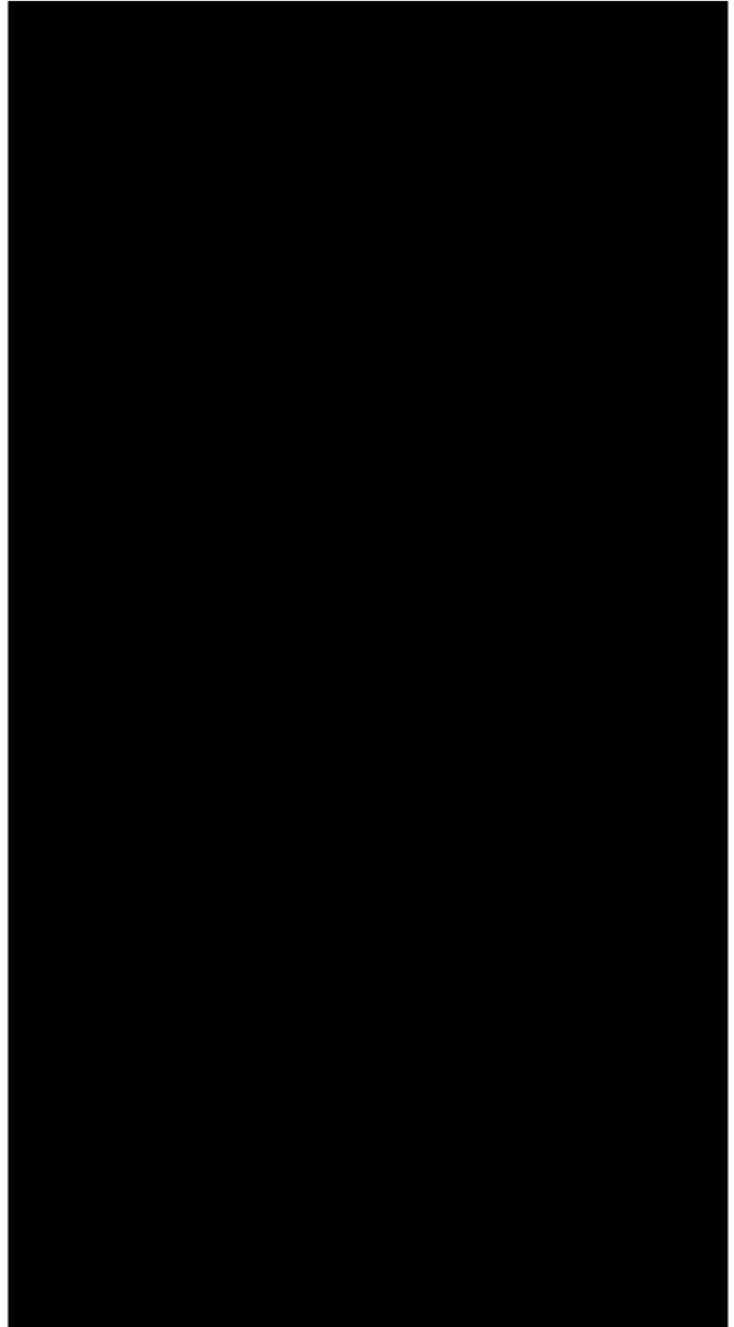
Project Manager (Key Personnel).....	68
Task Order Leads (Key Personnel).....	71
Task Lead Backup Support.....	98
Program Leads.....	129
Support Staff.....	140
Examples of Projects of Similar Type and Size Performed Within the Last 5 Years (Attachment H)	175
Financial Information.....	182
Errata and Exceptions.....	182
Appendix A: Required Attachments.....	A-1
Attachment A: Task Order Categories / Pricing.....	A-2
Attachment D: Location of Workers Utilized by Vendor	A-3
Attachment E: Historically Underutilized Business Information.....	A-4
Attachment F: Certification for Contracts, Grants, Loans and Cooperative Agreements	A-5
Attachment G: Disclosure of Lobbying Activities.....	A-6
Appendix B: Request for Proposal and Addenda.....	B-1

Vendor Qualifications and Approach

Brief History of ICF

ICF: The Nation's Leading CDBG-DR Implementation and HUD Expert

ICF has been on the ground, helping states and local governments, nonprofit organizations, small businesses, and individuals recover from the largest disasters in U.S. history. Our disaster management story began over **25 years** ago, when ICF assisted the Town of Grand Forks, ND, respond to the catastrophic Red River flood by implementing a large-scale voluntary buyout program. This early engagement, coupled with work in the aftermath of Hurricane Katrina and every round of supplemental federal appropriations since—including for **eight of the current round of Universal Notice grantees**—positioned ICF as a leader in disaster management, particularly in implementing the U.S. Department of Housing and Urban Development's (HUD's) Community Development Block Grant Disaster Recovery and Mitigation programs (CDBG-DR and CDBG-MIT), the Federal Emergency Management Agency's (FEMA's) Hazard Mitigation Grant Program (HMGP) and Public Assistance (PA) Program, as well as state and local disaster programs. ICF has over 2 decades of experience **tying together resources to stretch limited recovery dollars to help communities come back stronger than before.**



We have implemented practical recovery solutions in some of the most challenging and remote geographies with needs similar to Western North Carolina, including:

- Helping **Appalachian Kentucky** design and implement innovative rural workforce housing and replace aging or limited infrastructure after catastrophic floods and landslides.
- Leading **Puerto Rico's** whole-island commercial district revitalization efforts after the total destruction of Hurricane Maria.
- Providing necessary capacity to **rural, self-reliant Oregon** counties to creatively use CDBG-DR to convert from septic to municipal wastewater facilities in remote and mountainous communities.
- Serving as HUD's largest technical assistance (TA) provider and trusted partner for more than **30 years**, we have assisted HUD and CDBG-DR grantees in navigating each federal administration, regulatory update, executive order, and policy change to meet the unique recovery and mitigation challenges that Western North Carolina is now facing. ICF has provided staff, tools, and processes for over 25 years for the successful implementation of the full scope and programs contained in this request for proposals (RFP), from housing underwriters, workforce housing policy experts, CDBG-DR grant managers, Disaster Recovery Grants Reporting System (DRGR) users, and financial management experts to construction managers and engineers and economic revitalization professionals to lawyers and geographic information systems (GIS) technicians—all of whom are unified by the same mission: **to ensure every CDBG-DR dollar spent equates to a direct improvement in the lives of Western North Carolinians.**

A Mission-Driven Company Since Our Founding

Unlike many of our competitors whose primary focus is in the accounting and engineering sectors, from our foundation, we were created with the **mission and purpose of helping people and communities thrive, using our ingenuity and creativity to solve our clients' toughest challenges and build a more prosperous and resilient world for all.**



For 55 years, ICF has been at the vanguard of economic, cultural, and technological innovation in communities across the United States, partnering with individuals, governments, and businesses to solve complex challenges and improve lives.

Founded in 1969 by former Tuskegee Airman Clarence “Lucky” Lester and three Department of Defense analysts as the Inner City Fund to support inner-city small businesses in Washington, DC, ICF is now a \$2 billion publicly traded consultancy firm with highly sought after multidisciplinary staff.



Headquartered in Reston, VA, we have subject matter expertise in government and commercial programs spanning the health, energy, environment, disaster management, transportation, and aviation sectors. ICF's approximately 9,000 professionals collectively bring unmatched industry expertise and cutting-edge engagement capabilities across program management, financial management, environmental analysis and review, research, communications, and marketing.

We believe in the power of individuals to work together to make a difference in the lives of others – and to make a difference that matters. With a continued focus on innovation, we will keep making big things possible for the clients and communities we serve.



ICF's History as a Firm Dedicated to North Carolina



Our mission is intertwined with that of the Division of Community Revitalization (DCR)—our people live, work, play, and thrive in North Carolina, and we are dedicated to the state's future of recovery. Our work is rooted in strong community partnerships, which we have fostered across North Carolina in our work supporting **135** public and private clients. We have over **330 North Carolina-based employees** who are located statewide and we have **a core office in Durham's Research Triangle Park**. Our experts have collaborated with CDBG-DR and FEMA grant recipients to prepare for, respond to, recover from, and mitigate diverse hazards—from the mountains through the Piedmont to the Coastal Plains.



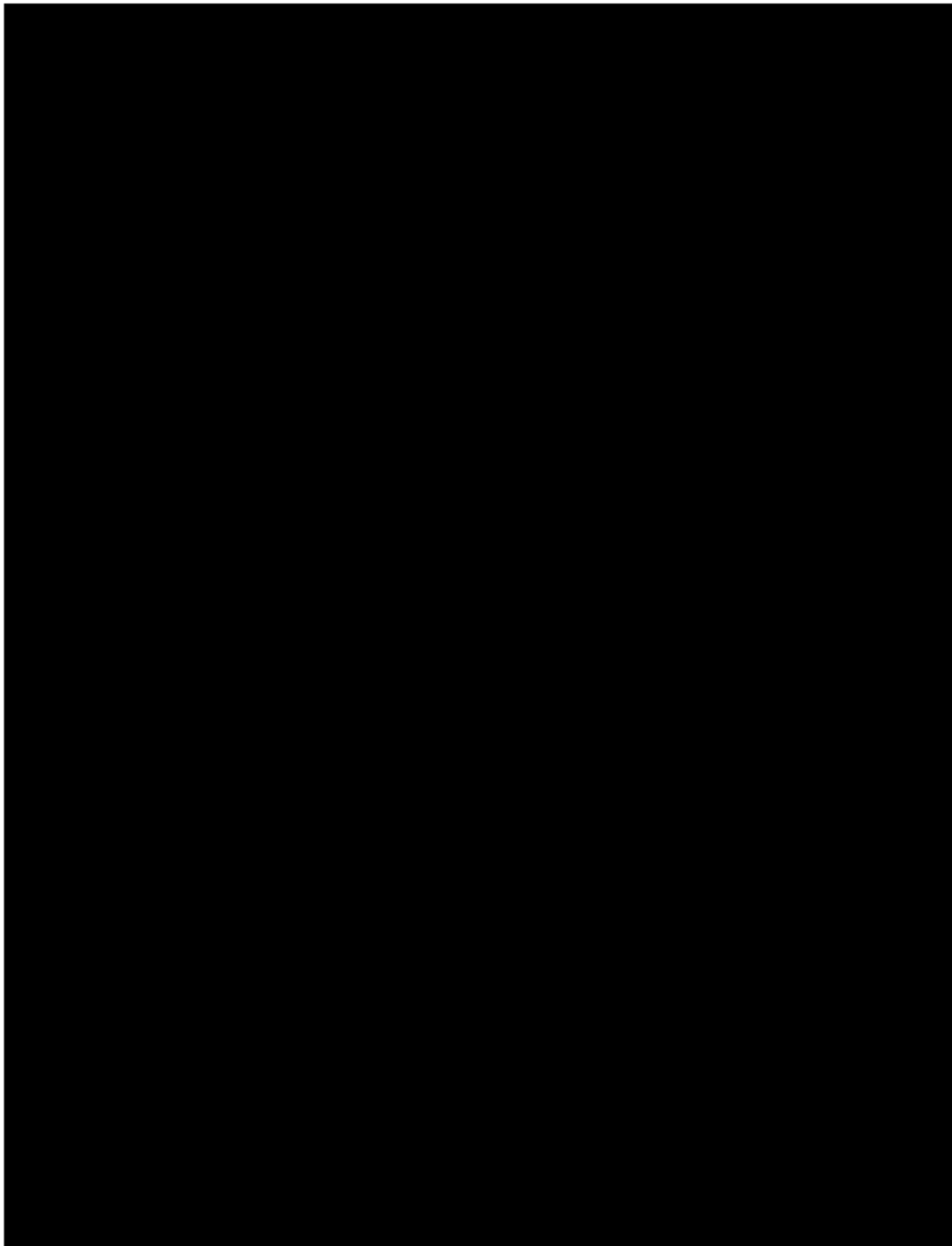
In the past 3 years alone, ICF has managed over **\$52 million in state and federal funds for North Carolina infrastructure and resilience projects**. Soon after Hurricane Helene hit, we were supporting Western North Carolina in places like **Lake Lure, Gastonia**, and In addition we are supporting the **North Carolina League of Municipalities** in providing assistance to their members through their respective recoveries. as they began the daunting task of managing the influx of federal, state, local, and private funds and resources for disaster recovery. By

leveraging our understanding of shifting federal rules with practical recovery design solutions, we help local governments across Western North Carolina increase funding approvals, accelerate communitywide recovery, build local capacity for long-term grant management, and reconstruct more resilient communities.



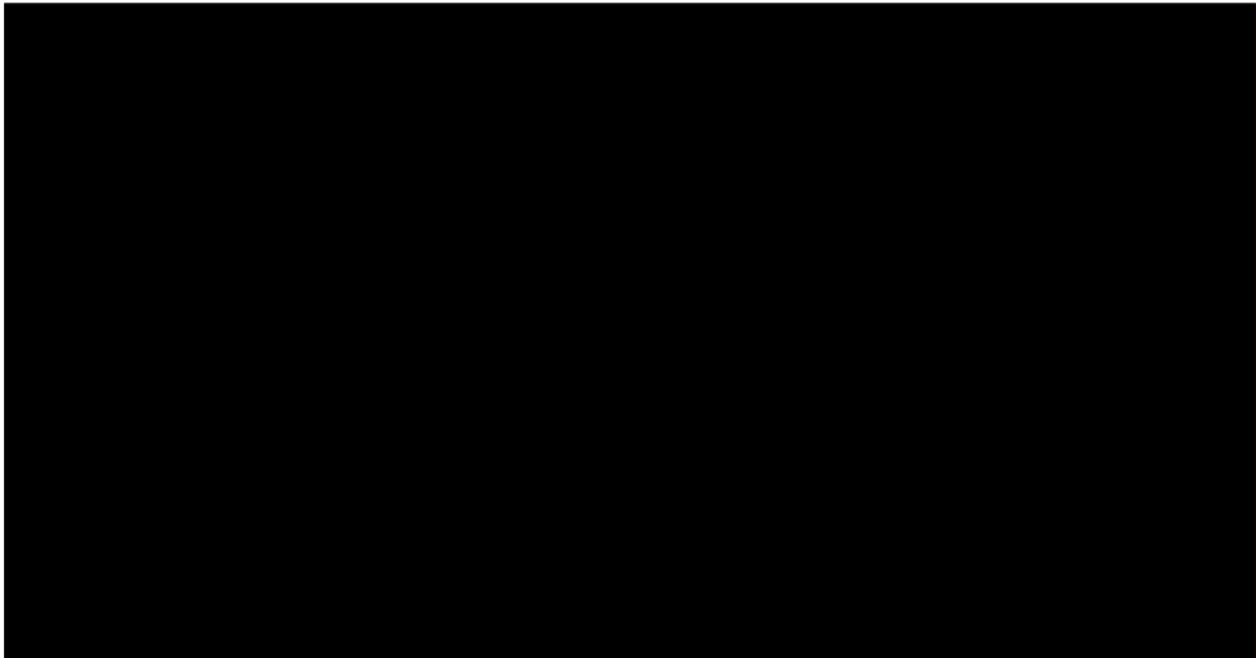
Because of our work with more than **40** North Carolina public entities (outlined below), we understand Western North Carolina's needs and can help DCR build the momentum to recover **faster and stronger than ever before.**





Experience With CDBG-DR Programs

For over 25 years, ICF has been the nationally recognized leader in disaster recovery charged with supporting state and local governments in successfully implementing all forms of HUD disaster recovery and mitigation programs (CDBG-DR, CDBG-MIT, CDBG CARES Act [CDBG-CV], CDBG National Disaster Resilience [CDBG-NDR], Neighborhood Stabilization Program [NSP]) as well as non-disaster recovery HUD programs (CDBG, HOME Investment Partnerships Program [HOME], Emergency Solutions Grants Program [ESG]). As such, ICF is expertly positioned to support DCR's implementation of its CDBG-DR programs.



Each of the programs outlined in DCR's Action Plan requires nuanced strategies, targeted engagement with people across Western North Carolina, and specialized technical expertise that only ICF can provide. Other contractors may have strengths in one program area or related task, but unlike other vendors, ICF brings a comprehensive, top-tier team with the HUD, North Carolina, national, technical, and program management expertise to design, implement, administer, monitor, and close out DCR's full suite of programs.

As we demonstrate throughout this proposal, our staff are ready from Day 1 to tackle the entirety of the work described within the RFP, and we are dedicated to exceeding DCR's timeline goals for the resilient recovery of Western North Carolina through:



Momentum That Doesn't Wait.

We accelerate funding and program delivery by aligning with DCR's goals, empowering local partners, and deploying practical solutions that reflect the needs of Western North Carolina's communities and environments.



What This Means for DCR:

Momentum. You get a collaborative delivery model that works shoulder-to-shoulder with subrecipients, applicants, and stakeholders, avoiding delays, public scrutiny, and critical points of failure.



Why It Matters Now:

DCR can deliver quickly and transparently, with a partner that brings scalable capacity, builds local readiness to implement CDBG-DR funds, and ensures visible progress.



Compliance That Builds, Not Blocks.

We turn HUD compliance into a catalyst for innovation—streamlining policy, shaping programs, and delivering outcomes that matter for North Carolina's housing, infrastructure, and economic revitalization.



What This Means for DCR:

Confidence. You get more than regulatory checkboxes—you get a partner who embeds foresight and flexibility into every process, ensuring compliance that enables, not constrains delivery.



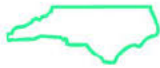
Why It Matters Now:

With limited institutional knowledge and high public scrutiny, you need a partner who can translate complex HUD requirements into practical, transformative projects.



Transparency That Earns Public Confidence.

Our program management, communications, and implementation models are built for accountability, combining rigorous controls with real-time dashboards that show how funds are used and why.



What This Means for DCR:

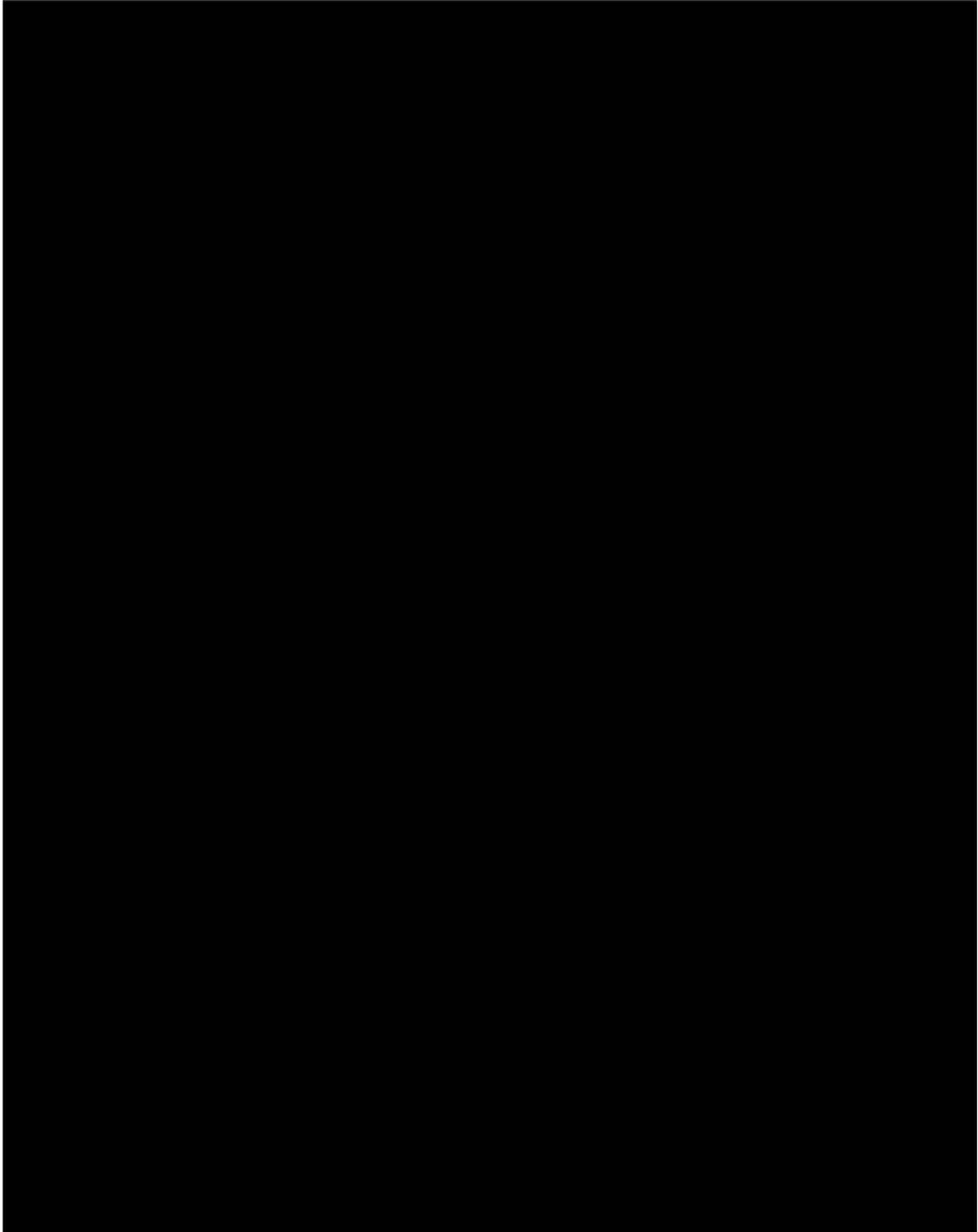
Trust you can see. You get defensible decisions, clear documentation, and tools to drive milestones, proactively address oversight, legislative inquiries, and stakeholder concern.



Why It Matters Now:

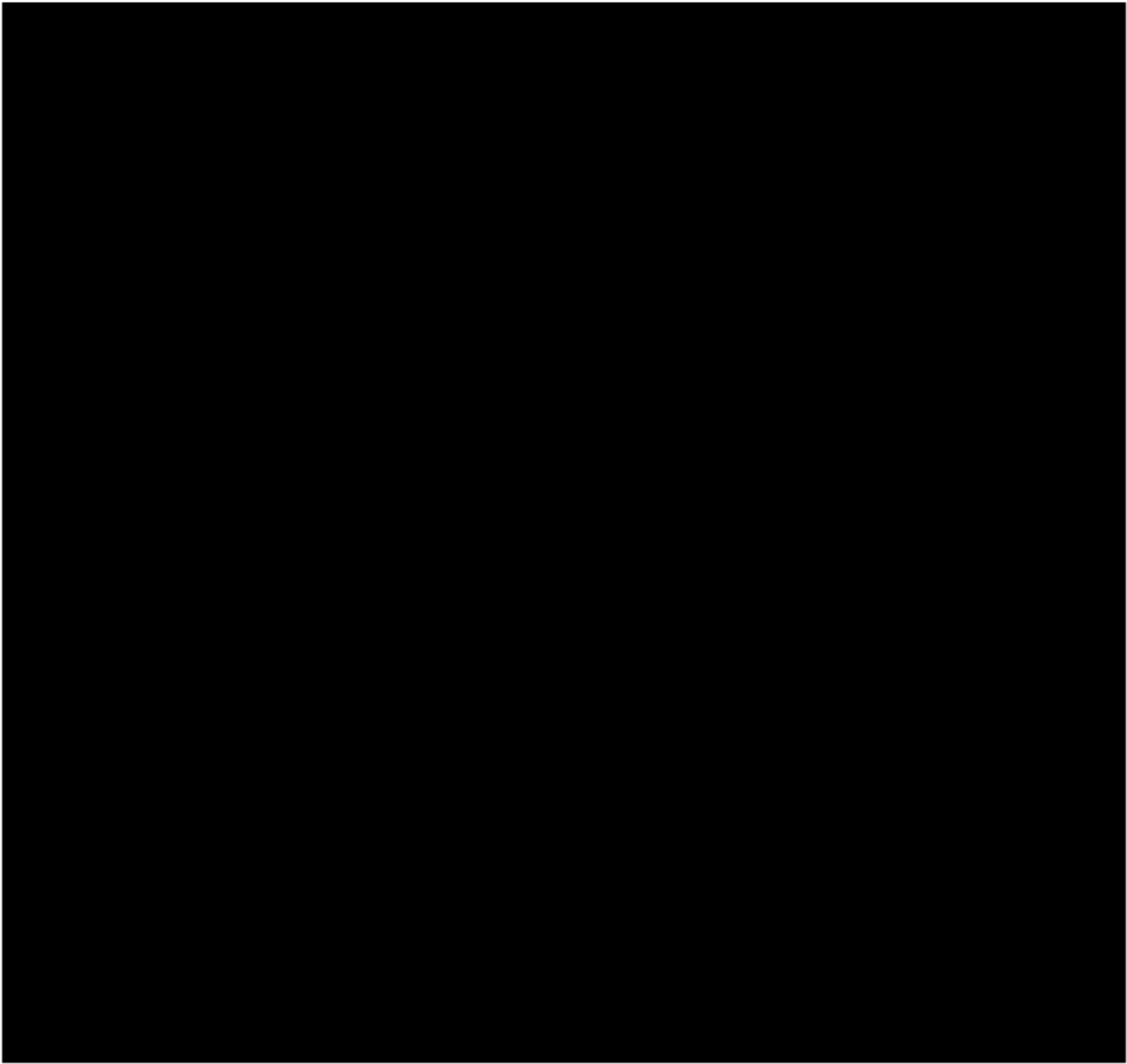
In an environment of heightened scrutiny, building public trust isn't optional—it's essential. We help you deliver results that communities can see and believe in.

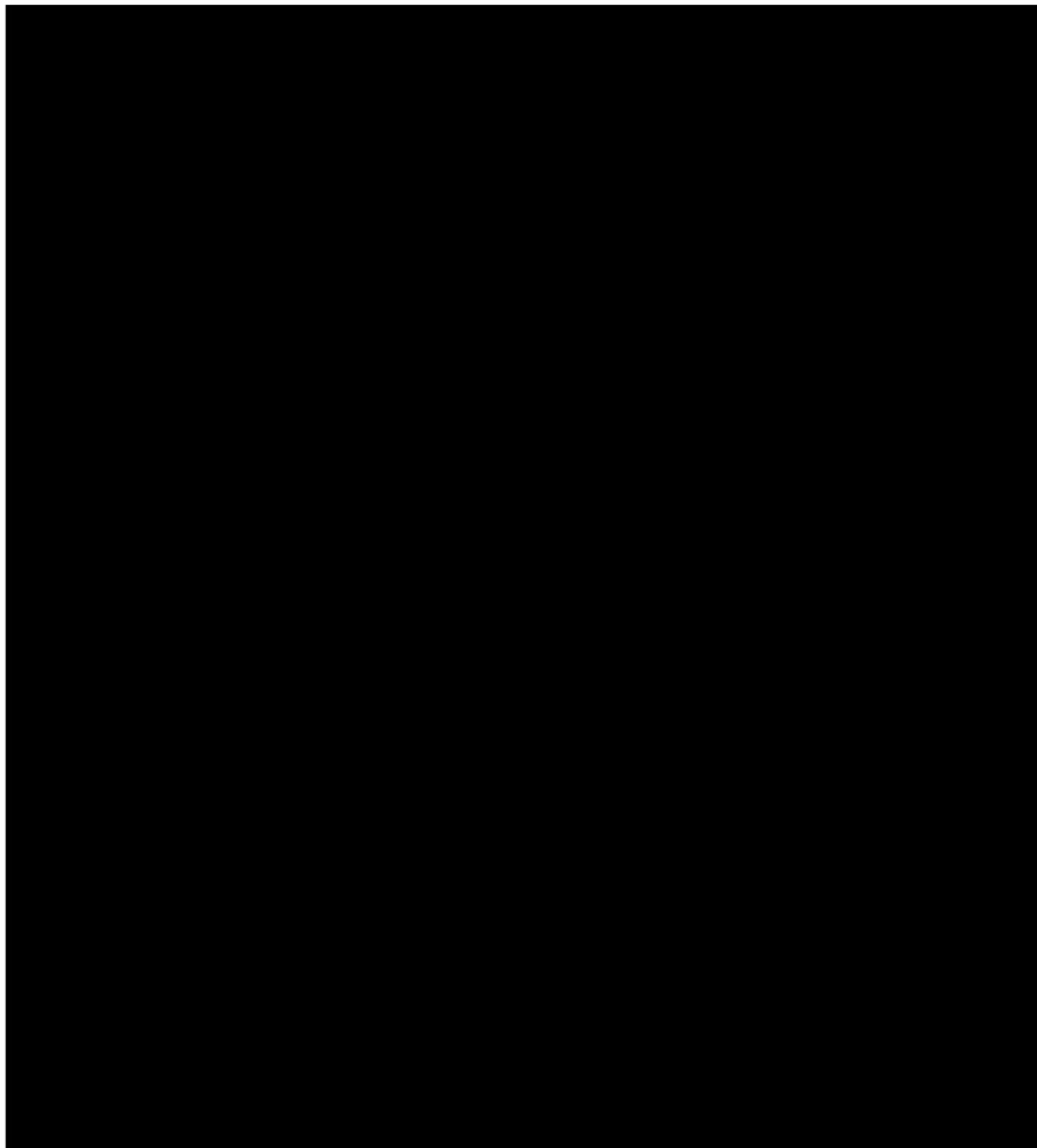
We have been managing, administering, and implementing every form of CDBG-DR-funded activities across the country since 1997. We have seen it all and done it all, creating the foundation of adaptable expertise needed to handle all 17 outlined tasks.

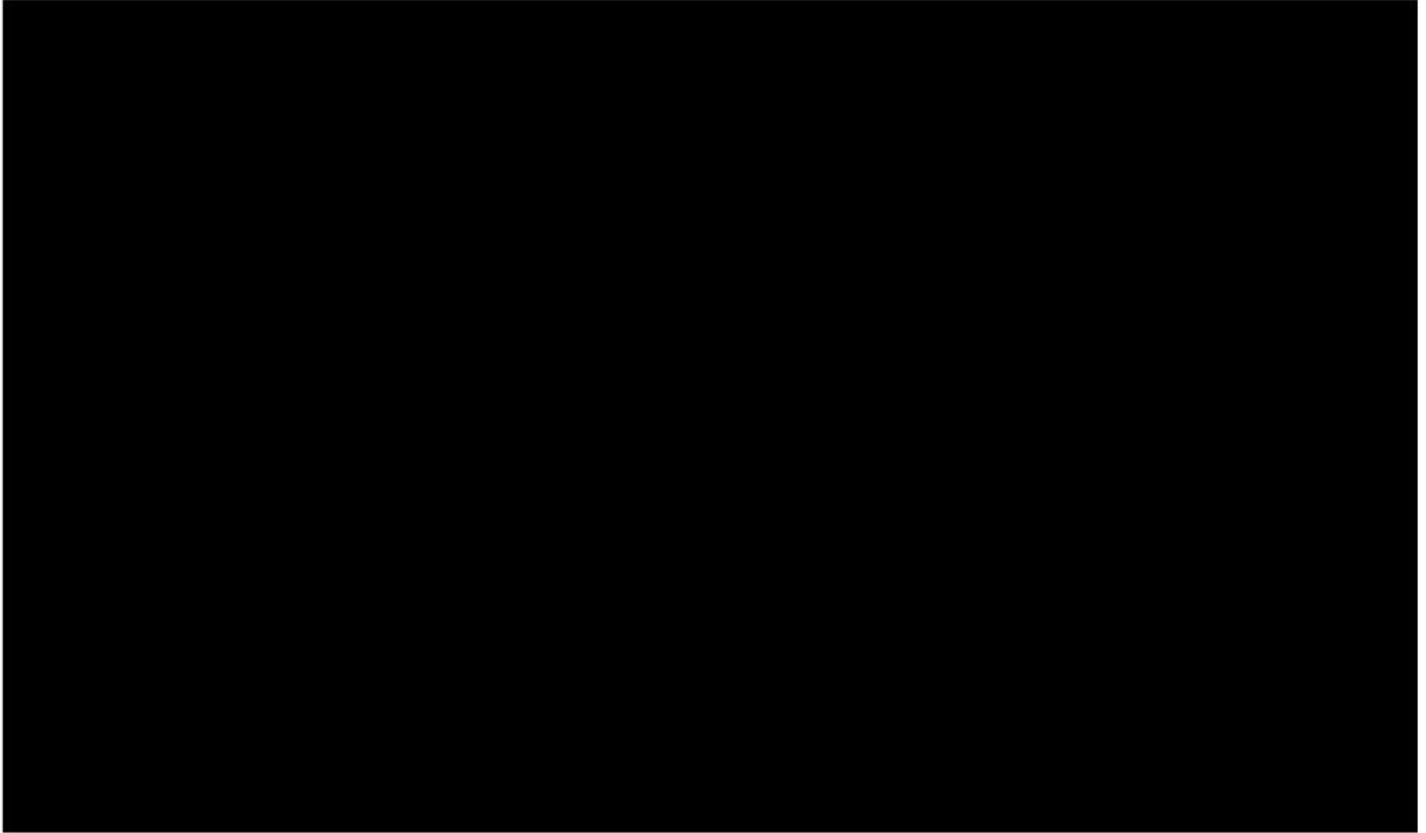


The ICF Team

ICF is proud to collaborate with **five strategic partners—including two North Carolina Historically Underutilized Businesses (HUBs)**—enhancing our ability to scale and meet the multidisciplinary needs of this RFP to best serve the people of Western North Carolina and DCR. Our team has worked alongside these partners across a range of community development, disaster recovery, and mitigation projects, and we are excited to bring our collective expertise and proven synergies to this effort. Together, we are **the ICF Team**—ready to leverage our respective strengths across all task orders issued by DCR. The depth and breadth of our team positions us to provide comprehensive and efficient support, streamlining program management across all tasks.





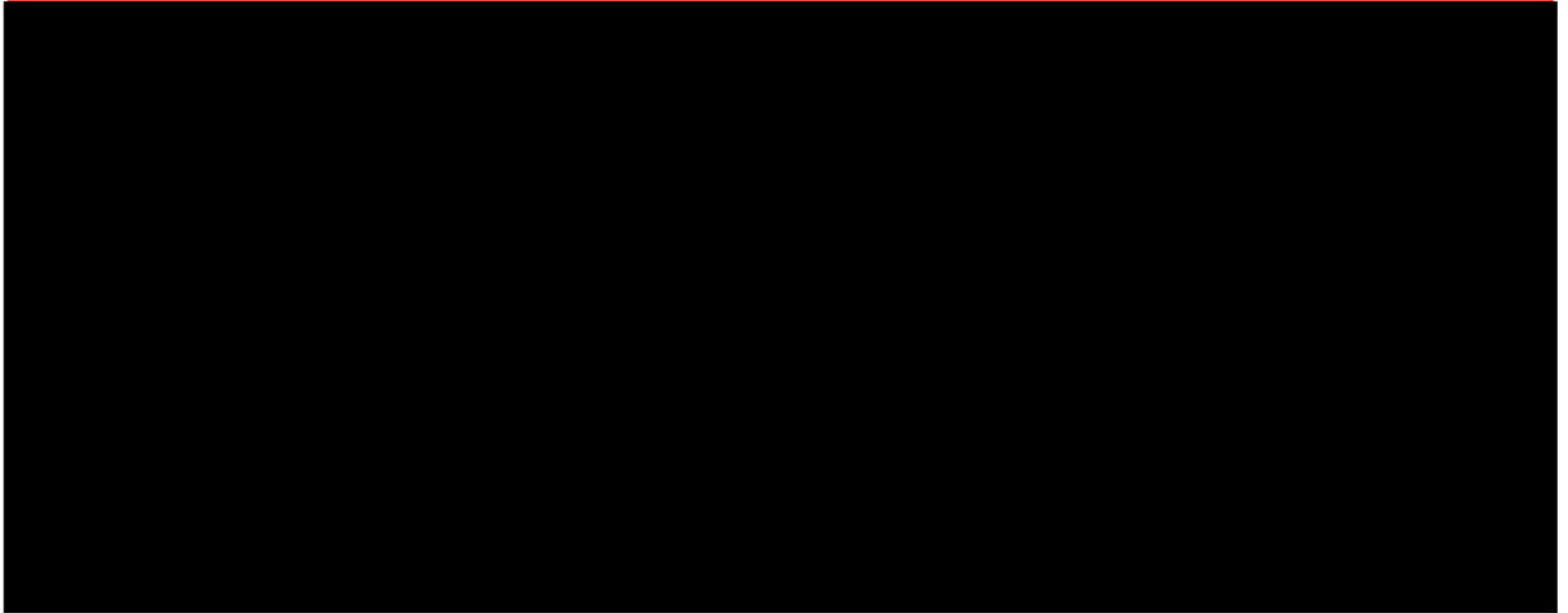


The ICF Team's Experience by RFP Task Area

As **Exhibit 1** shows, the ICF Team has direct experience with and extensive knowledge of the full scope of tasks for which DCR is seeking support. While not a comprehensive listing of our project experience, it demonstrates how our team's extensive experience and knowledge of North Carolina's state, regional, and local needs and processes will reduce or eliminate any ramp-up time needed to deliver the full scope of services required by DCR.

Exhibit 1. Project Measles Chart

Skills Legend		
T1	Development of Policies, Procedures, and SOPs	T7 Needs Assessments, Market Analysis, and Geospatial Support
T2	Financial Compliance, Oversight, and Fraud Prevention	T8 Program Performance Monitoring and Evaluation
T3	DOB Compliance	T9 Civil Rights, Fair Housing, Labor Standards, and Historic Preservation
T4	Procurement Compliance and Monitoring	T10 Audit Readiness and Monitoring Support
T5	Claims, Appeals, and Case Reviews	T11 Technical and Engineering Support for Infrastructure and Housing Projects
T6	Action Plan Development and Amendments	T12 Training, TA, and Capacity Building
		T13 Relocation Program (URA/TRA) Development and Compliance Support
		T14 Communications, Public Information, and Outreach Support
		T15 Grant Management
		T16 Technical Systems Specification and Project Management
		T17 Environmental Review



The ICF Team’s Experience with HUD–Funded Programs and Relevant Policies and Procedures Similar to DCR’s CDBG–DR Programs

Each of the programs contained in the RFP and DCR’s Action Plan present unique missions, challenges, and opportunities that require an experienced partner to implement the programs quickly and compliantly. In the section below, we demonstrate how the ICF Team’s history administering programs similar to DCR’s programs bring direct value. Our relevant experience below is just a sample of the numerous programs we have administered similar to DCR’s CDBG-DR programs and how those qualifications and demonstrated competence result in tangible value to DCR and recovering communities.

Single–Family Housing Repair, Rehabilitation, and Reconstruction Program

Unique Program Features, Challenges, and Opportunities	Ensuring vendors have efficient policies and procedures and the support or oversight needed to perform for agreed-upon timelines and deliver the quality of customer service and homes expected by DCR.
ICF Team’s Relevant Qualifications and Demonstrated Competence	
Value to DCR and North Carolina From the ICF Team	The ICF Team is focused on performance management solutions that help—not hinder—DCR’s housing implementation vendors’ ability to deliver timely housing programs while maintaining high quality.

Workforce Housing for Homeownership Program

Unique Program Features, Challenges, and Opportunities	The program design needs to account for the financial needs of first-time homebuyers, local housing market conditions, developer financials, and competing needs and preferences of the communities where new housing is built. Small rental landlords may have lower capacity to manage construction cash flow or comply with critical elements like HUD tenant income verification, Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), and Fair Housing.
ICF Team’s Relevant Qualifications and Demonstrated Competence	

Value to DCR and North Carolina From the ICF Team	DCR knows the ICF Team has the proven program design and underwriting experience to avoid putting homebuyers, developers, communities, or the state in any financial risk, resulting in right-sized and sustainable housing for new homebuyers across Western North Carolina.

> Multifamily Rental Housing Construction, Rehabilitation, and Mitigation—including Small Rental Programs

Unique Program Features, Challenges, and Opportunities	The program can be designed to leverage other funding and must account for the varying financial, rehabilitation, and new affordable rental housing needs across Western North Carolina, as well as fundamental HUD and other funding compliance requirements.
ICF Team's Relevant Qualifications and Demonstrated Competence	<ul style="list-style-type: none"> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 98%;"></div> <div style="background-color: black; height: 15px; width: 95%;"></div> <div style="background-color: black; height: 15px; width: 92%;"></div> <div style="background-color: black; height: 15px; width: 85%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 98%;"></div> <div style="background-color: black; height: 15px; width: 95%;"></div> <div style="background-color: black; height: 15px; width: 92%;"></div> <div style="background-color: black; height: 15px; width: 85%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 98%;"></div> <div style="background-color: black; height: 15px; width: 95%;"></div> <div style="background-color: black; height: 15px; width: 92%;"></div> <div style="background-color: black; height: 15px; width: 85%;"></div>
Value to DCR and North Carolina From the ICF Team	DCR knows the ICF Team will provide the deliverables to launch quickly, leverage all funds compliantly, manage construction efficiently, and deliver resilient housing solutions that are on time, within budget, and built and managed to HUD standards through the term of the CDBG-DR award.

Commercial District Revitalization Program

Unique Program Features, Challenges, and Opportunities	The program ensures subrecipients who are new to CDBG-DR and have limited understanding or staffing comply with all applicable federal compliance requirements, including national objective documentation and state and local permitting, environmental, and other requirements.
ICF Team's Relevant Qualifications and Demonstrated Competence	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Value to DCR and North Carolina From the ICF Team	Usable checklists and processes will streamline compliance, helping nongovernmental and low-capacity subrecipients implement complex requirements as efficiently as possible.

Community Infrastructure Program

Unique Program Features, Challenges, and Opportunities	Given the limited funding and extensive need for infrastructure recovery and resilience across Western North Carolina, the state needs defensible program guidelines, award selection criteria, robust funding strategy support, and onsite embedded grants management support to help local governments achieve their recovery goals.
ICF Team's Relevant Qualifications and Demonstrated Competence	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

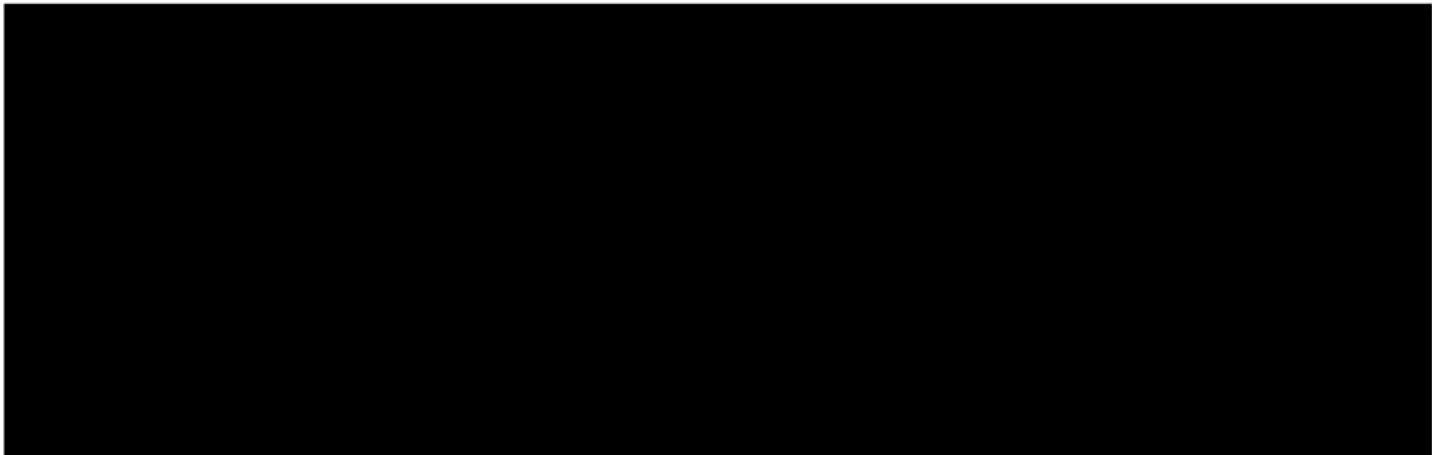
Value to DCR and North Carolina From the ICF Team	Local governments have the information they need to understand why projects were or were not selected; low capacity subrecipients have the onsite or remote support they need to be successful; and communities receive funding strategy support to stretch limited federal funding.
---	--

> Private Roads and Bridges

Unique Program Features, Challenges, and Opportunities	The program documents how all approved private roads and bridges repairs activities are compliant with community and HUD requirements.
ICF Team's Relevant Qualifications and Demonstrated Competence	<ul style="list-style-type: none"> ICF is currently helping homeowners rebuild their homes in the canyons of Central Oregon, where people need replacement privately owned septic tanks and wells, repaired private roads and infrastructure, and additional lead, asbestos, and other environmental remediation to be able to return home safely. [REDACTED] [REDACTED] [REDACTED]
Value to DCR and North Carolina From the ICF Team	The ICF Team will conduct the regulatory and cost reasonableness analysis needed to comply with HUD requirements while controlling costs and scope creep.

Approach to Fulfilling Task Orders

Our dedicated Project Manager and Task Order Leads are responsible for the scoping, stand-up, and completion of all task orders issued by DCR and ensuring we have the qualified staff and performance measures in place to demonstrate success and deliver on time and within budget. We provide more information on the roles and responsibilities of the Project Manager and our carefully aligned Task Leads further below in the Staffing Plan and Capacity to Scale Quickly and Ensure Quality and Timely Services and Alignment of Proposed Staff section of our proposal.

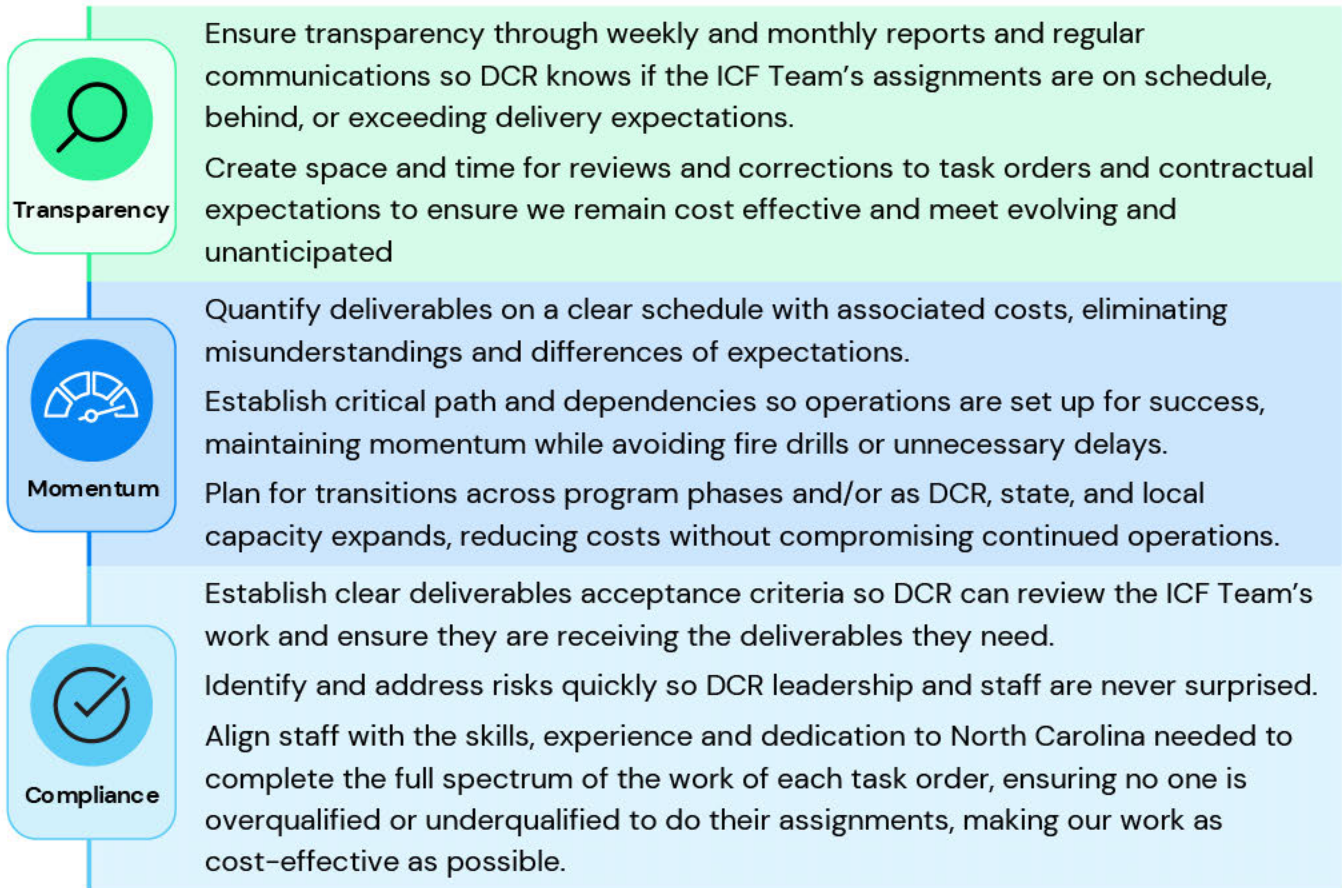


When awarded a task order, our Project Manager and appropriate Task Lead(s) will collaborate with DCR to deploy the required expertise to efficiently manage and implement individual and/or multiple task orders. We commit to fully mobilizing the team **within 10 business days of receiving a request/order from DCR**, coordinating a collaborative working relationship through the following steps:

- **Submit the final project management and mobilization plan** and personnel for DCR leadership approval, including identifying key staff for each task order and determining which staff will be embedded onsite or provide remote/hybrid staff augmentation services. This plan includes staff experience, roles, reporting lines, and surge/backfill coverage; our approach to delivering the requested scope of services and **key performance measures; and a proposed schedule for those measurable deliverables.**
- **Execute the approved task order.**
- **Host the kickoff meeting with ICF Team and DCR staff** for introductions, task assignments, and confirming timelines and deliverables expectations.
- **Mobilize team operations.**

Measuring performance and success in fulfilling task orders. Once task orders are mobilized, to measure performance and success in fulfilling task orders, our Project Manager and Task Leads will use the following contract scheduling and control approaches:





TASK 1—Development of Policies, Procedures, and SOPs

Town and county staff and people in Western North Carolina are navigating endless new federal and state requirements, funding opportunities, and trying to figure out if and when they are going to get the money they need to recover. We need to make CDBG-DR as easy as possible on them, and this process starts with program policies and procedures.

Our approach ensures policies and procedures are written by CDBG-DR experts who have hands-on implementation and regulatory experience, bridging policy and practice efficiently and building compliance directly into implementation rather than as a back-end burden. We translate DCR's Action Plan and program vision into clear, usable documents and visual guides for staff, survivors, and subrecipients, supplemented by forms and checklists for every program step. We will help DCR outline and implement defensible and transparent scoring criteria for project selection. The ICF Team's CDBG-DR staff are supported by multidisciplinary experts who provide essential data—like floodplain analysis, GIS mapping, and housing market studies—helping DCR make informed decisions and maximize funding. We will create policy decision trackers so DCR can document and explain the benefits of policy choices to HUD, the public, and stakeholders. These trackers also support amendments and help communicate changes effectively to staff and the public.

Exhibit 2. Demonstrated Experience to Meet DCR's Needs for Task 1

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Program-specific policies	<div style="background-color: black; height: 100px; width: 100%;"></div> <ul style="list-style-type: none"> Developing tailored program policies that draw from applicable best practices from around the country Crafting grant administration manuals that give state staff the tools to manage subrecipients and vendors Creating subrecipient manuals that make it easier on low-capacity grantees 	With ICF's support, DCR gets proven policies and programs that enhance disaster resistance and maximize the effectiveness of its CDBG-DR allocation. These steps will help protect people, infrastructure, and the environment from future hazards, building a more resilient North Carolina.

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Program-specific SOPs detailing required workflows, documentation standards, and QC processes	<div> <div></div> <div></div> <div></div> <div></div> </div> <ul style="list-style-type: none"> Intake Eligibility DOB review Environmental review Construction Closeout 	DCR gains comprehensive SOPs and standardized processes that form a strong foundation for smooth program implementation, cross-vendor collaboration, and future capacity-building while maintaining compliance and reducing risk.
Templates, forms, and checklists to guide eligibility determinations, benefit calculations, procurement activities, and records management	<div> <div></div> <div></div> <div></div> </div> <ul style="list-style-type: none"> Providing educational information for applicants to explain available recovery programs Creating SOPs and checklists for case managers to confirm applicant eligibility, make award determinations, and maintain consistent record-keeping 	DCR will benefit from a team experienced in CDBG-DR homeowner program implementation, enabling rapid program launch, efficient delivery, and timely closeout. This approach will help ensure North Carolinians receive critical recovery assistance without delays.
Standardized reporting structures for HUD, state, and federal reporting requirements (e.g., DRGR, QPRs, Section 3, Fair Housing)	<p>Our staff will develop or refine reporting structures across procurement, environmental, fair housing and equal opportunities, Section 3, construction standards, buyouts, and other policies tied to specific programs, as we did for</p> <div> <div></div> <div></div> </div> <ul style="list-style-type: none"> DRGR and QPR SOPs, trainings, and staff support Reporting job aides for current and future staff on documenting Section 3, Fair Housing, and labor standards compliance Drafting, tracking, and finalizing all HUD, state, and federal reports, including within DRGR on behalf of the grantee 	DCR will receive customized reporting support that simplifies HUD's cumbersome reporting requirements, helping staff document compliance confidently and in reporting formats that funders, state legislators, and overseers understand.
Written closeout procedures outlining project completion, financial reconciliation, and grant closeout documentation	<div> <div></div> <div></div> </div> <ul style="list-style-type: none"> Creating a closeout review checklist to confirm contracts were ready for closeout with all required compliance documentation, reconciled financials, performance measures, and beneficiary information <div> <div></div> <div></div> <div></div> <div></div> </div> 	By embedding closeout requirements into policies and procedures from Day 1, DCR will have more compliant programs with accurate financials, reducing risks associated with improper use of federal funding.

TASK 2—Financial Compliance, Oversight, and Fraud Prevention

DCR is aiming to get money out the door to help people and communities as quickly as possible while simultaneously controlling and accurately forecasting program budgets and preventing fraud. It is a delicate balance to manage objectives that can be competing, and making financial compliance overly restrictive can impede program speed.

Our financial management approach is to marry NC Commerce’s financial processes with HUD requirements, as we know both are important for moving payments quickly and managing budgets. We provide transparency, checks and balances, and efficiency through predictable processes such as invoice review checklists, financial dashboards and status reports that offer real-time transparency into reimbursements, expenditures, and program budgets—empowering leadership to monitor progress and make informed decisions with confidence. We are experienced with the NC Financial System as well as other vendors’ systems of record (SORs), like Canopy, which allows us to help DCR staff reconcile across systems, as well as submit vouchers and present financial information in HUD’s DRGR. Through careful documentation, federal checklist reviews, and audit-ready recordkeeping, we will ensure compliance with 2 Code of Federal Regulations (CFR) 200 and 24 CFR 570.489 across individual programs, projects, and the overall grant.

Our fraud, waste, and abuse prevention approach includes staff training on fraud indicators, documentation and verification protocols to reduce risk, and QA/QC reviews to catch irregularities early. We deploy detection tools and checklists aligned with federal and CDBG–DR standards to ensure oversight, accountability, and transparent audit readiness.

Exhibit 3. Demonstrated Experience to Meet DCR’s Needs for Task 2

DCR’s Needs	ICF Team’s Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Written policies for fund tracking, separation of CDBG–DR funds, and proper accounting	<p>██████████, we delivered a comprehensive suite of services to strengthen financial management of CDBG–DR funds, including:</p> <ul style="list-style-type: none"> Designing financial operations that enhanced workflows while ensuring compliance with CDBG–DR requirements Restructuring Texas’ accounting system to track the interchangeability of grant funds Developed a system tool to reconcile the accounting system, SOR, and DRGR 	Efficient management of grant funds is essential to maximize benefits for communities across Western North Carolina. Our approach will give DCR clear visibility and operational control over the flow of funds, ensuring resources are used effectively and in full compliance with federal requirements.

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	<ul style="list-style-type: none"> Creating tailored policies, procedures, job aids and reporting tools to track expenditures by program, national objective, and cost type—regardless of the system in use 	
Fraud, waste, and abuse prevention protocols and detection tools	<p>Our fraud, waste, and abuse detection tools have helped clients nationwide save time and resources. Examples include:</p> <ul style="list-style-type: none"> Developing and implementing a fraud detection and prevention process for the [REDACTED] to safeguard billions in energy rebates Creating fraud, waste, and abuse policies, procedures, and tools [REDACTED] to strengthen detection and prevention within its CDBG-DR housing program 	By adopting ICF's proactive strategy to prevent fraud, waste, and abuse, DCR protects program integrity and ensures funds are used as intended, without over-complication. This approach reinforces public trust and will help deliver recovery resources efficiently and responsibly to North Carolinians.
Monitoring plans and tools for financial oversight of subrecipients and contractors	<p>[REDACTED] we supported the compliance team in developing clear monitoring protocols to ensure financial accountability across all subrecipients and contractors. Our approach equips teams to proactively identify issues, document findings provide TA, and prepare for HUD reviews with confidence by employing:</p> <ul style="list-style-type: none"> Risk assessments Creating cost allocation plans that stretch limited admin dollars Monitoring tools built on HUD's established checklists and guidance 	With strong monitoring plans and tools, DCR can go beyond oversight and build capacity for grant management among local subrecipients. This positions those subrecipients to better serve their communities in the future.
Federal and state compliance reviews, including inspecting award approvals, reimbursement requests and completed monitoring visits	<p>[REDACTED], we ensured thorough and compliant financial reviews through strategies such as:</p> <ul style="list-style-type: none"> Inspecting award approvals and reimbursement requests using standardized checklists aligned with 2 CFR 200, 24 CFR 570, HUD guidance, and state requirements to ensure documentation withstands audit scrutiny Processing thousands of vouchers in DRGR and reconciling expenditures across state and vendor systems Providing financial management support during HUD, HUD Office of Inspector General (OIG) and state legislative audits 	DCR maintains transparency and audit-ready documentation that meets HUD and state standards, reducing the risk of recapture or questioned costs. This will protect award funds for their intended purpose and lessen the burden on state staff by protecting them from audit findings or concerns.
Financial performance dashboards, key performance indicator (KPI) tracking systems, and corrective action procedures	<p>[REDACTED], ICF developed solutions to strengthen financial oversight and transparency, including:</p> <ul style="list-style-type: none"> Building automated systems to support reconciliation and real-time financial reporting Designing intuitive financial dashboards that provide visibility into budget availability, burn rates, and program outcomes Implementing corrective action protocols that flag anomalies, guide resolution, and document outcomes to support continuous improvement and audit readiness 	DCR gains dashboards that will integrate with any system and track KPIs to monitor performance against financial and programmatic goals. This approach enables data-driven decisions and ensures strong financial oversight throughout the program lifecycle.

TASK 3—Duplication of Benefits Compliance

The people of Western North Carolina have been applying for and receiving but also unfortunately experiencing being denied assistance from FEMA, Small Business Administration (SBA), philanthropic, and state funding. By the time CDBG-DR will come around over a year after Hurricane Helene hit, each community, business, and person's DOB portfolio looks and feels different, and this can be frustratingly confusing for everyone involved.

We will help DCR design and implement a comprehensive DOB framework to rapidly distribute and leverage all funds available—in a way that is compliant, stretches funds, makes sense to all involved, and does not unnecessarily keep applicants from ultimately receiving CDBG-DR funding. Each program will have slightly different sources of potential DOB—and each type of project may have different ways to confirm all funds are committed and/or whether the CDBG-DR award is cost reasonable. In some cases (e.g., for the homeowner and the infrastructure programs), the procedure will include reviewing federal data sets and confirming the status of approval and purpose of funds. Other programs (e.g., the Workforce Housing Opportunities program) are less likely to have FEMA funding, but procedures will include identifying other leveraged funding sources that ensure CDBG-DR cost reasonableness and project feasibility. Our approach is rooted in HUD's DOB seven steps to determining DOB listed below. However, we will help DCR set up and implement the DOB steps, each of programs as assigned by DCR, using cost reasonableness principles in 2 CFR 200 and HUD's economic development underwriting requirements, as well as the most current DOB guidance published on HUD's CDBG-DR Laws, Regulations, and Federal Register Notices webpage (<https://www.hud.gov/hud-partners/community-cdbg-dr-regulations>).

1. Identify need.
2. Identify assistance available.
3. Identify amount to exclude as non-DOB.
4. Identify total DOB amount.
5. Calculate maximum award.
6. Apply program cap.
7. Determine final award.

Exhibit 4. Demonstrated Experience to Meet DCR's Needs for Task 3

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Written DOB prevention policies aligned with HUD guidance	<p>[REDACTED] launch its DOB policy from the ground up, delivering a practical DOB calculation framework that included:</p> <ul style="list-style-type: none"> Assessing total applicant need Identifying all sources of assistance (FEMA, SBA, insurance, nonprofits), while excluding non-duplicative amounts Calculating the DOB amount and adjusting the CDBG-DR award accordingly 	DCR will benefit from our proven DOB calculation framework that ensures federal funds are used correctly and in full compliance with HUD regulations. This structured approach prevents audit issues and repayment demands, protecting resources for DCR's recovery programs.
Data matching tools to detect and mitigate potential DOB risks	<p>[REDACTED] we resolved inefficiencies in DOB reviews by creating a database that collected and analyzed data from 12 disparate sources (e.g., FEMA, SBA, National Flood Insurance Program [NFIP], state programs). This tool:</p> <ul style="list-style-type: none"> Increased review capacity from 4 to over 20 DOB reviews per day Improved accuracy and reduced manual errors Incorporated 6 new data sources from subsequent disasters Provided training and a user manual for grantee staff Enabled real-time reconciliation across contracts, payments, and reimbursements using automation tools Supported financial tracking and reporting for over \$559 million in expenditures, reducing late payment interest by nearly 90% 	With ICF's expertise in data-matching tools, DCR can identify overlapping benefits early to prevent noncompliance; accelerate application processing through automated verification; and make better decisions with clear, reliable data.
Templates, forms, and workflows to support consistent eligibility determinations and benefit calculations	<p>In Oregon, ICF developed 65 program forms, job aids, calculators, and checklists to support consistent eligibility and DOB reviews. To maintain compliance and stay within pre-approved budgets, we created forms and templates for:</p> <ul style="list-style-type: none"> Reviewing invoices Performing working capital and cash advances Managing program income Addressing DOB compliance Supporting DRGR reporting and reconciliation 	DCR gains the ICF Team's proven tools and methods that ensure consistent eligibility reviews and accurate benefit calculations. These resources reduce errors and delays through clear, repeatable steps; strengthen audit readiness with well-documented decisions; and build internal capacity by training local teams to manage processes independently.
DOB processing and compliance management	<p>For clients nationwide, we have implemented rigorous DOB compliance oversight processes, including:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> Creating compliance monitoring dashboards and automated reporting systems to track DOB-related metrics and minimize liquidated damages [REDACTED] 	Our experts will enable DCR to apply federal rules efficiently; verify benefits accurately; and reduce audit findings, repayment demands, and service delays. This proactive approach ensures compliance while keeping recovery programs on schedule.

TASK 4—Procurement Compliance and Monitoring

On top of everything local governments and nonprofits are experiencing related to the challenges and bureaucracy related to helping their communities recover, they know that getting the help they need means they will have to go through procurement. And they know compliant procurement is time-consuming and risky.

To support DCR and Western North Carolina communities in streamlining this effort, ICF brings deep experience navigating federal and state regulations, including 2 CFR 200 and Chapter 143, Article 3 of the NC General Statutes. We understand when to apply state versus federal procurement rules and can guide DCR and subrecipients through those decisions with confidence. Our TA, staff augmentation, and oversight are appropriately applied based on the capacity and risk assessment of individual subrecipients. This gives DCR compliance tracking, identifies risks early, and maintains audit-ready transparency throughout the procurement process. Whether supporting micro-purchases or full construction bids, ICF's approach is practical:

- Creating user-friendly policies, SOPs, process flows, and checklists and ensuring consistent application of state and federal procurement requirements through step-by-step SOPs for each type of procurement
- Working side-by-side with low-capacity subrecipients to help them carry out compliant procurements that get them the help or services they need
- Establishing documentation standards for solicitations, contracts, procurement records, and cost reasonableness
- Reviewing and helping conduct or conducting pre-solicitation independent cost estimates
- Ensuring fair and open competition through a clear scope of work and process for allowable or ineligible change orders
- Demonstrating strong internal controls through frequent check-ins with high-risk subrecipients and well-documented files for all

Exhibit 5. Demonstrated Experience to Meet DCR's Needs for Task 4

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Procurement policies and SOPs consistent with federal and state requirements	<p>We have successfully guided CDBG-DR programs in local governments that include [REDACTED] through the creation and implementation of procurement procedures that comply with federal and state standards. Drawing on that experience, we will support DCR by:</p> <ul style="list-style-type: none"> • Delivering practical processes for real-world execution and matching with other federal procurements (e.g., FEMA) • Developing procurement frameworks aligned with 2 CFR 200 and applicable state and local procurement regulations • Tailoring compliant procurement practices to DCR's operational needs, whether refining existing policies or creating new ones 	DCR gains access to our deep understanding of federal requirements and state-specific nuances. This enables clear, defensible SOPs that support fair competition, cost reasonableness, and audit readiness without unnecessarily slowing recovery.
Documentation standards for solicitations, contracts, procurement records, and cost reasonableness	<p>Our team has helped jurisdictions in [REDACTED] strengthen procurement review processes to prevent disallowed costs and ensure audit readiness. Building on that experience, we provide:</p> <ul style="list-style-type: none"> • Practical, client-focused tools that ensure consistent and compliant procurement documentation across the full lifecycle, from solicitation to contract execution and cost reasonableness validation • Tailored checklists, job aids, and standardized forms that guide staff step-by-step through procurement procedures 	This hands-on support will help DCR maintain transparency, meet federal and state requirements, and safeguard program integrity.
Monitoring tools and workflows for procurement oversight and compliance tracking	<p>Through a comprehensive monitoring plan with workflows that include regular monitoring checkpoints and tools, we ensure DCR has the internal procedures and oversight that meets federal expectations. We have helped states like [REDACTED] strengthen procurement oversight systems to meet HUD and OIG audit standards. Drawing from this experience, we will equip DCR with customized monitoring tools and workflows that promote consistent procurement oversight across programs and subrecipients. Our systems will enable DCR to:</p> <ul style="list-style-type: none"> • Conduct thorough procurement reviews • Track findings and concerns • Deliver targeted TA • Monitor corrective actions through resolution 	DCR ensures transparency, accountability, and readiness for federal and state audits through ICF's approach while reinforcing predictability for local governments and fair and compliant procurement practices that protect program integrity.

TASK 5—Claims, Appeals, and Case Reviews

As DCR so clearly laid out in their Action Plan and as has become increasingly clear as time passes, Hurricane Helene impacted tens of thousands of homes, over 100 jurisdictions and nonprofits, and an untold number of businesses across the impacted areas. No two households, businesses, or jurisdictions are experiencing identical recoveries, and each has their own set of challenges and recovery needs. While we will help DCR design program policies and SOPs that allow most projects to follow standard process flows, certain projects will require additional review and considerations. Through our work delivering disaster recovery services to over 240,000 homeowners and over 1,000 subrecipients, our teams have the experience to put the transparent and defensible procedures in place to document decisions around even the most outlying situations. We will prepare documentation tools, review checklists, decision logs, and notification templates to ensure prompt responses to exception issues. Rather than suffering decision paralysis, our teams will have the processes in place for case reviews, escalation protocols, and workflows to ensure both applicants and DCR understand the timely decision-making process.

Our team will adjust existing notification templates and standardized documentation tools to fit DCR’s programmatic needs for review and approval. Our existing claims and appeals management roles, such as [REDACTED], provide the basis needed to understand and adapt to existing policies and materials. Our materials and trainings will be designed with decision efficiency and audit-readiness in mind to ensure all parties—DCR, HUD, or any oversight entities—can clearly understand objective decision-making frameworks that determine case outcomes and appeals.

Exhibit 6. Demonstrated Experience to Meet DCR’s Needs for Task 5

DCR’s Needs	ICF Team’s Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Standardized procedure for managing applications, appeals, exceptions, and other case-specific requests.	<p>Every application and appeal represents individuals and families and their unique recovery needs. Our client-centered approach ensures those needs are addressed effectively. During our capacity-building work in [REDACTED], we responded to feedback on applicant and pipeline management through transparent procedures on:</p> <ul style="list-style-type: none"> • Prioritization • Exceptions • Appeals • Communications • Reporting 	DCR will have the processes in place to manage cases that fall outside the norm. With ICF’s support, these processes ensure meaningful responses to unique circumstances and help DCR deliver on its recovery goals for the people of North Carolina.

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Written procedures for case reviews, escalation protocols, and decision-making workflows	<p>Our extensive case review experience enables us to identify which cases require specialized approaches and deliver practical solutions. Through our work with [REDACTED], we:</p> <ul style="list-style-type: none"> Implemented over 35 recovery programs Assisted over 30,000 disaster survivors Created clear workflows and protocols for claims, appeals, complaints, and case reviews to address unique case circumstances 	DCR will benefit from ICF's proven experience managing complex, high-volume recovery programs, which ensures even the most challenging cases are resolved thoughtfully, helping North Carolinians receive timely support.
Standardized documentation tools, including review checklists, decision logs, and applicant notification templates	<p>As part of our ongoing CDBG-MIT implementation work [REDACTED], we have created solutions that streamline documentation and reduce risk, including:</p> <ul style="list-style-type: none"> Developing systematic tools to generate key documents, such as Notice of Eligibility Letters Merging templates with system-of-record data to reduce manual errors and provide a clear audit trail of decisions 	DCR will benefit from the immediate integration of ICF's standardized documents into new and existing workflows. This will ensure consistency, accuracy, and audit readiness from Day 1.
Staff training materials to support consistent application of review procedures	<p>[REDACTED], we delivered a suite of customizable, modulated trainings for staff and subrecipients tailored to each program and audience, including:</p> <ul style="list-style-type: none"> Lecture-based sessions on eligibility, procurement, environmental review, and financial compliance Microlearning tools such as newsletters and SME sessions Quizzes and certification exams Interactive workshops and sandbox simulations Homework-based practice and ongoing TA 	DCR will have access to ICF's extensive library, which can be quickly adapted to program needs. This ensures staff are prepared and equipped to serve the people of Western North Carolina effectively.
Support for audit readiness and responding to HUD, state, or other oversight inquiries related to case determinations	<p>[REDACTED], we supported compliance and audit readiness through:</p> <ul style="list-style-type: none"> Creating uniform documentation procedures to support HUD audits Complaints tracker that shows HUD-compliant responsiveness Preparing responses to inquiries informed by thorough reviews to align with program requirements 	DCR will receive support that makes audits straightforward and oversight reviews successful, freeing staff to focus on the recovery mission.

TASK 6—Action Plan Development and Amendments

DCR's Action Plan provides a comprehensive vision for Western North Carolina's recovery. Any further development or amendment will continue the spirit of putting the people of North Carolina first while reflecting the evolving recovery and mitigation needs that emerge as time passes. Having written nearly 20 Action Plans in the past 5 years alone, we are the nation's leader in helping grantees write and finalize their Action Plans and Action Plan Amendments (APAs), helping them balance the amount of detail required for HUD approval and public transparency while helping grantees identify what belongs in policies rather than the Action Plan.

We provide beginning-to-end support in the development and management of CDBG-DR Action Plans and amendments, including drafting and aligning plan language with amended program needs, compiling necessary data analysis and supporting documentation to support amendments, creating waiver or alternative requirements requests, and preparing submission packages for HUD. Additionally, we facilitate public engagement through public hearing materials and website communications by creating and maintaining records of public comments and drafting responses and helping the state respond to any questions from HUD or the public.

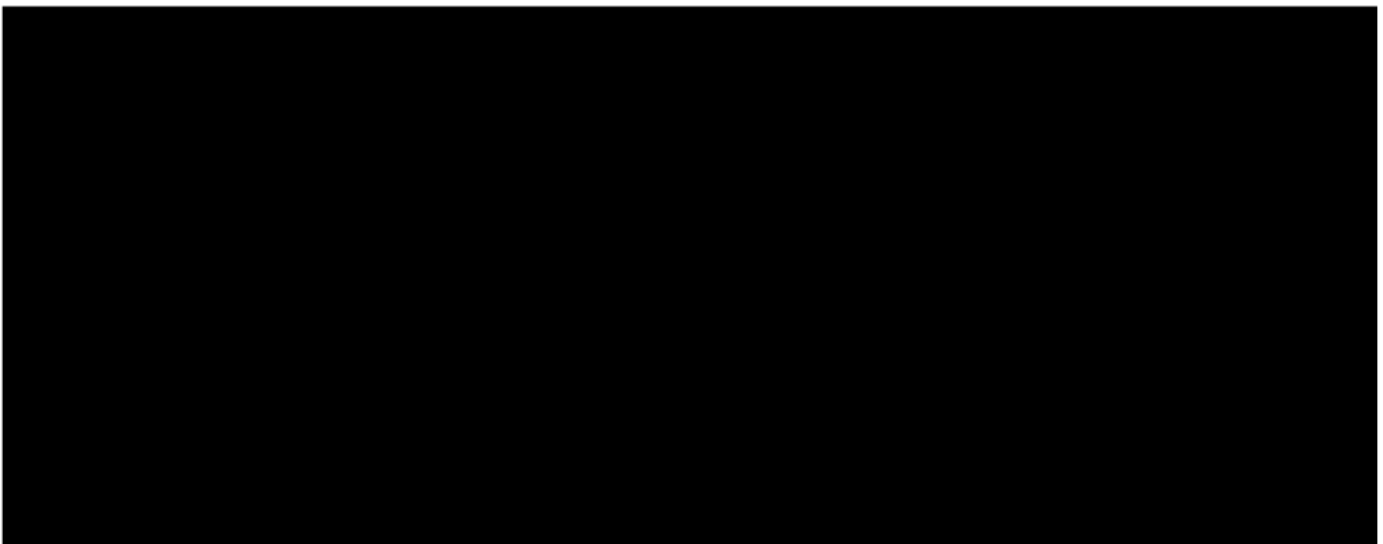
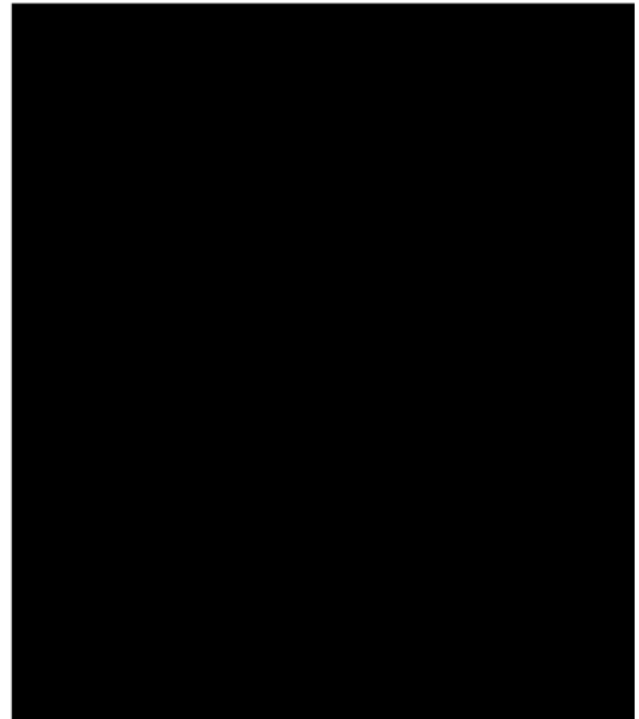
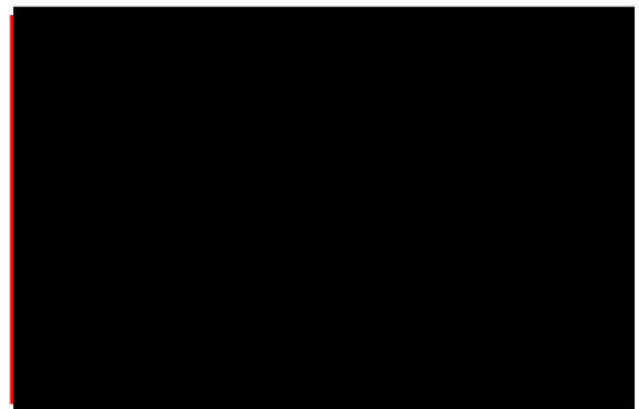


Exhibit 7. Demonstrated Experience to Meet DCR’s Needs for Task 6

DCR’s Needs	ICF Team’s Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Draft Action Plan language, supporting documentation, and HUD submission packages	<p>ICF is an industry expert in Action Plan development, program design and stand-up and program implementation. We have delivered solutions that support compliance across CDBG-DR cross-cutting requirements, including:</p> <ul style="list-style-type: none"> • Providing SMEs across all aspects of CDBG-DR, including unmet needs and mitigation needs assessments, fair housing and civil rights requirements for the Action Plan, program design, and its connection to the recovery and mitigation needs • Developing CDBG-DR Action Plans for seven grantees under the 2025 Universal Notice: <div style="background-color: black; width: 350px; height: 1.2em; margin: 2px 0;"></div> <div style="background-color: black; width: 90px; height: 1.2em; margin: 2px 0;"></div> <div style="background-color: black; width: 330px; height: 1.2em; margin: 2px 0;"></div> 	DCR will benefit from a streamlined, compliant recovery process driven by ICF’s proven approach. Our experience will enable a smooth transition from planning to execution, helping North Carolinians receive critical support quickly and without missteps.
Create/maintain public comment documentation and records of stakeholder engagement	<p>ICF recently led CDBG-DR public engagement efforts for the <div style="background-color: black; width: 100px; height: 1.2em; display: inline-block;"></div> <div style="background-color: black; width: 230px; height: 1.2em; display: inline-block;"></div> as part of their CDBG-DR Action Plan development processes. We supported grantees throughout the public hearing process by:</p> <ul style="list-style-type: none"> • Creating public outreach materials • Managing public hearing logistics • Developing education materials • Targeting local communities to receive feedback • Maintaining a public comment tracker with categorizations and recommendations • Responding to public comments to address concerns and strengthen plans 	DCR will benefit from a fully compliant, transparent, and efficiently managed public hearing process. Our approach will foster community engagement, streamline feedback for actionable planning, and ensure North Carolinians have a voice in shaping recovery programs.

TASK 7—Needs Assessments, Market Analysis, and Geospatial Support

DCR conducted a thorough needs assessment through their Initial Action Plan. As recovery progresses, however, we know additional needs will emerge and DCR will need the data to make quick program and funding decisions that come from local, state, and federal resources. ICF’s approach to needs assessments, market analysis, and geospatial support is focused on distilling complex data into understandable information for the public. We have found that these efforts are most effective when built on collaborative planning, rigorous data integration, and stakeholder engagement.



Our approach includes:

- Collaborate closely with DCR to identify key stakeholders and communities for engagement
- Identify third-party quantitative data available to inform the assessment, including FEMA, SBA, insurance claims, shelter and unemployment data, and other relevant sources
- Collect qualitative data from DCR-validated stakeholders and impacted populations
- Collect existing market analyses—from universities, local housing studies, chambers of commerce, etc.—and/or conduct targeted analyses to supplement post-disaster market analysis gaps
- Integrate these data and overlay with geospatial mapping and civil rights and fair housing demographic indicators from the U.S. Census to inform and guide resource allocation
- Transform these insights into actionable maps, dashboards, and visualizations that support decision-making and public transparency, ensuring assessments are both technically sound and community-informed

Exhibit 8. Demonstrated Experience to Meet DCR’s Needs for Task 7

DCR’s Needs	ICF Team’s Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Unmet needs assessments, market studies, gap analyses, and resource allocation reports	<p>For the [REDACTED] where FEMA and SBA data were incomplete and inconclusive, we conducted an unmet needs assessment, market studies, gap analysis, and community outreach to complete a HUD-approved Action Plan. Our approach to a community-driven needs assessment included:</p> <ul style="list-style-type: none"> • Executing a multifaceted engagement strategy, including outreach events and a household survey • Performing geospatial data analysis • Compiling and reviewing public reports 	DCR will receive early, embedded support for needs assessments and market studies, which will foster collaboration and trust from the outset. Our approach will move quickly, meet federal requirements, and facilitate fair and effective resource allocation and program design. Communities across North Carolina will see programs shaped by local needs, strengthening transparency, public confidence, and outcomes from Day 1.
Geospatial data products, including maps, visualizations, and dashboards to support decision-making and public reporting	<p>ICF transforms complex data into actionable strategies through geospatial products and decision-support tools for disaster recovery, risk mitigation, and resource allocation. Across the country, this has included:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • Leading a GIS workgroup [REDACTED] to coordinate mapping across state and local entities for consistent, accurate data sharing 	DCR will gain powerful visual tools, such as GIS maps, real-time dashboards, and reliable data support, making complex information clear and actionable. These tools will help DCR identify risks, track progress, and quickly uncover unmet needs, building transparency and public trust while guiding programs and funding decisions that deliver meaningful results for communities across North Carolina.
Data integration from multiple sources (e.g., FEMA, SBA, NFIP, local government)	<p>ICF supported the State of Oregon in evaluating impacts from the 2020 wildfires by:</p> <ul style="list-style-type: none"> • Analyzing data from FEMA, SBA, the U.S. Department of Agriculture, the U.S. Environmental Protection Agency, 	DCR will receive fast, reliable assessments from ICF’s cross-functional teams, who know which data matter and how to apply the data in real-world conditions. By quickly collecting,

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
data) to support comprehensive needs assessments	<p>the U.S. Forest Service, private insurers, and higher education institutions</p> <ul style="list-style-type: none"> Helping [REDACTED] meet HUD consultation requirements and advocate for additional federal funding and flexibility 	cleaning, and analyzing information from multiple sources, we will deliver insights that help DCR stay compliant, strengthen program design, and support requests for additional funding and flexibility. That means more resources reach the people who need it most across North Carolina.

TASK 8—Program Performance Monitoring and Evaluation

DCR is under immense pressure to provide tangible results to Western North Carolina as quickly as possible. In addition to delivering excellent outcomes, it is critical to track and highlight accomplishments to build trust in affected communities and maintain future momentum.

The ICF Team's approach is to help DCR, subrecipients, and vendors create pipeline reports, performance check-ins, and other milestone tracking tools to identify recovery progress for external messaging, as well as internal identification and review of KPIs that fall below required performance. Using data generated through DCR's SORs and through regular check-ins with assigned subrecipients and developers, we will validate data and deliver weekly, biweekly, or monthly progress reports to DCR to synthesize programmatic data and progress, allowing leaders to effectively communicate the range of accomplishments and needs across programs. At the state level, we will provide DCR support in all compliance and monitoring duties including DRGR system management, training, reimbursement review guidance, draw-down request reviews, fiscal procedural support, risk assessment, subrecipient/contractor monitoring, monitoring reports, and audit support, all of which feed into performance management.

These milestone tracking tools help us identify and evaluate:

- Where to unclog bottlenecks
- Additional training, process improvements and/or program management tools to increase productivity
- Targeted QA/QC to improve quality or compliance

Exhibit 9. Demonstrated Experience to Meet DCR's Needs for Task 8

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Program-specific timelines, milestone tracking tools, and progress reporting templates	<p>[REDACTED] retained ICF to support implementation of \$4.2 billion in CDBG-DR funding. As part of this effort, we:</p> <ul style="list-style-type: none"> Developed the [REDACTED] Created a comprehensive dashboard for housing, infrastructure, and economic development recovery programs to track budgets, LMI spending, weekly actual versus required burn rates to meet program expenditure deadlines, and HUD metrics such as number of permanent jobs created and retained, public facilities completed, and linear feet of public improvements 	DCR and the public will have real-time visibility into program milestones and financial performance through intuitive dashboards and reporting tools, enabling timely decisions and ensuring accountability to North Carolinians.
Performance metric tracking systems and compliance monitoring tools	<p>We implemented a robust suite of monitoring and oversight tools [REDACTED] that includes:</p> <ul style="list-style-type: none"> Producing monthly financial and program monitoring reports to track budget changes, progress, and major updates, informing stakeholders and supporting decisions Deploying compliance dashboards to track subrecipient invoice reviews, improving turnaround times and accuracy Developing an SOR with reporting modules and aging functionality to monitor case status and minimize delays Automating dashboards and email reminders to flag cases at risk of being delayed per performance measures 	DCR will gain access to a comprehensive set of performance and compliance monitoring tools adaptable to housing, infrastructure, and economic revitalization programs. These tools strengthen accountability and help drive program performance.
DRGR support and execution	<p>[REDACTED], we:</p> <ul style="list-style-type: none"> Created an automated DRGR reporting system that reduced manual errors and increased program transparency Delivered trainings and a user guide to staff on DRGR procedures and system usage 	DCR will leverage automated reporting systems that minimize human error and accelerate program performance. These tools, combined with expert training, support accurate reporting, compliance, and momentum in delivering recovery programs.



TASK 9—Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

With CDBG-DR comes different federal cross-cutting compliance requirements that can be easier for DCR and subrecipients to comply with if incorporated into program design and each step of implementation or burdensome and expensive if we must fix on the back end. Through the ICF Team's implementation of billions of CDBG-DR dollars, we have effectively and efficiently built in, monitored, documented, and maintained civil rights, fair housing, and labor standards as well as historic preservation requirements—including Section 106 consultation with the state historic preservation office (SHPO) and tribal governments—across infrastructure, housing, and economic revitalization projects. The evolving federal regulatory landscape can be intimidating for subrecipients and state staff, but our support in applying requirements will enable DCR to comply with federal standards through methods that include:

- Hands-on support to subrecipients and developers with each element of applicable compliance during each applicable stage of a project (e.g., application, pre-project approval, environmental review, pre-procurement, construction, closeout)
- Support to DCR staff to help them manage HUD, applicant, and public inquiries related to compliance
- Audit-ready files that demonstrate clear compliance, regardless of project status
- Live dashboards and customizable reporting that document which compliance elements are applicable to different projects (e.g., tribal and/or Section 106 consultation) and the status of documenting compliance for all applicable elements, as well as aggregate data for elements like Davis-Bacon and Related Acts (DBRA) and Section 3 reporting
- Staff interviews and comprehensive Certified Payroll Reviews and standardized documentation that demonstrate the latest guidance from HUD or other federal agencies—similar to the Final Rule for DBRA

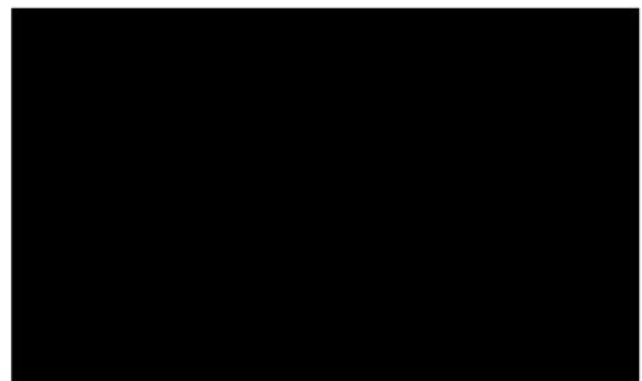
Exhibit 10. Demonstrated Experience to Meet DCR's Needs for Task 9

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Section 3 compliance tracking tools and reporting templates	<p>ICF partnered with [REDACTED], which included infrastructure, planning, and housing components. In this role, we ensured the [REDACTED] met Section 3 compliance by:</p> <ul style="list-style-type: none"> • Conducting intradepartmental interviews to track and report Section 3 hiring and contracting goals, including a 30% hiring target and outreach to Section 3 businesses • Developing compliance tools and checklists to ensure subrecipients met HUD Section 3 requirements and had the capacity to manage funds • Delivering policy and procedure reviews for Section 3, procurement, environmental review, and other compliance areas to align with HUD and [REDACTED] <p>[REDACTED] supports multiple housing authorities and municipalities in North Carolina by:</p> <ul style="list-style-type: none"> • Managing Section 3 compliance, including resolving HUD audit responses when developers faced issues • Reviewing case-specific compliance scenarios • Advising on Fair Housing, Section 504 and Americans with Disabilities Act, and HUD compliance during construction, occupancy, tenant selection, and lease provisions 	DCR will gain access to ready-to-use templates tailored to its programs and benefit from ICF's practical experience in navigating federal compliance requirements. This combination will help DCR maintain compliance efficiently while focusing on delivering results for North Carolinians.
Fair Housing, civil rights, and Affirmatively Furthering Fair Housing documentation (AFFH)	<p>In supporting the [REDACTED], ICF provided guidance and training to [REDACTED] and subrecipients on:</p> <ul style="list-style-type: none"> • Fair Housing • Section 504 Accessibility • Title IV of the Civil Rights Act <p>When [REDACTED] needed additional support on Fair Housing to demonstrate their commitments to HUD, ICF:</p> <ul style="list-style-type: none"> • Provided AFFH trainings and comprehensive AFFH reviews/documentation to 9 regions in [REDACTED] for infrastructure and housing projects • Delivered an AFFH recorded training for subrecipients and staff to draw on at their convenience 	DCR will gain proven strategies to meet Fair Housing and accessibility requirements while effectively managing diverse program structures. This expertise will help ensure compliance and equitable service delivery for communities across North Carolina.
Labor standards monitoring tools, wage verification processes, and Davis-Bacon/Copeland Act compliance resources	<p>Through our CDBG-DR grant management and TA role for the [REDACTED], ICF:</p> <ul style="list-style-type: none"> • Supported individual subrecipients in issuing compliant procurements and bids for architectural and engineering (A&E) services and construction, including pulling wage determinations • Conducted weekly payroll reviews to maintain compliance with DBRA labor laws • Monitored payrolls and invoices to detect fraud and ensure adherence to federal guidelines 	DCR will benefit from ICF's support that makes it easier on state and local staff. Our approach will keep programs moving efficiently and in full compliance, ensuring timely delivery of recovery resources to North Carolinians.

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	<ul style="list-style-type: none"> Delivered Section 3 compliance training to the [REDACTED] and contractors, and gave them the tracking tools to accurately report on Section 3 metrics Reviewed procurement and invoice documentation for alignment with 2 CFR 200 requirements 	
Documentation to support compliance with National Objectives, including LMI benefit, slum/blight prevention, or urgent need	<p>[REDACTED], we developed and delivered:</p> <ul style="list-style-type: none"> Support for over 200 subrecipients, across hundreds of projects document which National Objective their project met, including LM area benefit (standard and survey methodology), LM housing, LM limited clientele, and LM job creation or retention, urgent need, and slum/blight prevention GIS tools to visualize LMI and Social Vulnerability Index data for project approvals and analysis A comprehensive LMI area survey methodology for subrecipients to use to compliantly document LM area national objectives Procedures for quantifying and documenting urgent need mitigation benefits for mitigation projects 	DCR will equip staff and subrecipients with the knowledge and tools to meet national objectives and maintain strong documentation for audit readiness. These capabilities will promote compliance, transparency, and equitable program delivery across North Carolina.
Historic preservation compliance documentation, including Section 106 consultation records, project review forms, coordination with SHPO, and mitigation agreements where applicable	<p>As one of North Carolina's leading legal experts on SHPO requirements, [REDACTED] qualifications include:</p> <ul style="list-style-type: none"> Guiding historic rehabilitation projects in North and South Carolina to meet SHPO requirements Earning formal recommendation from North Carolina's SHPO—one of only two law firms to earn this distinction Supporting HUD's Office of Native American Programs, with ICF working directly with tribes throughout the country, including all seven federally recognized tribes in North Carolina <p>ICF has prepared six environmental assessments (EAs) on behalf of tribes, including Section 106 consultation with other tribes that held an interest in the shared ancestral lands.</p>	DCR will benefit from a team deeply familiar with NC SHPO preferences, enabling fewer delays. We will establish clear agreements such as memoranda of understanding with broadly applicable findings and regular communications to foster collaboration with sovereign tribal nations and SHPO.

TASK 10—Audit Readiness and Monitoring Support

On top of all of DCR's daily implementation responsibilities, preparing for monitoring visits, audits, and responding to corrective actions can feel overwhelming and distract from getting the important work done.



The ICF Team will make this core responsibility manageable and predictable by putting the right compliance structure in place and by maintaining audit-ready program and project files from Day 1. We will:

- Use risk assessment protocols to identify high-risk subrecipients or developers and prioritize supporting those subrecipients in the way they need help
- Create customized checklists and tools that are rooted in HUD CPD's and/or state oversight committee monitoring checklists, ensuring program files and documentation are clear, compliant, and audit ready
- Incorporate minimal compliance procedures into program design, making sure everything we ask for from intake through closeout is necessary for HUD, state, and local compliance
- Ask for compliance information in a way that allows DCR to tell the performance story they need to HUD and the public, as well as identify performance concerns
- Draft clear, defensible responses and guide corrective actions that resolve issues quickly and prevent them from recurring

Exhibit 11. Demonstrated Experience to Meet DCR's Needs for Task 10

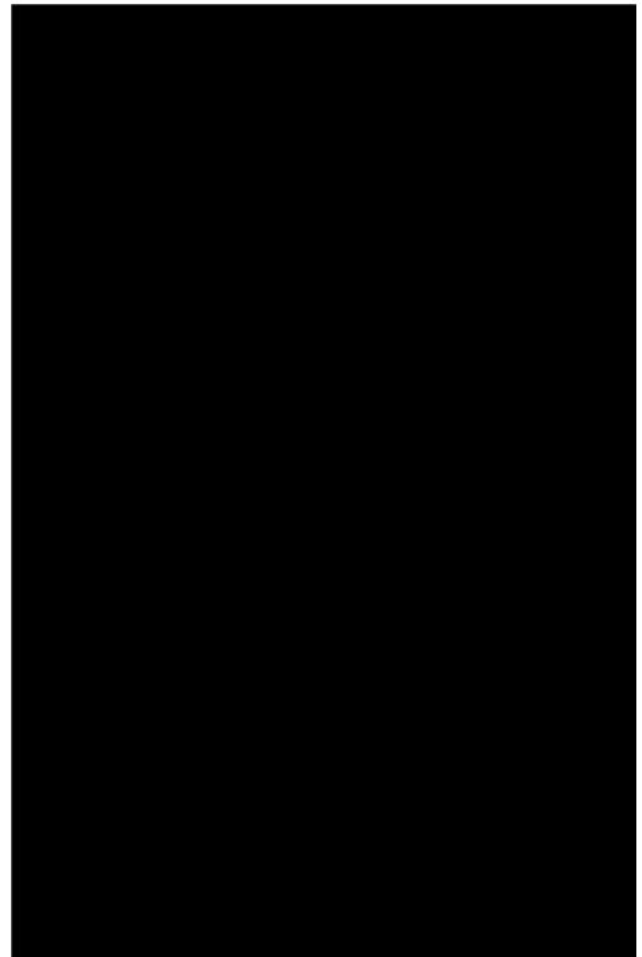
DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Readiness review tools and checklists for program files, systems, and documentation	As a partner to [REDACTED] ICF prepared state staff for federal and state audits by developing tailored readiness tools that ensured complete, compliant, audit-ready documentation and strengthened internal controls. This includes: <ul style="list-style-type: none"> • Creating risk assessment frameworks to identify areas of vulnerability and prioritize risk mitigation • Conducting sample audits to simulate real-world monitoring and surface issues early • Delivering targeted TA to reinforce compliance and build local and state staff confidence • Providing readiness checklists for program files, systems, and documentation standards to standardize quality 	This proactive approach will enable DCR to anticipate compliance challenges, streamline corrective actions, and maintain transparent oversight throughout the program lifecycle. North Carolinians will have confidence that DCR staff are focused on recovery and not recapture.
Draft responses to monitoring reports, audit findings, or compliance inquiries	Drawing on our experience in supporting states such as [REDACTED] we have delivered: <ul style="list-style-type: none"> • Onsite staff support to the state during HUD and HUD OIG monitoring visits • Delivering timely, well-documented responses that resolve concerns and reinforce accountability—often before HUD leaves the room • Implementing proactive strategies to prevent findings by strengthening documentation and internal controls • Developing clear, data-driven, and regulation-based corrective action plans to address potential inquiries 	We save DCR staff time spent monitoring visits and follow up, because we have the decision trackers, regulations, knowledge of national precedence, and confidence to help DCR justify and document their decisions.
Corrective action plans and tracking tools	We have successfully helped grantees like [REDACTED] navigate findings and concerns by developing and	Our team will work side by side with program staff to clear findings to the satisfaction of both HUD and

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	<p>deploying customized corrective action plans and tracking tools that ensure timely resolution and sustained compliance:</p> <ul style="list-style-type: none"> Mapping each finding to its root cause and required corrective steps Tracking progress on corrective actions across responsible teams Providing real-time visibility into resolution status for leadership and oversight bodies Incorporating implementation changes into vendor and subrecipient SOPs 	<p>OIG, as well as state auditors. This hands-on approach ensures that corrective actions are implemented and embedded into daily operations to prevent recurrence and save resources for recovery.</p>

TASK 11—Technical and Engineering Support for Infrastructure and Housing Projects

The mountainous geography of Western North Carolina brings with it unique engineering, operations and maintenance, and technical challenges for construction projects. The ICF Team combines our vast construction knowledge of similar regions, like Puerto Rico, Eastern Kentucky, and the canyons of Oregon, with the engineering experience of our partners, [REDACTED], to provide technical, engineering, and field operations in support of DCR's housing, infrastructure, and economic revitalization programs. Our approach focuses on how local governments and developers engage engineers and construction contractors, and our goal is to help them move forward compliantly, without slowing them down by:

- Working alongside subrecipient and developer staff from application through closeout to make sure projects are cost reasonable and feasible and all funding sources are committed, helping minimize the need for change orders and reducing risks of failure to complete on time and within budget
- Helping subrecipients forecast project operations and maintenance costs to ensure long-term feasibility and sustainability of projects



- Working alongside local government staff to confirm projects have the surveys, design, permitting, hydraulic and hydrologic, and elevation plans needed for local approvals, which are outlined in work orders and reinforced through pre-construction processes
- Conducting timely interim onsite inspections to monitor progress and compliance as well as review and approve interim construction draw requests to ensure financial accountability and expedite the flow of funds to cash-constrained local governments

[REDACTED]

[REDACTED]

[REDACTED]

- Offering support to subrecipients, as needed, to manage their contractors, providing course corrections and updated performance milestones to push projects to completion

Exhibit 12. Demonstrated Experience to Meet DCR's Needs for Task 11

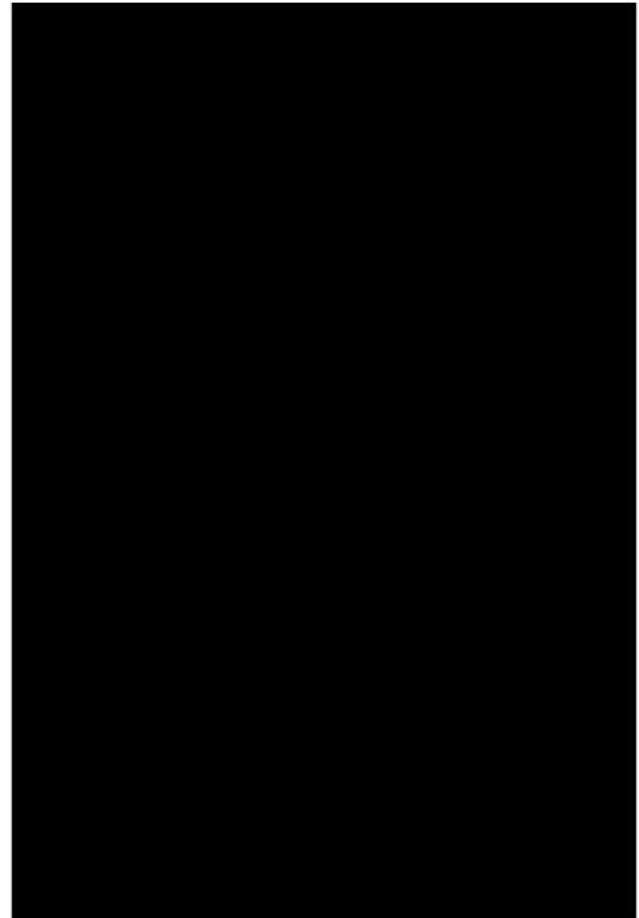
DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Reviews of engineering plans prepared by subrecipients	<p>After Hurricane Maria in Puerto Rico, [REDACTED] for the territory's subrecipients (municipalities), including:</p> <ul style="list-style-type: none"> Conducting engineering reviews to ensure technical accuracy and compliance Providing technical support for historic properties and mixed-use projects that include housing on upper floors and economic revitalization projects on the ground floor 	DCR's subrecipients will have the support needed to confidently move forward with construction bids, ensuring resilient, cost-effective mitigation projects.
Review of the development of cost estimates	<p>For the [REDACTED], ICF performs the following for infrastructure, housing, and other CDBG-DR eligible activities:</p> <ul style="list-style-type: none"> HUD-compliant pre-bid independent cost estimates to determine the cost-effectiveness of bidders <p>In the wake of Hurricane Helene, we began supporting the [REDACTED], with the following actions:</p> <ul style="list-style-type: none"> Conducting comprehensive infrastructure assessments, including site inspections, damage documentation, and cost estimation Meeting with all town department heads to verify and refine damage estimates Gathering time and equipment records, receipts, and materials for force account cost review 	DCR can implement our standardized CDBG-DR cost estimate process, already proven across Western North Carolina, to ensure accuracy, consistency, and compliance, helping accelerate project approvals and deliver timely recovery to the people of North Carolina.
Review or development of feasibility studies	<p>ICF has prepared numerous feasibility studies for CDBG-DR grantees, including:</p> <ul style="list-style-type: none"> Developing a feasibility study and project scoping for an energy resilience infrastructure project in the [REDACTED] designed to reduce the risk of power loss at wastewater and water facilities Creating a feasibility study in [REDACTED] for voluntary buyouts and mitigation planning following the 2019 Arkansas 	DCR will be able to leverage our familiarity with sites impacted by Hurricane Helene and their complex needs to inform accurate, actionable feasibility studies that help ensure projects are prioritized

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	River floods, which informed CDBG-DR funding applications and included high-hazard potential dam assessments and wind feasibility analysis	effectively and deliver long-term resilience to North Carolina communities.
Compliance assessments for infrastructure and mitigation projects	<p>ICF provided full lifecycle grant program management services for [REDACTED] by:</p> <ul style="list-style-type: none"> Delivering engineering support, including infrastructure and mitigation projects such as stormwater improvements, emergency power generation, wind retrofits, wastewater utility hardening, and redundant potable water supply systems Managing FEMA HMGP funding for mitigation projects Supporting subrecipients with state and federally compliant reimbursement requests and quarterly reporting 	DCR will gain the ICF Team's proven ability to manage projects end-to-end, from inception to completion. This approach will help ensure compliance, accelerate project delivery, and maximize funding benefits.
Feasibility analysis of infrastructure, economic development, and housing projects	<p>[REDACTED] regularly works with North Carolina clients on feasibility and design services, including:</p> <ul style="list-style-type: none"> Supporting [REDACTED] in substation siting through multi-criteria land analysis Partnering with the [REDACTED] to enhance broadband access by validating Federal Communications Commission data, facilitating regional collaboration, and developing GIS-based tools for real-time stakeholder engagement Working with clients in Western North Carolina to create sustainable solutions through infrastructure and community projects that attract and build on significant population growth and economic investment opportunities post-Hurricane Helene 	DCR will gain a partner with a proven track record of working alongside North Carolina governments and organizations to deliver feasibility analyses, resulting in sound CDBG-DR investments and subrecipients who are prepared to implement sustainable projects.
Construction progress inspections of infrastructure, economic development, and housing projects	<p>[REDACTED] is serving as the Owner's Advisor for [REDACTED] to develop the [REDACTED] scoping, managing, and monitoring the entire project, including:</p> <ul style="list-style-type: none"> Developing procurement documents Coordinating the National Pollutant Discharge Elimination System (NPDES) permit application and discussions with [REDACTED] to obtain the final permit; managing the Environmental Management Plan for the entire site and the Section 401/404 permitting process and endangered species survey; and performing value engineering, river sampling, and modeling to support permitting Completing parallel cost estimates and cost reviews and negotiating with design builder Managing, tracking, and inspecting the project through onsite progress inspections and technical reviews of all deliverables to ensure they align with approved project 	DCR will be able to rely on the ICF Team to provide the full scope of review, inspection, and management needed to help local governments meet all local and state permitting requirements and complete their projects in line with DCR's approved scope, on time and within budget.

TASK 12—Training, Technical Assistance, and Capacity Building

Through our work with towns like [REDACTED] and Canton, we know what type of training, TA, and capacity building Western North Carolina communities are looking for—and it is not another webinar on federal regulations that broadly describes tasks that have 10 overwhelming steps behind each bullet on a slide deck. They need tailored, practical, in-person help that gets them the funding they need now without worrying about losing those funds down the road. To have this reassurance, state and local leaders need to know that they and their staff understand what they must do to meet and document compliance requirements. We save DCR time by tailoring templates, processes, and trainings that we have delivered for every applicable federal regulation to over 1,000 CDBG-DR subrecipients and as vendors to 15 CDBG-DR state and entitlement grantees. Some features of our approach include:

- Building on internal capacity by identifying where existing staff and processes can be leveraged and where added support is needed
- Translating federal regulations into practical checklists and step-by-step procedures to supplement gaps in state and subrecipient staff understanding
- Helping DCR staff develop trackers and documentation processes that ensure their files “tell the story” to HUD and the public about project eligibility and selection
- Providing a mix of in-person, structured, and ad hoc training and TA, such as updating familiar training materials, delivering micro-learning lessons using actual tasks, and offering staff shadowing and train-the-trainer opportunities on regular requirements
- Coordinating with DCR and partners like [REDACTED] to enhance education for subrecipients about CDBG-DR funding and requirements



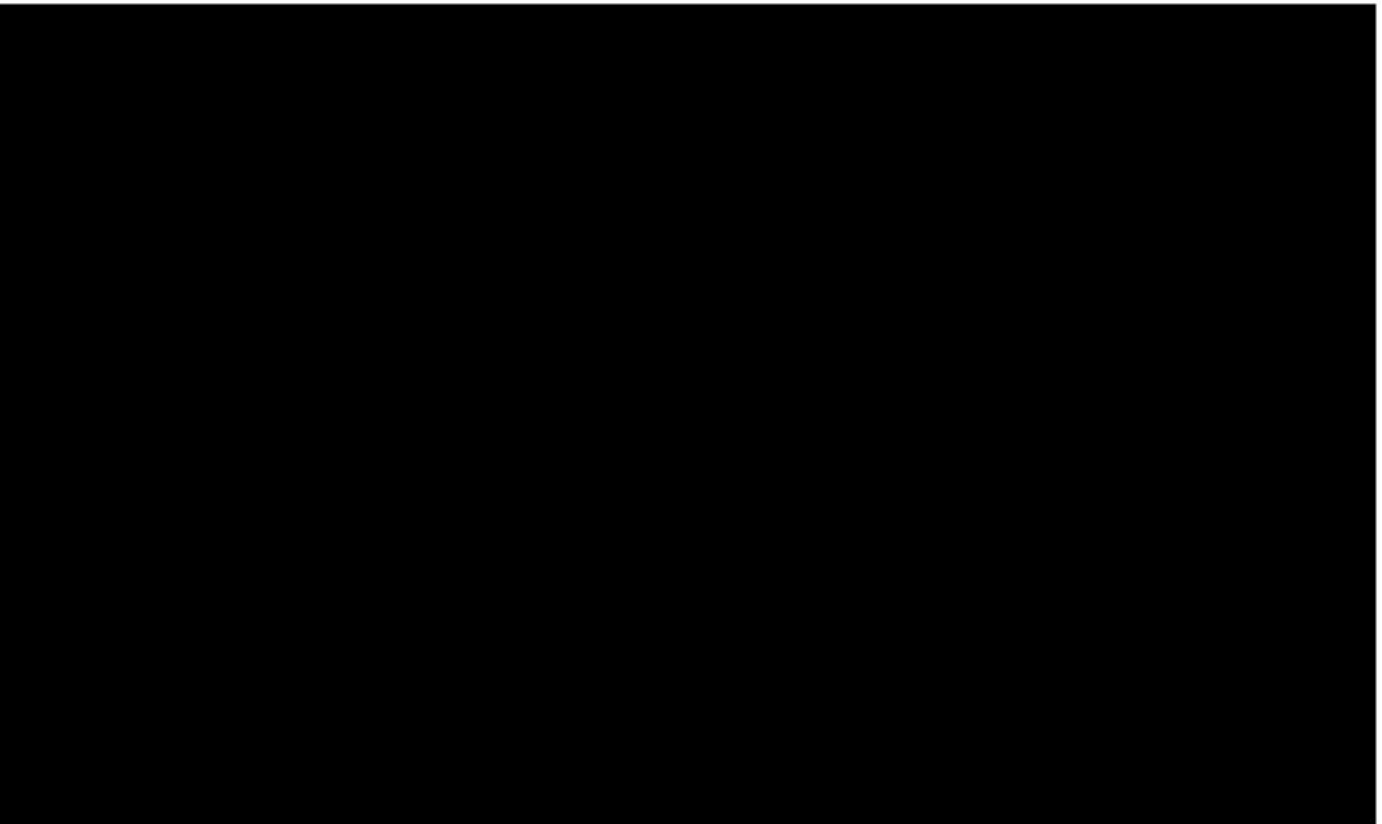


Exhibit 13. Demonstrated Experience to Meet DCR’s Needs for Task 12

DCR’s Needs	ICF Team’s Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Regulatory compliance training sessions for DCR staff, subrecipients, and partners	<p>ICF delivered regulatory training and compliance support for over 240 subrecipients to expand capacity in [REDACTED] by:</p> <ul style="list-style-type: none"> • Providing DBRA and Section 3 training to ensure requirements were included in procurements • Delivering a comprehensive 2 CFR 200 training series that is focused on the life of a subrecipient and is recorded and available for current and future subrecipient staff • Reviewing final contracts, weekly payrolls for labor standards, and Section 3 reports alongside subrecipients as a training opportunity to demonstrate what is missing and how to correct deficiencies <p>[REDACTED] brings on-the-ground experience with both major cities and smaller, resource-strained municipalities, working to equip communities in Western North Carolina by:</p> <ul style="list-style-type: none"> • Building stronger legal frameworks • Training local personnel • Delivering housing projects that maximize funding while meeting compliance standards 	DCR’s subrecipients will gain the knowledge and tools to understand and implement compliance requirements for approved projects. This proactive approach will reduce costly back-end corrections and minimize HUD monitoring concerns, ensuring programs run smoothly and efficiently for North Carolinians.

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Updated training materials, guidance documents, and instructional resources	<p>ICF supported [REDACTED] in launching a CDBG-CV program across 270 grant agreements, tailored to more than 100 local grantees with varying levels of administrative capacity. This included:</p> <ul style="list-style-type: none"> • Launching a training and TA program within the first 30 days of contract execution • Providing HCD with daily access to SMEs to address evolving needs • Facilitating weekly "office hour" sessions for local grantees to receive direct guidance, which are distributed to all subrecipients and organized and documented through an online FAQ 	DCR will benefit from ICF's experience in supporting diverse subrecipients, enabling us to tailor our approach to meet varying capacity levels. This ensures the people of North Carolina will get the responsive, efficient recovery support they need.
Application intake support, eligibility review assistance, and program interpretation resources	<p>For its competitive multifamily housing and planning programs, ICF helped [REDACTED]:</p> <ul style="list-style-type: none"> • Create the NOFA, application, threshold, and scoring criteria for potential applicants to understand as they developed their applications • Create the trainings and deliver TA support to applicants during application periods • Manage the intake process and ensure applications are complete in the SOR • Support application-period communications to potential applicants • Complete the threshold application reviews that grantee staff used to make final award determinations 	With ICF's support, DCR will deliver a streamlined and transparent application process for a wide range of applicants, designed to maximize participation and utilization of grant funds and create a predictable process for local and state staff.
Tools to promote transparency, reporting, and accountability	<p>ICF has equipped clients with a range of tools to strengthen grant management, transparency, and outreach tracking, including dashboards, DRGR tools, and job aids. We supported [REDACTED] by:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	By leveraging ICF's tools and processes, DCR will reduce errors, save time, and centralize financial data for greater accountability. Our approach will help ensure public funds are managed efficiently and transparently.

TASK 13—Relocation Program (URA/TRA) Development and Compliance Support

With nearly 6,000 Western North Carolinians still receiving FEMA-funded temporary housing support and the potential for thousands of people to remain or become displaced in the months to come, voluntary and involuntary relocation activities have the potential to become a high-risk compliance and cost component of DCR's programs.

- To reduce this risk, the ICF Team will help DCR, subrecipients, and vendors clearly distinguish between the federal requirements and entitlements that come with the **URA** and the programmatic and practical flexibilities that DCR has when offering an optional **temporary relocation assistance (TRA)** benefit to specific beneficiaries.
- **For URA**, we will implement HUD-approved workflows and people-centric supports that reflect the updated URA rules and processes, ensuring displaced tenants, businesses, landowners, and nonprofits **receive the protections guaranteed to them by law and are fairly compensated and reestablished in new residences or operations.**
- **For TRA**, we create a clear policy and detailed award calculation procedure that DCR can share with the public, focusing on **defining programmatic elements that help DCR control costs and public expectations**, and to ensure people are **not temporarily relocated a day longer than necessary**:
 - Program eligible and ineligible activities and participant cost responsibilities (e.g., the balance of moving costs, rental costs after the program cap is reached)
 - Award tables with steps and timelines so program participants understand what assistance is provided when and for how long
 - Indicators of builder (e.g., permitting status) and homeowner needs (e.g., accessibility needs) to prevent project completion delays that result in extended or delayed TRA assistance

Exhibit 14. Demonstrated Experience to Meet DCR's Needs for Task 13

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Relocation policies, procedures, SOPs, and workflows	As we have done for 17 state and local CDBG-DR grantees, we will help DCR stay compliant and control costs for URA and TRA by: <ul style="list-style-type: none"> Embedding URA requirements into DCR program policies, SOPs, and workflows rather than as a standalone or set-aside set of disconnected policies and procedures, resulting in efficient compliance and early understanding of how URA compliance will impact project costs Creating rigorous TRA policies, procedures, SOPs, and workflows that are public facing and help all participants understand the caps and limitations of the program 	DCR will benefit from ICF's extensive understanding of relocation services and our hands-on experience in implementing them in post-disaster settings, resulting in timely and cost-effective supports.
Technical guidance to inform SOR system workflows	<div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <ul style="list-style-type: none"> Developing system requirements and workflows to support relocation-related awards and applicant scenarios—including distinguishing between URA and TRA on homeowner application files Creating forms and calculators to capture relocation-related data, ensuring accurate tracking and compliance Supporting the intake, eligibility review, and case management processes that included relocation assistance 	DCR will benefit from ICF's technical expertise in building secure, compliant systems-of-record to manage relocation projects. Our approach will help ensure data are accessible, well organized, and audit ready, supporting correct cost allocation.
Application review tools for relocation eligibility and benefit determinations	During our work providing URA compliance in the City of [REDACTED] , ICF reviewed relocation eligibility documentation and notices for affected residents. This included: <ul style="list-style-type: none"> Evaluating notices of non-displacement and notices of relocation eligibility Providing TA on eligibility documentation and recordkeeping Advising on policy and procedure updates to reflect URA requirements 	With our adaptable tools for eligibility documentation and recordkeeping, DCR will experience faster benefit determinations, and people will receive timely, accurate support if temporarily or permanently displaced.
Required relocation notices, compliance monitoring tools, and corrective action resources	In [REDACTED] we managed the acquisition and relocation of over 140 households and several businesses. This included: <ul style="list-style-type: none"> Issuing a notice of intent and general information notice (GIN) during in-person household surveys, in compliance with 49 CFR 24.203(a) Delivering notices of just compensation and notices of eligibility for relocation assistance, detailing benefits and presenting at least three comparable housing options Issuing 90-day and 30-day move notices, tailored to household circumstances Preparing HUD Relocation Claim forms and documenting all notices in the SOR 	DCR will benefit from ICF's oversight and technical support in delivering clear, compliant relocation notices. Our approach will help ensure applicants receive understandable guidance and timely corrective action when needed, supporting a smooth relocation experience.
Training materials and sessions for staff and program partners	For [REDACTED] , we provided comprehensive URA support across acquisition and relocation activities. This included: <ul style="list-style-type: none"> Delivering TA during all stages of property acquisition under URA Supporting environmental review and Section 106 documentation 	DCR will be supported by ICF's proven framework for URA implementation and monitoring, tailored to meet the needs of DCR's

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	<ul style="list-style-type: none"> Overseeing relocation planning and execution for 54 property acquisitions across 22 projects Training and guiding subrecipients with limited URA experience Developing compliant bid packages and supporting project closeout documentation 	programs. Our approach will help ensure compliance while supporting timely, coordinated service delivery.

TASK 14—Communication, Public Information, and Outreach Support

DCR has already taken important steps to make clear and trusted communications a cornerstone of recovery after Hurricane Helene. Communicating in disaster recovery presents unique challenges: programs are complex, funding is limited, and every community has its own priorities. Effective outreach must balance urgency with accuracy, provide information that people can act on, and explain decisions in ways that build understanding and trust. By reinforcing the strong partnerships and outreach channels DCR has already established, recovery communications can reduce confusion, strengthen transparency, and help communities see visible progress.

Building on the important partnerships and outreach channels that DCR has already established across North Carolina, our team will complement those efforts by adding capacity, tested tools, and seasoned staff to ensure messages are consistent, accessible, and tailored to the diverse audiences of Western North Carolina.

Our experience in North Carolina demonstrates how this approach works in practice. Through partnerships with the [REDACTED] and direct engagement with local governments, we have helped communities across the state understand and access recovery resources. In Western North Carolina, we are already working alongside municipalities to support storm recovery and resilience efforts, creating clear pathways for collaboration and ensuring information reaches residents in ways that are relevant and actionable.

Our proposed communications staff bring decades of experience in leading statewide outreach and engagement efforts, including working directly with communities in Western North Carolina. Their work spans transportation, tourism, infrastructure, housing, and recovery programs,

supported by strong relationships with municipal leaders, community organizations, and local media. This local knowledge is complemented by national disaster recovery communications expertise, including designing outreach strategies, facilitating information sessions, and producing accessible materials for multiple recovery programs across the country.

By aligning our disaster recovery communications expertise with the partnerships and momentum already in place, we strengthen DCR's ability to deliver outreach that is clear, coordinated, and responsive to the needs of Western North Carolina's communities. Residents benefit from information that is timely, easy to understand, and accessible in their language, helping them make informed decisions, access resources more quickly, and feel confident that recovery programs are addressing their community's priorities.

Exhibit 15. Demonstrated Experience to Meet DCR's Needs for Task 14

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Public information materials, including fact sheets, flyers, FAQs, and website content	<p>[REDACTED]</p> <p>audiences. This included:</p> <ul style="list-style-type: none"> • Creating fact sheets • Developing FAQs • Designing flyers and brochures • Producing graphics • Building editable toolkits and templates for local partners to maintain consistent messaging 	DCR will have ready-to-use, accessible materials that build trust, reduce confusion, and encourage faster applicant engagement across Western North Carolina.
Standardized templates for press releases, stakeholder notices, and public updates	<p>ICF has developed public communications materials for clients nationwide, supporting consistent, timely messaging across recovery programs. This included:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • Developing stakeholder notices and community updates in both English and Spanish for various recovery programs 	DCR will issue clear, consistent updates quickly, improving coordination with stakeholders and strengthening public confidence in recovery decisions.
Outreach materials tailored for impacted communities, including language translation and accessibility accommodations	<p>[REDACTED]</p> <ul style="list-style-type: none"> • Launching digital, print, radio, and social media campaigns that generated over 6 million impressions and more than 126,000 clicks • Providing multilingual services for individuals with limited English proficiency (LEP) in five languages (Spanish, Vietnamese, Chinese, Arabic, Urdu) • Conducting door-to-door canvassing across more than 181,000 households 	DCR will deliver clear, accessible information to all impacted communities, increasing understanding of programs, strengthening trust, and encouraging broader participation in recovery across North Carolina.

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Guidance documents to support consistent external messaging and branding	<div> <div></div> <div></div> <div></div> </div> <ul style="list-style-type: none"> Standardizing program names, common terms, and references to ensure materials and outreach were uniform across multiple programs Defining visual standards for logos, colors, and templates to support consistent branding by local governments Maintaining a living document that is regularly updated to reflect new programs and references, ensuring consistency across all communications 	DCR will deliver clear, consistent, and coordinated communications across programs, building public trust and reducing confusion for applicants and partners throughout North Carolina.
Communication protocols for crisis communications, public inquiries, and media responses	<div> <div></div> <div></div> <div></div> <div></div> </div> <ul style="list-style-type: none"> Developing protocols Preparing talking points Training spokespeople Delivering real-time media support Creating social listening reports and rapid response strategies Addressing misinformation and maintaining public confidence 	DCR will navigate external scrutiny and competing expectations with clear, consistent messaging that demonstrates fairness and reinforces public trust that limited recovery funds are being used to achieve the greatest impact.
Support for public meetings, stakeholder engagement, and community outreach events	<p>To support mitigation efforts in <div></div> ICF designed and facilitated interactive information sessions as part of required public hearings that encouraged residents to vote on recovery and mitigation priorities and share ideas for making their communities safer and more resilient. This included:</p> <ul style="list-style-type: none"> Setting up venues Providing translation services Coordinating accessibility accommodations Delivering onsite technical support Preparing and distributing materials to support active engagement by residents and local governments <div> <div></div> <div></div> </div> <ul style="list-style-type: none"> Conducting application intake workshops Collecting documents to support eligibility review Completing face-to-face interviews with applicants Verifying applicant eligibility Performing pre-construction services, including coordination of environmental reviews, surveys, house plans, and specifications 	DCR will engage communities through interactive events that give residents a voice in setting recovery priorities. These efforts will build trust, improve understanding of recovery programs, and strengthen stakeholder relationships across Western North Carolina.

TASK 15—Grant Management

Effective program delivery hinges on competent grant management people, processes, and tools. With up to eight programs operating simultaneously, DCR requires a partner with experience and bandwidth to serve as a catalyst for innovation and timely delivery—engaging stakeholders, streamlining policies, shaping programs, and delivering outcomes that matter to the people and towns of Western North Carolina. ICF Team staff become the center hub for all DCR and subrecipient staff needs, connecting all the parts to make things run smoothly. We are able to

do this because our grant managers are trained on all applicable federal and state programmatic and regulatory requirements and have a broad understanding and knowledge of all funding sources available. We deliver consistently excellent work, which helps DCR build strong relationships with subrecipients and demonstrate a shared mission to the communities we serve. Whether supporting local subrecipients or vendors in state-run programs, the ICF Team grant managers ensure compliance and provide tailored support from application to closeout. We engage subrecipients and build capacity at the local level, develop tools and SOPs that streamline compliance to build not block progress, and conduct compliance reviews to customize assistance. Our teams create audit-ready files, provide data and reporting, and continuously gather feedback to refine processes and tools, and we leverage additional funding to maximize impact. Through this comprehensive approach, grant management becomes a driver of meaningful and measurable results.

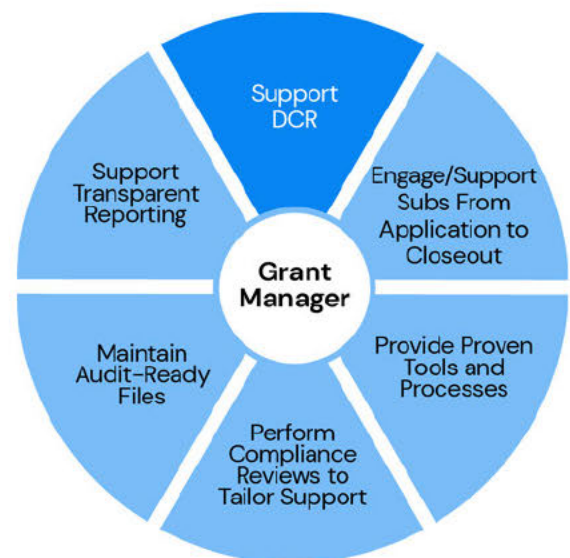
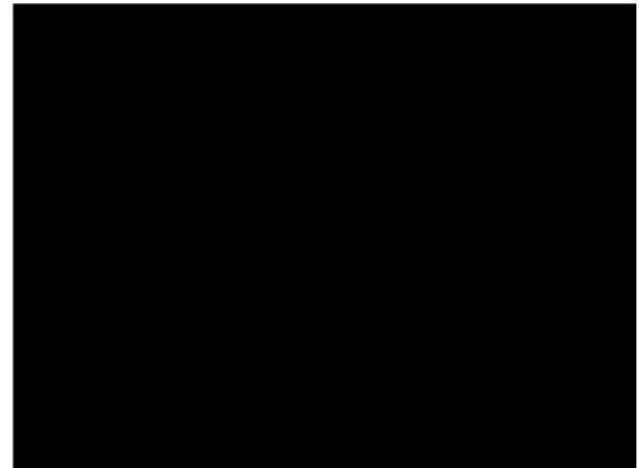


Exhibit 16. Demonstrated Experience to Meet DCR’s Needs for Task 15

DCR’s Needs	ICF Team’s Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Assist with managing and implementing programs described in the state’s CDBG-DR Action Plan	ICF has more than 30 years of grant management experience , delivering a measurable impact across a growing number of U.S. communities. [REDACTED], we: [REDACTED] [REDACTED] [REDACTED] [REDACTED]	DCR will have experienced ICF staff embedded within its team, using proven methods to reduce delays and accelerate funding. Our staff will be trusted teammates who care deeply about the mission and the communities served. Subrecipients and vendors will receive hands-on support throughout the grant process, helping deliver timely and meaningful results for the

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	<ul style="list-style-type: none"> Develop workflows, conduct reviews, and deliver hands-on training Unlock billions of dollars in funding and ensure effective flood mitigation, buyout programs, and community rebuilding after Hurricane Harvey 	people of North Carolina. This support helps stretch every dollar further, ensuring resources reach more people and have a lasting impact where it is needed most.
Facilitate subrecipient contracting, compliance, and closeout activities	<p>ICF brings extensive experience in grant and subrecipient management, having supported over 1,000 subrecipients across all phases of the program lifecycle. Our approach emphasizes proactive engagement, robust subrecipient risk assessments, and tailored support strategies to drive success by:</p> <ul style="list-style-type: none"> Assisting with application development Facilitating contract execution Providing pre-subrecipient agreement program compliance orientation Navigating and supplementing each phase of compliance requirements Advancing active projects and unlocking funding through milestone tracking 	With more than 330 ICF employees based in North Carolina, DCR and its subrecipients will benefit from responsive, local, on-the-ground support that accelerates implementation and builds community capacity. From the outset, local communities will see and feel tangible progress, receiving real, measurable benefits faster and more effectively where they are needed most.
Provide tools to facilitate subrecipient compliance and reporting	<div style="border: 2px solid red; padding: 5px;"> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> </div> <ul style="list-style-type: none"> Navigating NC Low Income Housing Tax Credit requirements Interpreting HOME provisions Managing procurement processes Ensuring nonprofit compliance <p>ICF complements this with a refined suite featuring hundreds of tools and processes to streamline compliance and accelerate delivery. [REDACTED], our team strengthened program delivery by:</p> <ul style="list-style-type: none"> Configuring and redesigning more than 250 tools, templates, and workflows Managing 150 subrecipients, over 8,800 homeowners, 4 vendors, and 18 builders Streamlining reimbursement of over \$3 billion while maintaining compliance, timelines, and budgets Delivering targeted training and distributing materials to support targeted capacity building and continuous improvement 	DCR will benefit from ICF's proven ability to adapt templates for North Carolina quickly, given our deep understanding of the state's rules, program goals, and funding timelines, helping programs move faster and stay on track. Our ready-to-use tools can be quickly tailored to fit each program's needs, making it easier for DCR to stay compliant, build local capacity, and deliver meaningful results to North Carolinians.

TASK 16—Technical Systems Specification and Project Management

[REDACTED]

[REDACTED] We are the systems whisperers who bridge and translate between other vendors, DCR leadership and user staff, ICF Team staff, and applicant needs to ensure all technical systems are useful and improve processes rather than hinder them or require endless and vulnerable workarounds.

Exhibit 17. Demonstrated Experience to Meet DCR's Needs for Task 16

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Assist with designing and detailing technical specifications for DCR's SOR	ICF is the only disaster recovery firm that is also a full-fledged technology company . With over 30 years of experience in developing innovative IT solutions, we specialize in enhancing government grant management systems. Our work has included: <ul style="list-style-type: none"> Building, enhancing, and maintaining more than 700 systems Supporting over 1 million users Enabling the processing of \$25 billion in government and utility grants annually through platforms we have engineered 	DCR will receive expert support from ICF's technology and CDBG-DR specialists who understand both program needs and system capabilities. This ensures that complex requirements are transformed into effective, scalable SOR solutions that are delivered quickly, helping DCR maintain compliance and demonstrate results to North Carolina communities quickly and efficiently.
Workflow and technical specification documentation	ICF leverages decades of experience to transform complex program needs into tailored development plans, system specifications, and integration strategies that support the full grant lifecycle. In [REDACTED], we support program delivery by:	DCR will achieve faster implementation, clearer data, and stronger program control. Technical specifications will be tailored to reflect DCR's unique programmatic and compliance needs, providing up-to-date information that simplifies oversight, supports informed

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
	<ul style="list-style-type: none"> Providing the technical specifications, workflows, and documentation requirements for the SOR to manage CDBG-DR subrecipient programs Assisting with end-to-end development, integrating workflows and reporting capabilities from application intake to closeout Collaborating with county staff and subrecipients to tailor specifications and requirements to programmatic and compliance needs Building dynamic reporting capabilities that delivered actionable insights and stakeholder-specific visualizations 	decision-making, and delivers visible results that communities can trust.
Project management of the SOR	<p>Our project management expertise includes 270 certified Project Management Professionals trained in Agile methodologies such as sprint planning and iterative testing. This skillset has enabled us to deliver SORs that align with user needs, client timelines and budget, and program goals, supporting the full grant lifecycle through rapid deployment, transparent data, and scalable solutions tailored to program requirements. [REDACTED], we used Agile project management to:</p> <ul style="list-style-type: none"> Help the state upgrade to a new financial management and application management SOR, then deploy that system for state, subrecipient, and vendor staff Design SOR enhancements for the [REDACTED] Reducing reporting time by 90% Improving data quality and accuracy for leadership reports and budget planning 	DCR will benefit from Agile project management that keeps SOR development and maintenance organized, goal driven, and aligned with user needs. This ensures the system evolves with program requirements while staying compliant and on schedule, helping DCR deliver timely, effective services to communities across North Carolina.
Monitoring of the SOR	<p>ICF has provided ongoing monitoring, maintenance recommendations, and enhancement support for disaster recovery programs for more than 3 decades. [REDACTED], our monitoring activities included:</p> <ul style="list-style-type: none"> Monitoring and reconciling data across six databases to allow [REDACTED] to view legacy and current system data side by side Responding to 289 tickets to ensure system health and usability Recommending and implementing SOR enhancements, including financial validation features to prevent over-obligation and strengthen data integrity 	DCR will receive ongoing monitoring and support to keep its SOR running smoothly and up to date. Real-time visibility into program performance will allow teams to identify issues quickly, implement timely fixes, and adapt as needs evolve. This ensures consistent, compliant operations to make implementation easier for North Carolina.

TASK 17—Environmental Review

With everything that DCR is responsible for now and the years to come, it needs assurance that the right level of environmental review is complete at the right time for each of their approved projects and that each environmental review efficiently factors in each applicable unique feature that comes with restoring and changing the built environment of Western North Carolina.

ICF has developed efficient processes to complete hundreds of reviews at once, delivering compliant results quickly. ICF Team member

[REDACTED]

[REDACTED]

- Depending on the scope of the proposed action, ICF can submit environmental reviews that are Exempt or Categorical Excluded, Not Subject To (CENSTs) within hours, Categorical Excluded, Subject To (CESTs) within days, and EAs within a few weeks of receiving a proposed action. ICF has a track record of turning around simple, straightforward NEPA reviews in an expedited schedule. These types of reviews represent the majority of HUD-funded projects and are assumed in this proposal. If more complex projects arise, ICF has the experience and expertise to successfully deliver.

- In the unlikely event that an environmental impact statement (EIS) is triggered, it is a really big deal. ICF prepares dozens of EIS every year, and our baseline approach includes the following core elements of an EIS: notice of intent, scoping, alternatives, consultation, public engagement, public comments and a record of decision. However, each EIS has additional time, effort, and consultation that is unique to each proposed project, and will require greater planning and discussion with DCR before moving forward. This includes outlining a timeline to verify the EIS can be completed within DCR's grant performance period with HUD, even when considering the federal efficiency expectations to complete within 2 years.
- Our environmental staff work alongside DCR, the ICF Team program, and subrecipient staff at each step, ensuring compliance with 24 CFR Part 58 and helping program staff understand timelines and any mitigation elements that need to be incorporated into the final project scope of work.

Exhibit 18. Demonstrated Experience to Meet DCR's Needs for Task 17

DCR's Needs	ICF Team's Demonstrated Competence and Qualifications	Timely Outcomes and Benefit to North Carolina
Environmental Review Level Identification	<p>As part of our work supporting [REDACTED]</p> <ul style="list-style-type: none"> • Designing and implementing a tiered EA structure for housing recovery programs • Preparing 9 countywide Tier 1 EAs and structuring Tier 2 forms for approximately 12,000 housing recovery applications • Providing guidance on NEPA and state law compliance, including floodplain and wetlands protection • Developing IT systems to manage over 12,000 environmental reviews and associated documentation 	DCR can rely on ICF to rapidly determine the appropriate level of NEPA review, reducing the need for reevaluation and minimizing delays. Our sound understanding and application of recent policy changes will result in fewer errors and faster decision-making.
Environmental Review Completion Timeline	<p>ICF has prioritized speed and compliance in environmental reviews, helping projects move forward without delay. In [REDACTED], we supported recovery efforts by:</p> <ul style="list-style-type: none"> • Delivering 24-hour turnaround on up to 500 reviews per week, completing over 6,500 reviews in the first year • Managing 6 field contractors and ensuring compliance with HUD and NJ requirements for \$4.1 billion in CDBG-DR funds 	DCR will leverage the ICF Team's attention to detail and deep understanding of NEPA regulations to ensure compliance without unnecessary complication. Our approach streamlines review processes, helping North Carolina communities move forward faster and with confidence.
Environmental Review Completion	<p>ICF has developed streamlined processes that consolidate schedules and enable multiple SMEs to complete environmental review sections concurrently, resulting in a robust completion rate. Our experience includes:</p> <ul style="list-style-type: none"> • Completing more than 20,800 CDBG-DR environmental reviews over the past 20 years • Working with HUD over the past 30 years to develop and deliver training for each administration's update on 	DCR's environmental reviews will be expedited by ICF's streamlined processes, resolving complex or unfamiliar issues quickly and effectively. Our experience across prior projects will enable us to anticipate

Exhibit 19. QA/QC Processes and Tools



Processes

- ✓ Using internal applications and checklists, conduct detailed completeness and compliance reviews to verify all costs are documented.
- ✓ When errors or insufficient documentation is identified, we will issue a single request for information to the subrecipient, speeding the pace of recovery while making it simpler for the subrecipient.
- ✓ Assist with payment processing; reviewing reimbursement data and supporting documentation for accuracy and financial compliance.
- ✓ Our QA/QC Specialist will develop a program-specific monitoring plan to include a multi-tiered QA/QC approach to reviewing files, document management guidelines, and a framework for corrective actions to be taken in the event of noncompliance.

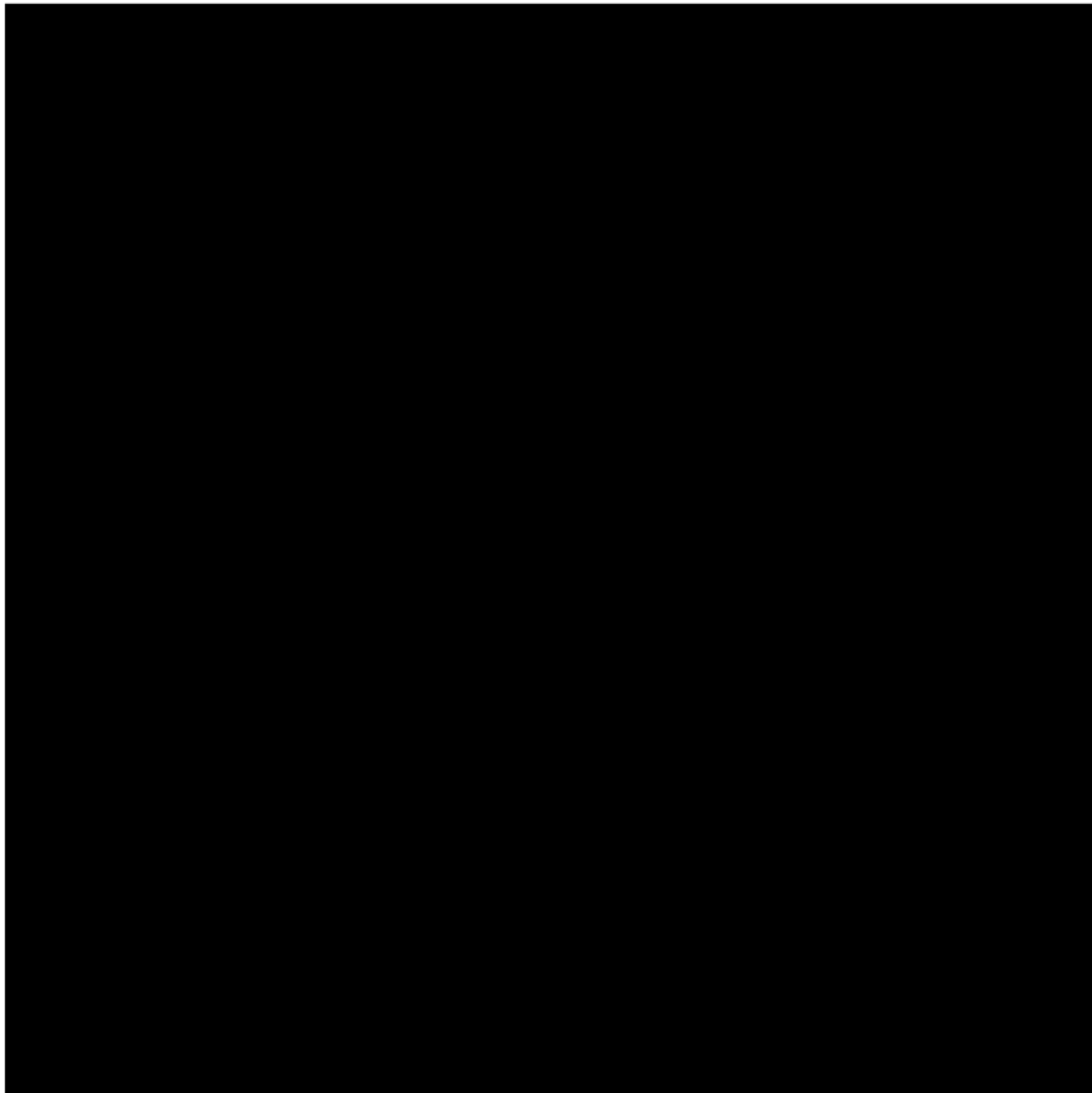


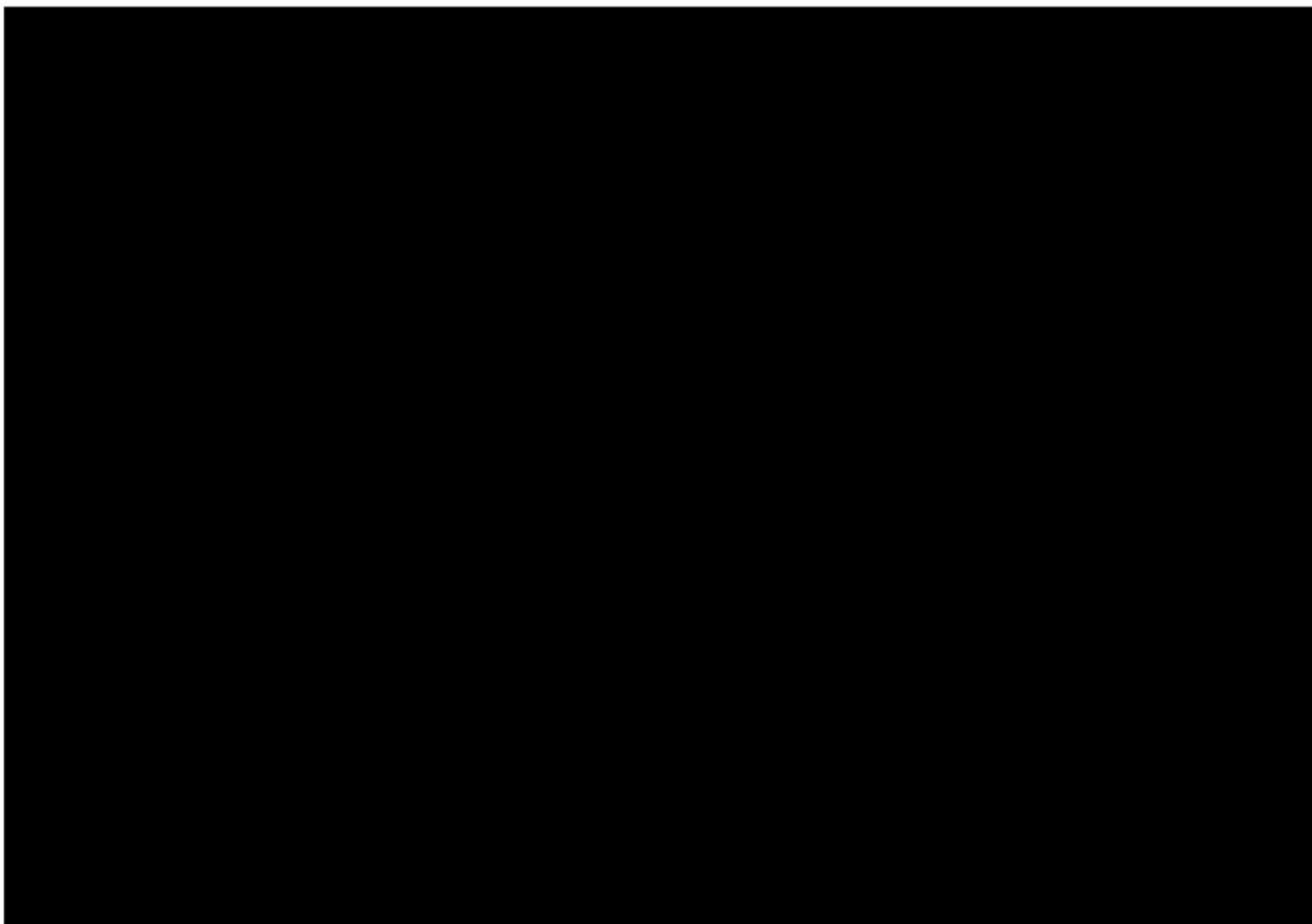
Tools

- ✓ Develop consistent and compliant standard operating procedures, job aids, and checklists that require staff to verify compliance with HUD requirements before proceeding.
- ✓ Develop reporting templates that match the applicable federal reporting requirements and ensure that what is being reported to HUD is accurate.



Compliance That Builds, Not Blocks. We have successfully implemented comparable CDBG-DR programs across the country, consistently meeting timelines, staying within budget, and exceeding implementation and compliance expectations. **Exhibit 20** features two case studies in which ICF provided solutions to our client's problems—lessons that we can apply to ensuring DCR's programs run efficiently and maximize recovery funds. Key to this efficiency is our expertise in federal regulations as noted in **Exhibit 21**. Through our QA standards, we navigate grantees to avoid compliance roadblocks, ensuring effective implementation.





Staffing Plan and Capacity to Scale Quickly and Ensure Quality and Timely Services

ICF Team staff are fully available from Day 1, integrating smoothly with DCR staff to deliver immediate short- and long-term support. With professionals based in North Carolina who have experienced the impacts of Hurricane Helene firsthand and a broader team dedicated to the state's recovery, we bring both **local insight and national expertise** to this effort with a staffing plan that focuses on:

- **Strengthening staffing capacity in [REDACTED]** through our onsite presence alongside DCR staff, enabling quick response to daily needs and unanticipated tasks
- **Expanding staffing capacity in Western North Carolina** by embedding team members in the region and supporting local governments, developers, and other subrecipients to advance their projects
- **Enhancing staffing capacity** for desk-intensive tasks by providing remote support when it delivers the greatest value, ensuring high-quality, accurate, and efficient work for DCR and subrecipients

With the right team, at the right size, and for the right amount of time, ICF gives DCR the flexibility to scale staffing as needs evolve. We manage budget and control costs and ensure quality and timely delivery of short-term and long-term services needed by:

- **Matching each person to the requirement**, ensuring DCR receives staff with the appropriate expertise while avoiding the inefficiencies of overqualified or underqualified placements
- **Ebbing and flowing staffing levels:**
 - Staffing this engagement with the fully available team shown in the organizational chart (**Exhibit 22**). For every role and labor category we have presented, ICF has a minimum of five additional professionals who can step in to ensure continuity and provide the capacity to deliver at scale when needed.
 - Scaling down or up to meet the state's evolving needs across both short- and long-term task orders so DCR only pays for what it needs.

Alignment of Proposed Staff



The ICF Team partners have worked together to align the best staff for each of the roles needed to carry out each type of work in this RFP. **We are not simply promising people who look good on paper but are not actually available—each person listed in our proposal is prepared to make DCR their number one priority so we can complete the full scope of services needed by DCR.** This means that through the ICF Team, DCR will get the right level of support from Day 1 to complete all tasks from individuals who are already onboarded and proven, eliminating any delays or unnecessary costs that come with bringing on new hires.

Your Project Manager, [REDACTED], will be supported by personnel with the titles and labor categories included below, providing the blend of skill levels that are most appropriate and aligned with the task. For example, once one of our fraud prevention SMEs has created review checklists, they will train junior staff (like Consultants or Analysts) to complete the checklists on individual files and flag fraud concerns for the Task or Program Lead to review, resulting in lower costs, faster delivery, and full compliance and transparency for DCR.



Subject Matter Experts (SMEs) serve as Task Leads and/or provide subject matter expertise—including communications and other programmatic, administrative or regulatory expertise—to Program Leads or Task Leads. They work independently and lead teams, and they ensure excellent performance and local or national best practices are incorporated into all ICF Team deliverables and services. Distinction between SME I and II:

- **SME II:** minimum of 15 years of experience
- **SME I:** minimum of 10 years of experience



Consultants provide support to Task and Program Leads. These senior and mid-level professionals will draft written deliverables; ensure all project and program files are documented; provide QA support, communications support, and data analysis; and provide onsite support to subrecipients, developers, and other applicants. Distinction between Senior Consultant and Consultant:

- **Senior Consultants:** minimum of 9 years of experience; can also serve as Program Leads
- **Consultants:** minimum of 5 years of experience



Analysts provide support to Task and Program Leads, as well as the Project Manager, to deliver performance reports, draft low-risk deliverables, document deliverables, and upload documents and provide QA of project files.

- **Analysts II:** minimum of 4 years of relevant experience
- **Analysts I:** minimum of 1 year of relevant experience



Administrative Staff (Admin) provide administrative, coordination, documentation and file uploads, note reviews and follow-up, action item tracking, report drafting, and other related tasks in support of other staff.



Construction/Inspection/Engineer/Environmental Specialist I, II, or III provide the appropriate levels of licensed or unlicensed technical expertise required by the assigned scope of work.



Attorneys provide targeted legal reviews, drafting, and support for legally binding documents. They provide counsel and guidance to DCR, subrecipients, and program staff, as needed and assigned, to help move approved deals forward in line with DCR deal and program expectations.

For ease of reference, we have cross-referenced how the ICF proposed labor categories align with the roles of the staff we include in the organizational chart further below.

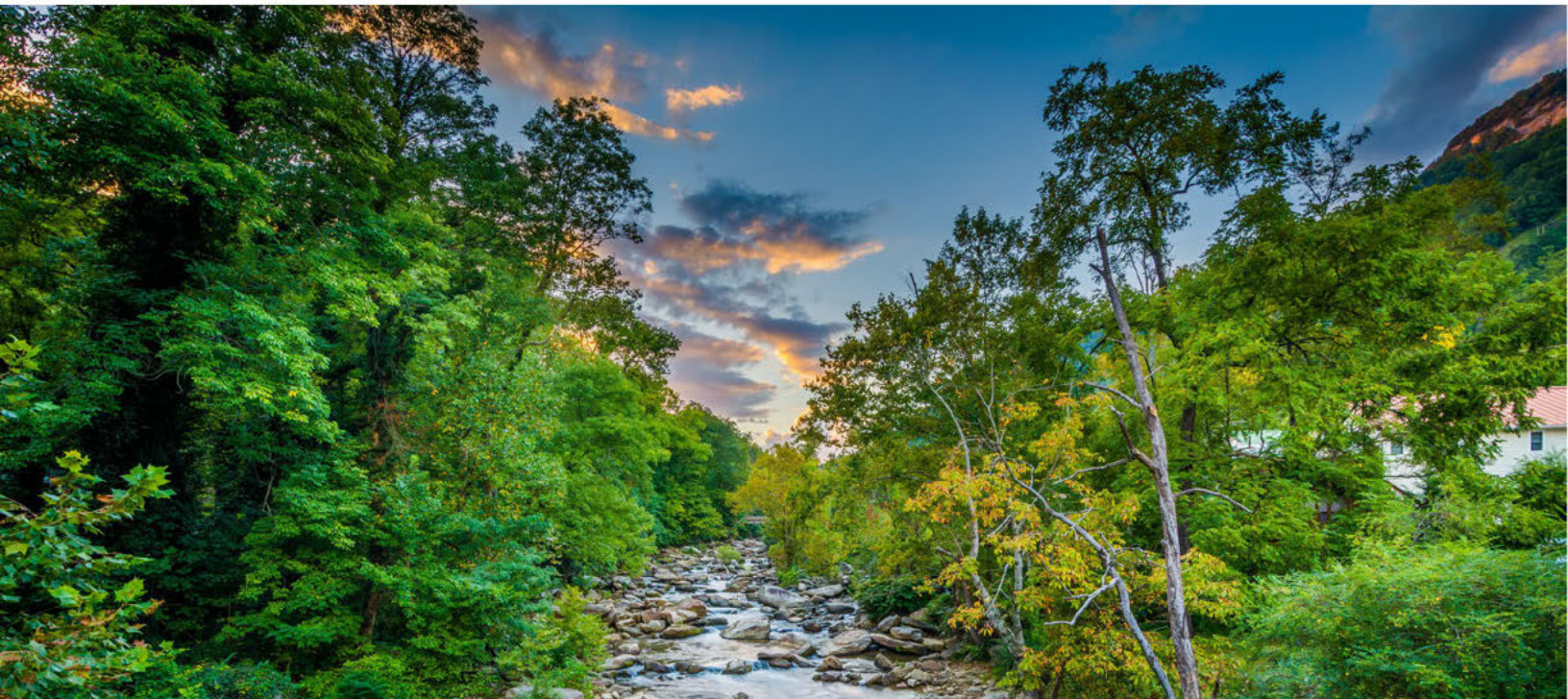
Title (Role)	ICF Proposed Labor Categories
Task Leads	<ul style="list-style-type: none"> SME I, SME II Engineer/Construction/Inspection Specialist II or III
Program Leads	<ul style="list-style-type: none"> Senior Consultant
Task Lead Backup Support	<ul style="list-style-type: none"> SME I, SME II Engineer/Construction/Inspection Specialist II or III
Attorneys	<ul style="list-style-type: none"> Attorney
Technical Support	<ul style="list-style-type: none"> Engineer/Construction/Inspection Specialist I, II or III Senior Consultant SME I, SME II
Support Staff (Program, Communications, Compliance, Financial, General Administration)	<ul style="list-style-type: none"> Senior Consultant, Consultant Analyst I, Analyst II Administrative Staff

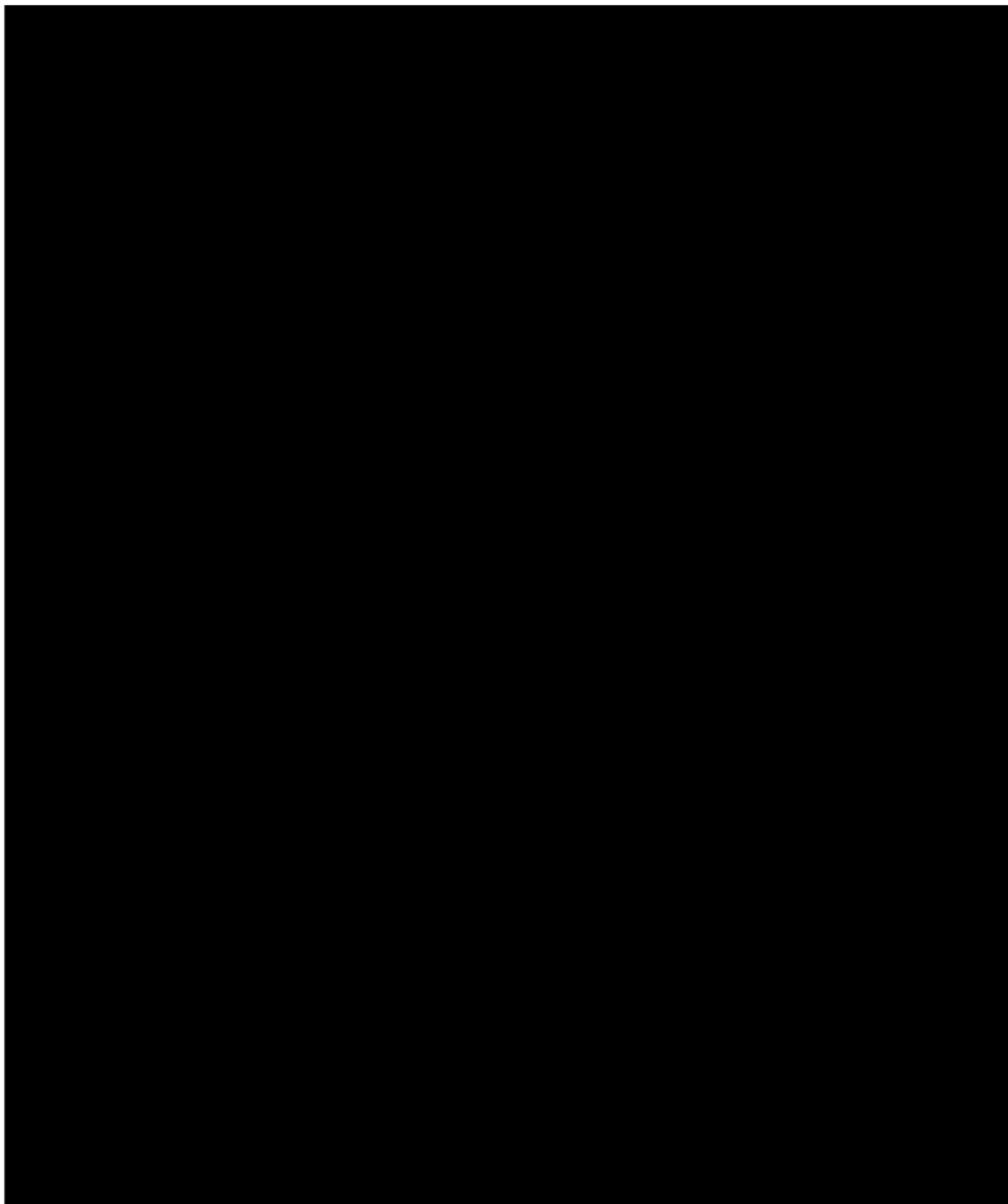
The organizational chart that follows includes the ICF Team's key personnel who are responsible for managing and supervising task orders, as well as non-key staff who will support delivery of task orders assigned. As you can see, over 71% of our key staff have experience in working with HUD or as a CDBG-DR grantee, and 64% of our key staff are North Carolina based or have extensive experience in working in North Carolina recovery. Some of the key features of our organizational approach include the following:

- Task Leads** are authorized to work with the **Project Manager and our subcontracting teaming partners** to draw on the full team of staff prepared to be fully or partially dedicated to DCR or their subrecipients, as assigned by DCR.



- For some tasks, like Task 1 (Development of Policies, Procedures, and SOPs) and Task 6 (Action Plan Development and Amendments), we have assigned the same Task Lead, as our experience in administering CDBG-DR grants has shown us that those functions are most efficiently implemented and best coordinated if they are led by the same person.
- **Program Leads** will support DCR and Task Leads at the programmatic level, ensuring program policies and procedures are set up well from the start, that the programs are implemented transparently and in line with DCR's vision, and giving DCR's program staff the global picture needed to efficiently and consistently manage their programs across tasks and the lifecycle of a program.
- **Support Staff:**
 - **Technical Support Staff** will fulfill the more technical elements of the tasks—such as Attorneys and Engineer/Construction/Inspection Specialists.
 - **Support Staff** (SMEs, Consultants, Analysts, and Admins) will provide depth and capacity to cost-effectively deliver all tasks related to program, communications, financial, compliance, and general administration.
 - **Task Lead Backup Support** are staff who will be available should DCR need additional capacity and/or to ensure the right person is aligned for the job of the day.











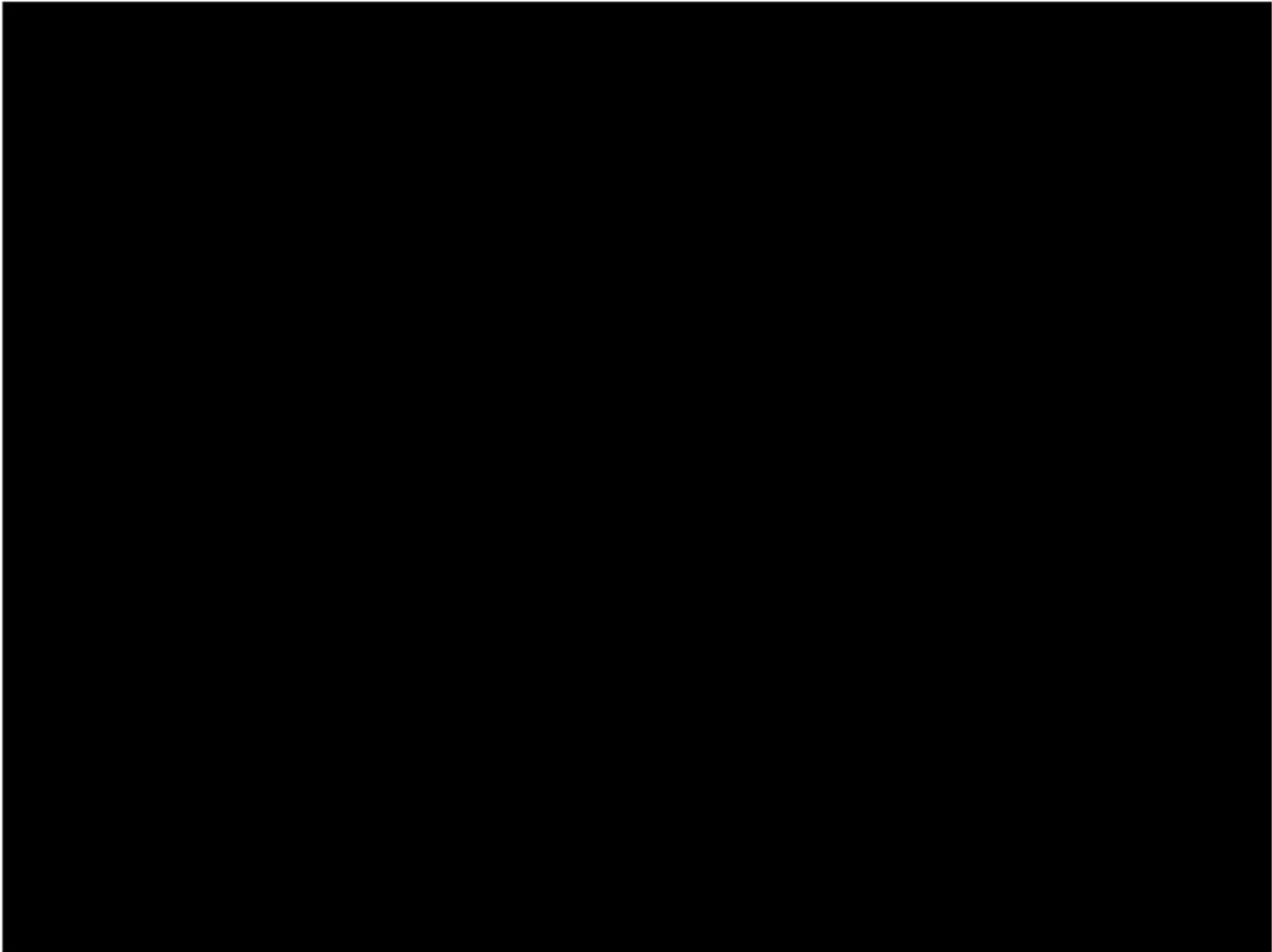
Team Resumes

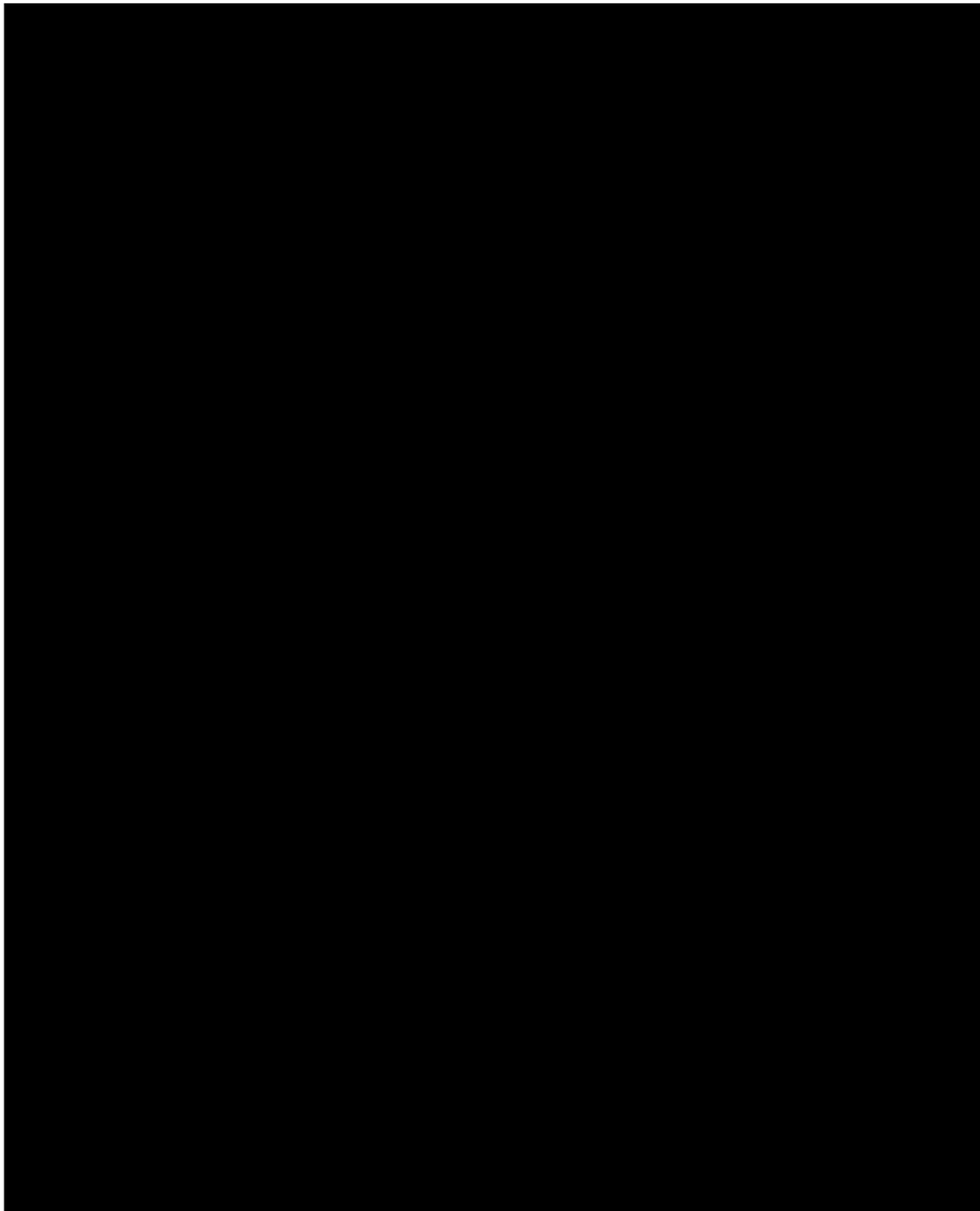
In this section, we provide biographies for all personnel we will engage as DCR orders tasks, providing at least two qualified candidates per position or labor category. We have also provided resumes for all key staff, which includes our Project Manager and the Task Leads. In addition, we have included resumes of staff who will fill other labor categories and roles on the project, as described above.

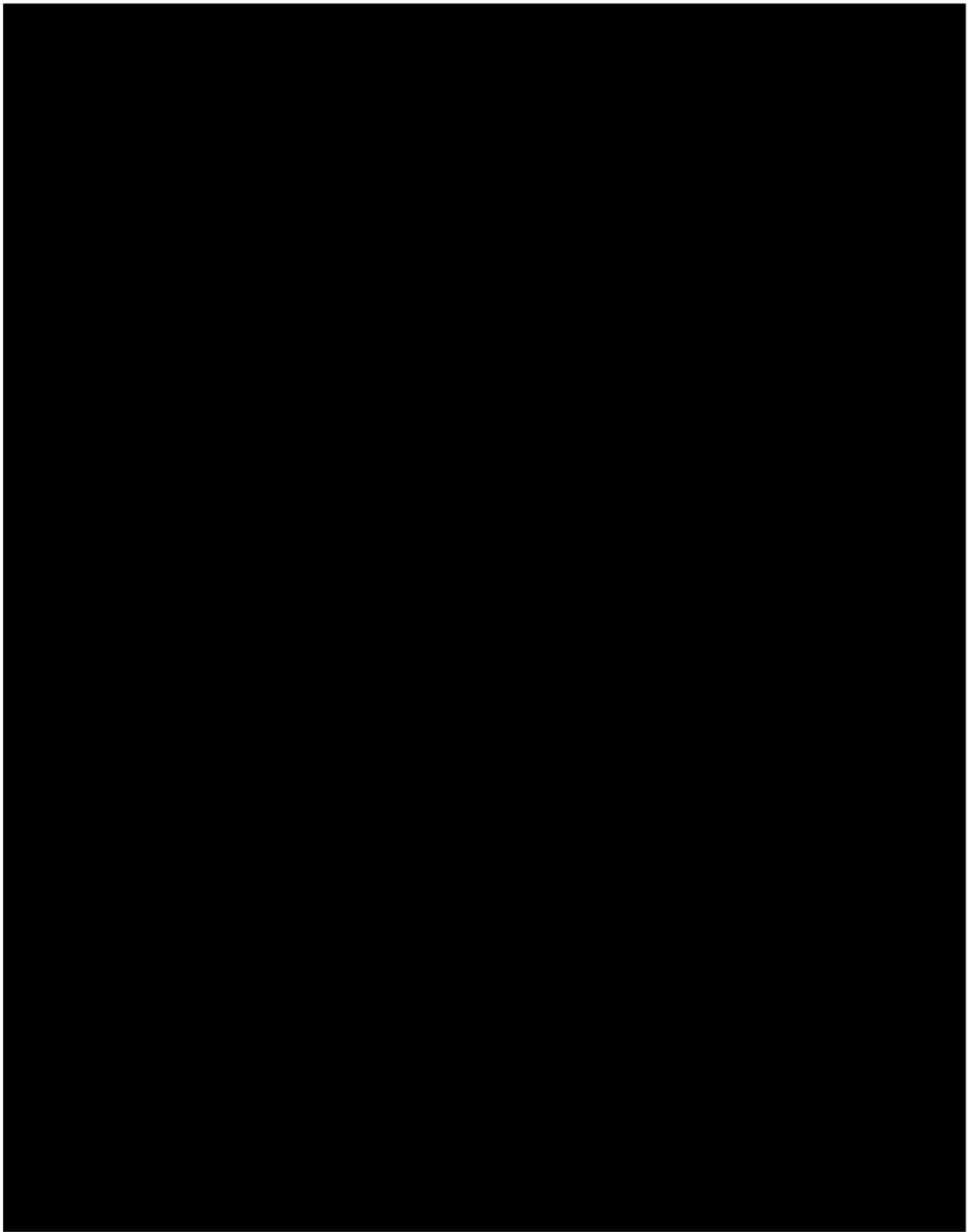
The ICF Team can meet all DCR staff augmentation needs through our pool of multiple* qualified candidates in each labor category:

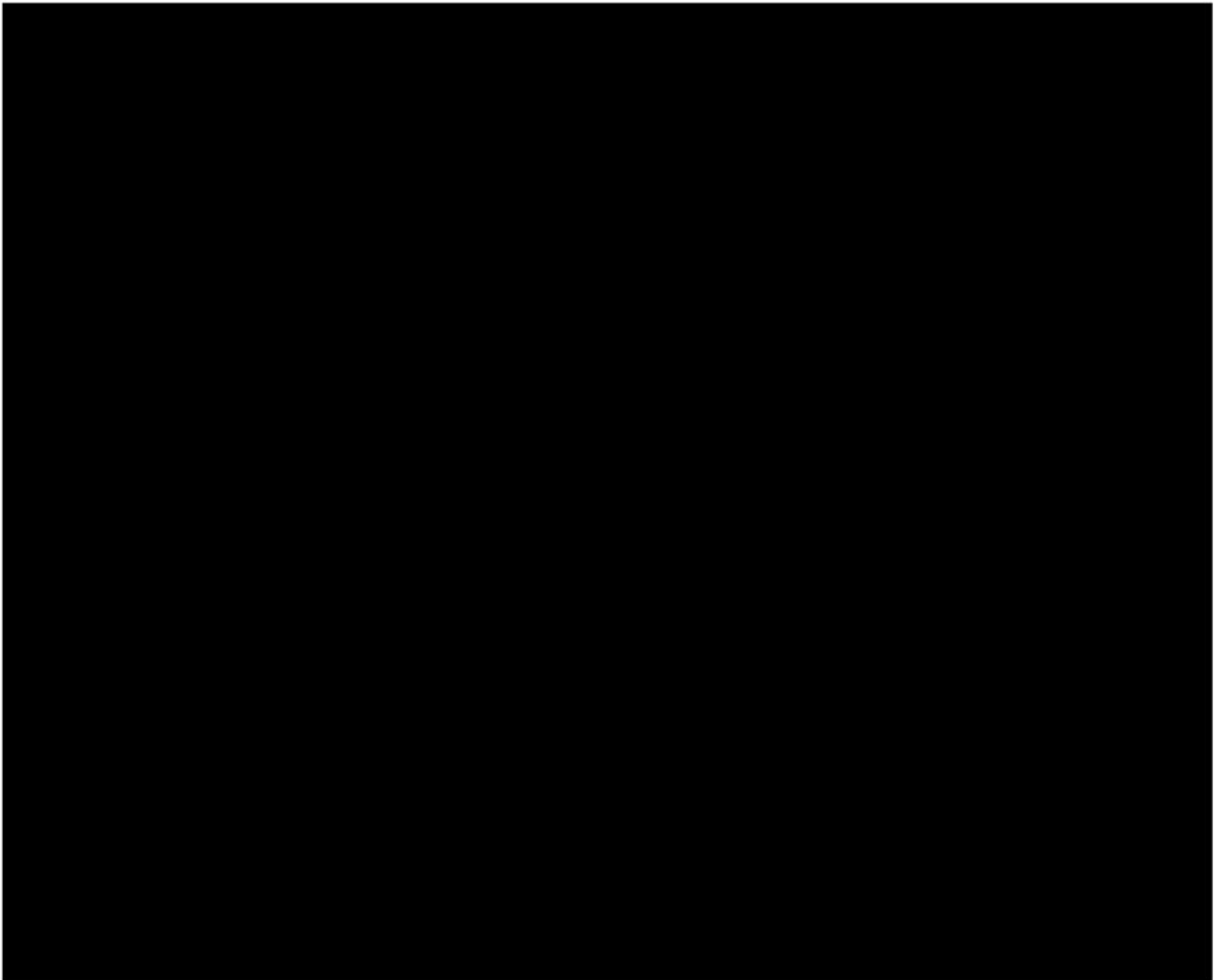
 <p>15 SME II 14 SME I</p>	 <p>6 Senior Consultants 2 Consultants</p>	 <p>2 Analyst II 2 Analyst I</p>	 <p>2 Admins</p>	 <p>2 Construction/Inspection/Engineer Environmental Specialist III 4 Construction/Inspection/Engineer/ Environmental Specialist I or II</p>	 <p>2 Attorneys</p>
---	---	---	---	---	--

**If needed, we can draw upon our deep bench of hundreds of additional professionals.*



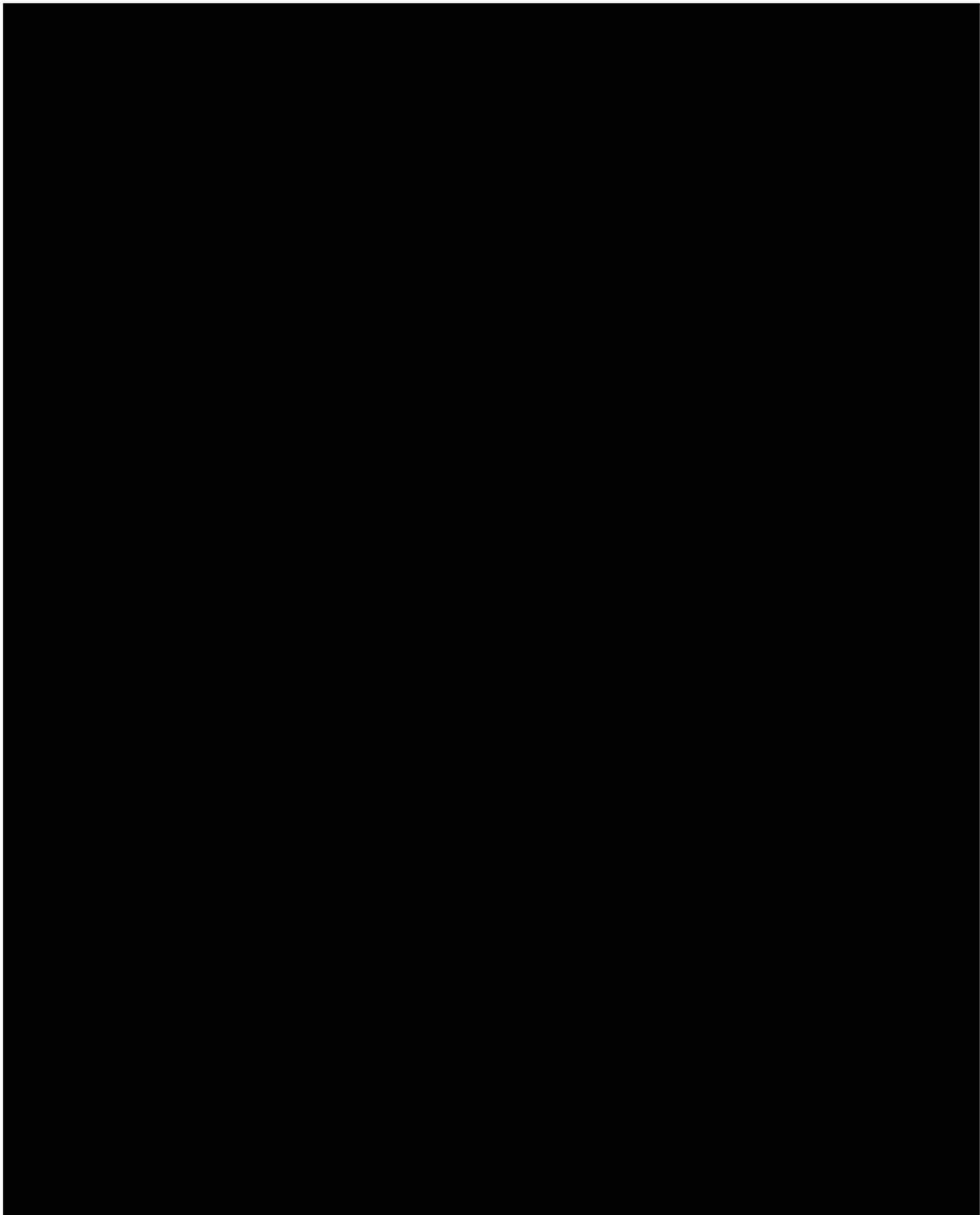


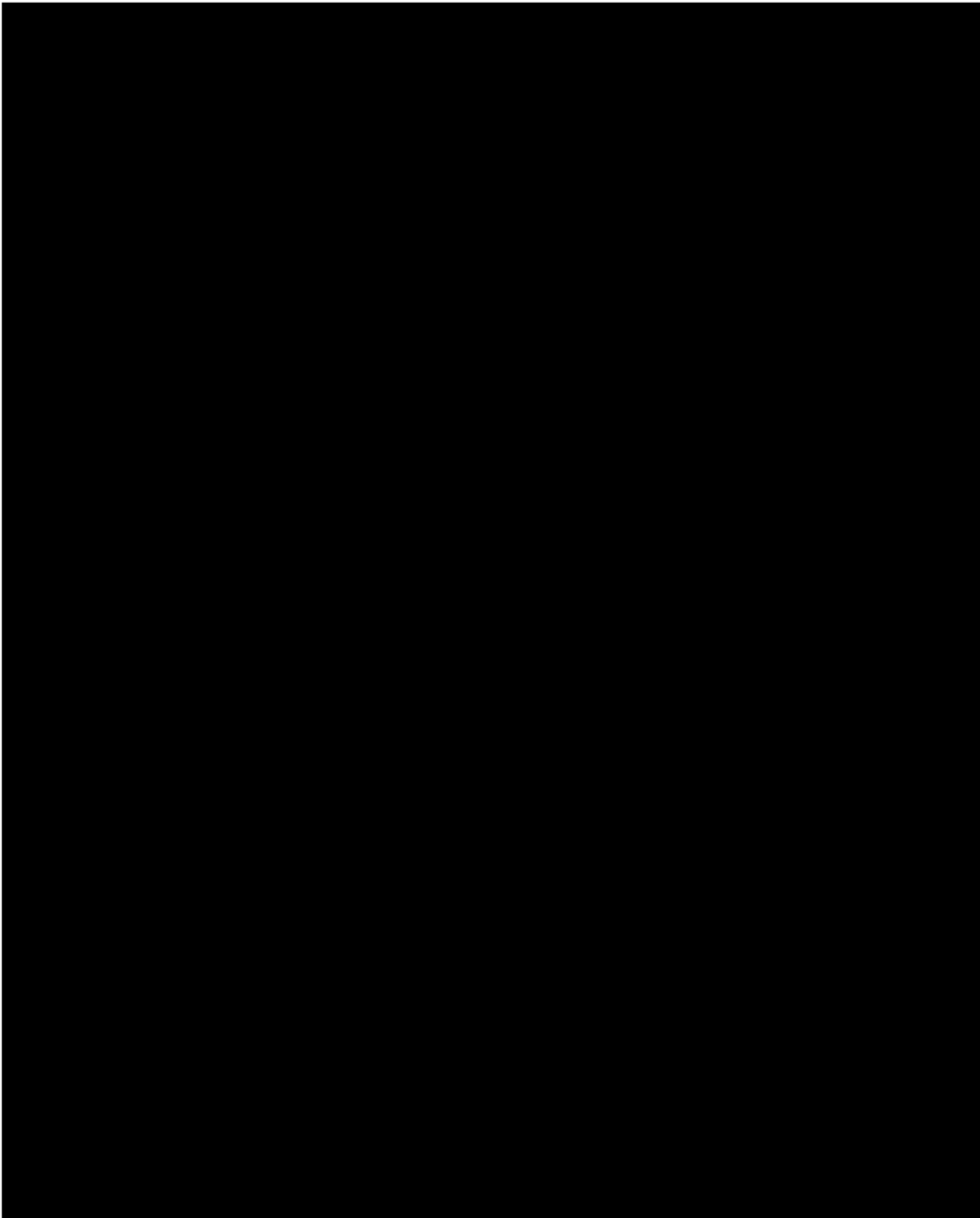




Project Manager (Key Personnel)

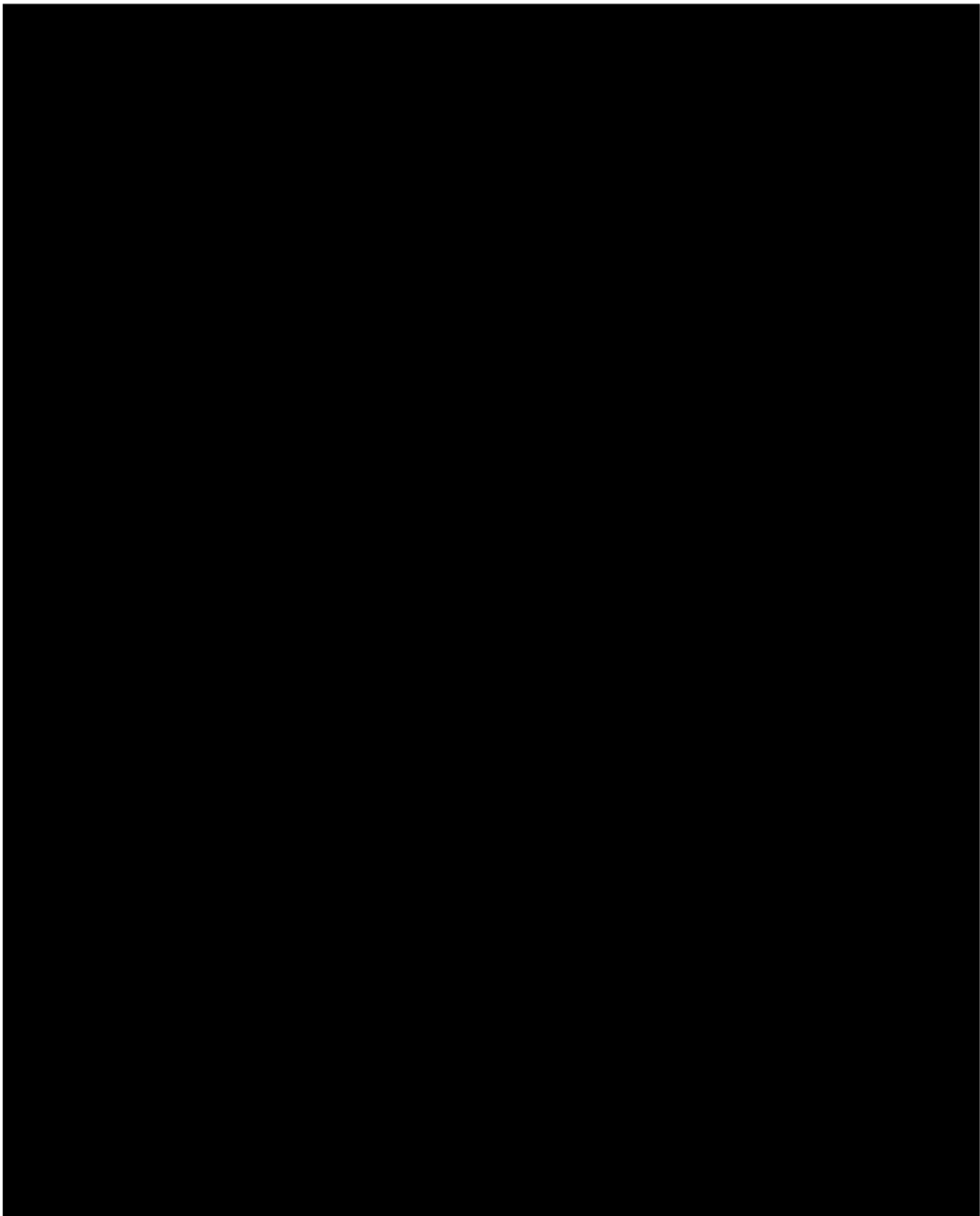
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

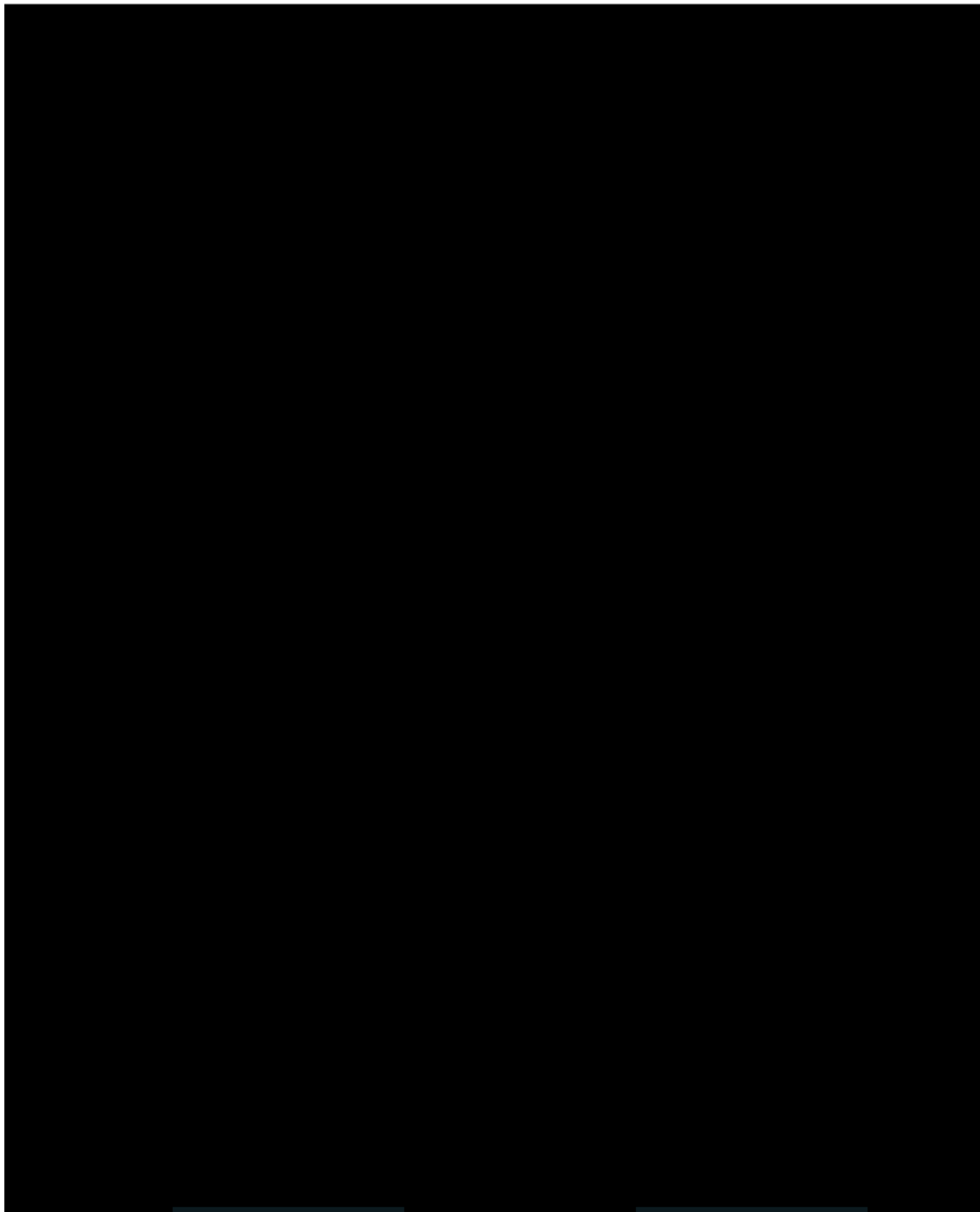


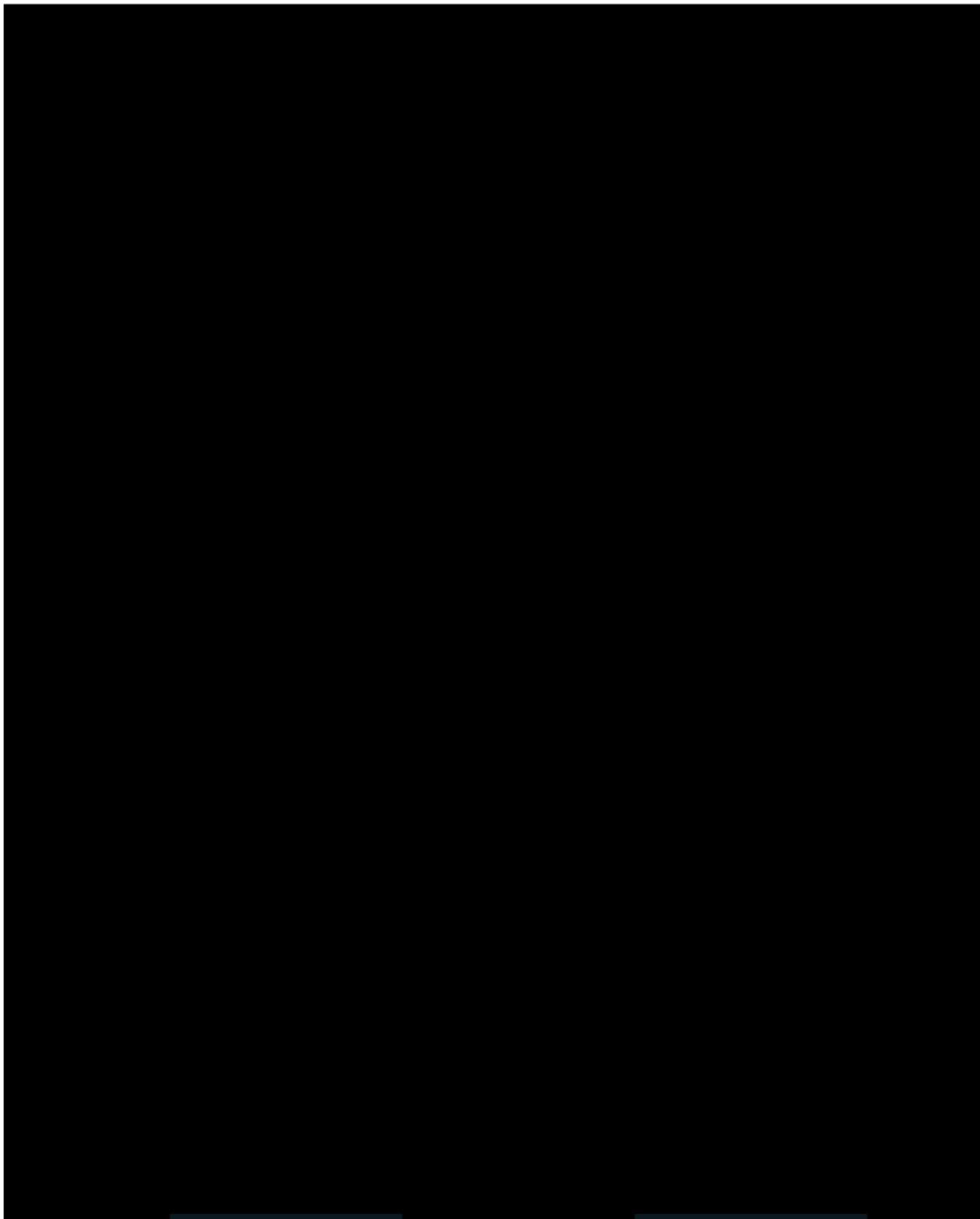


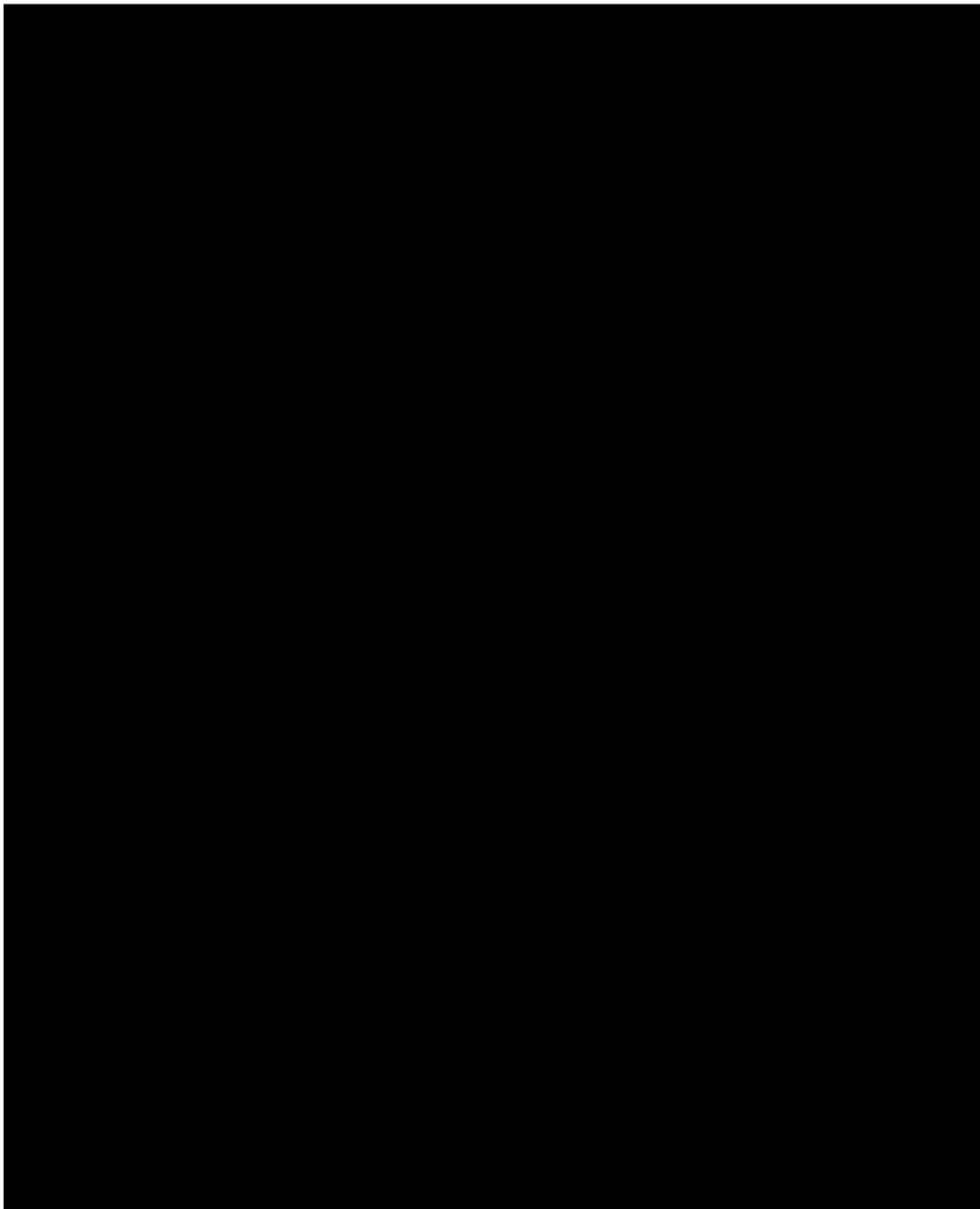
Task Order Leads (Key Personnel)

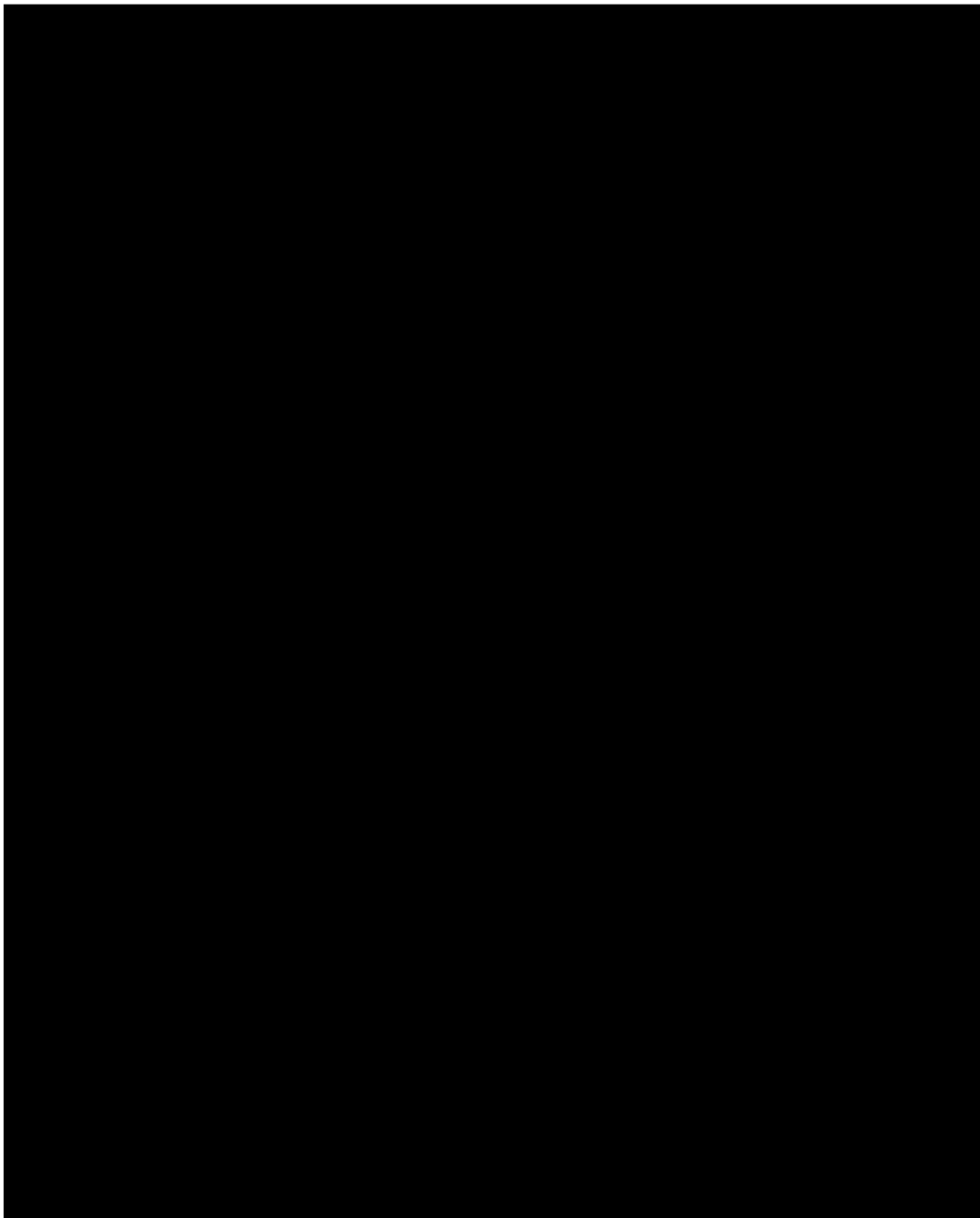
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

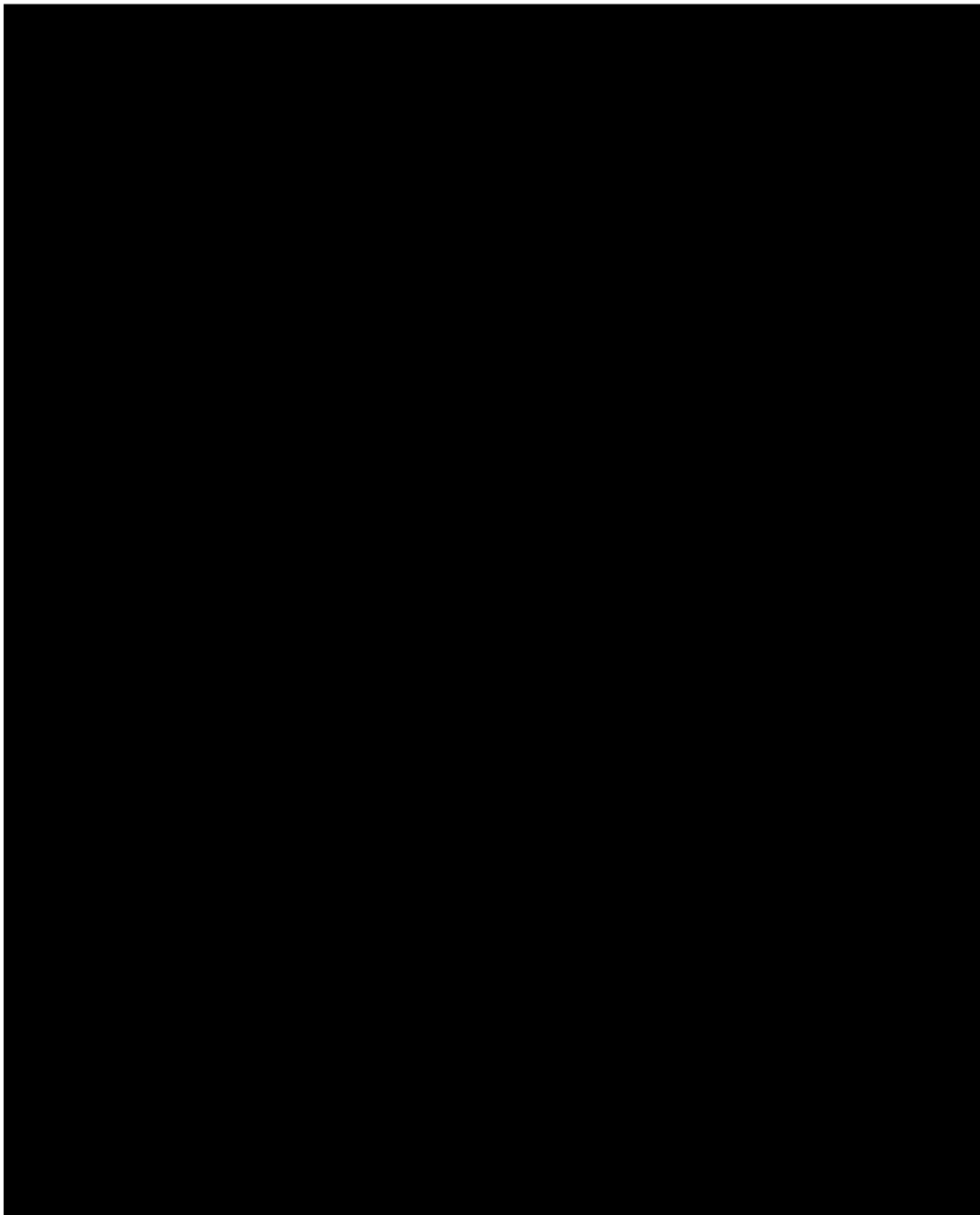


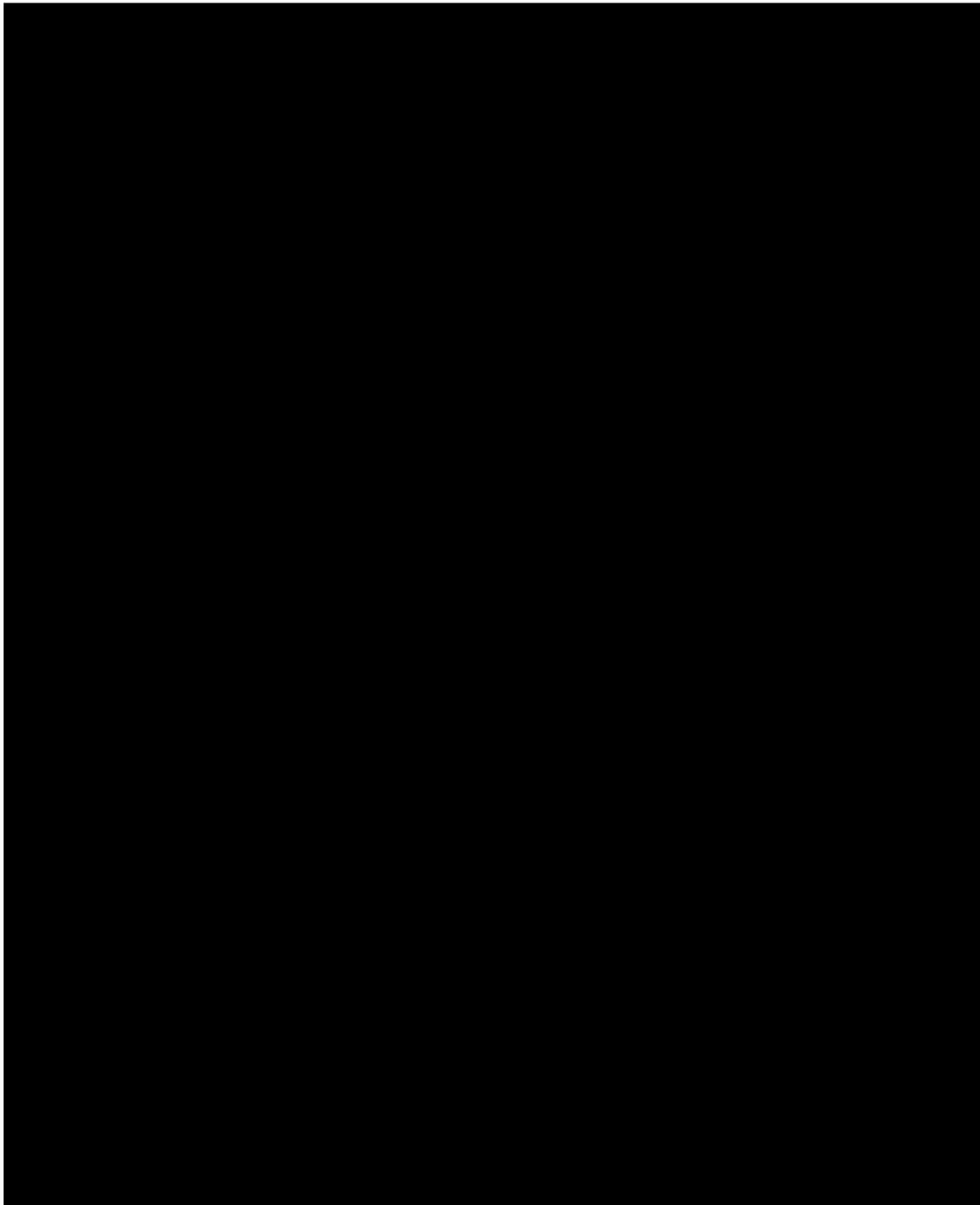


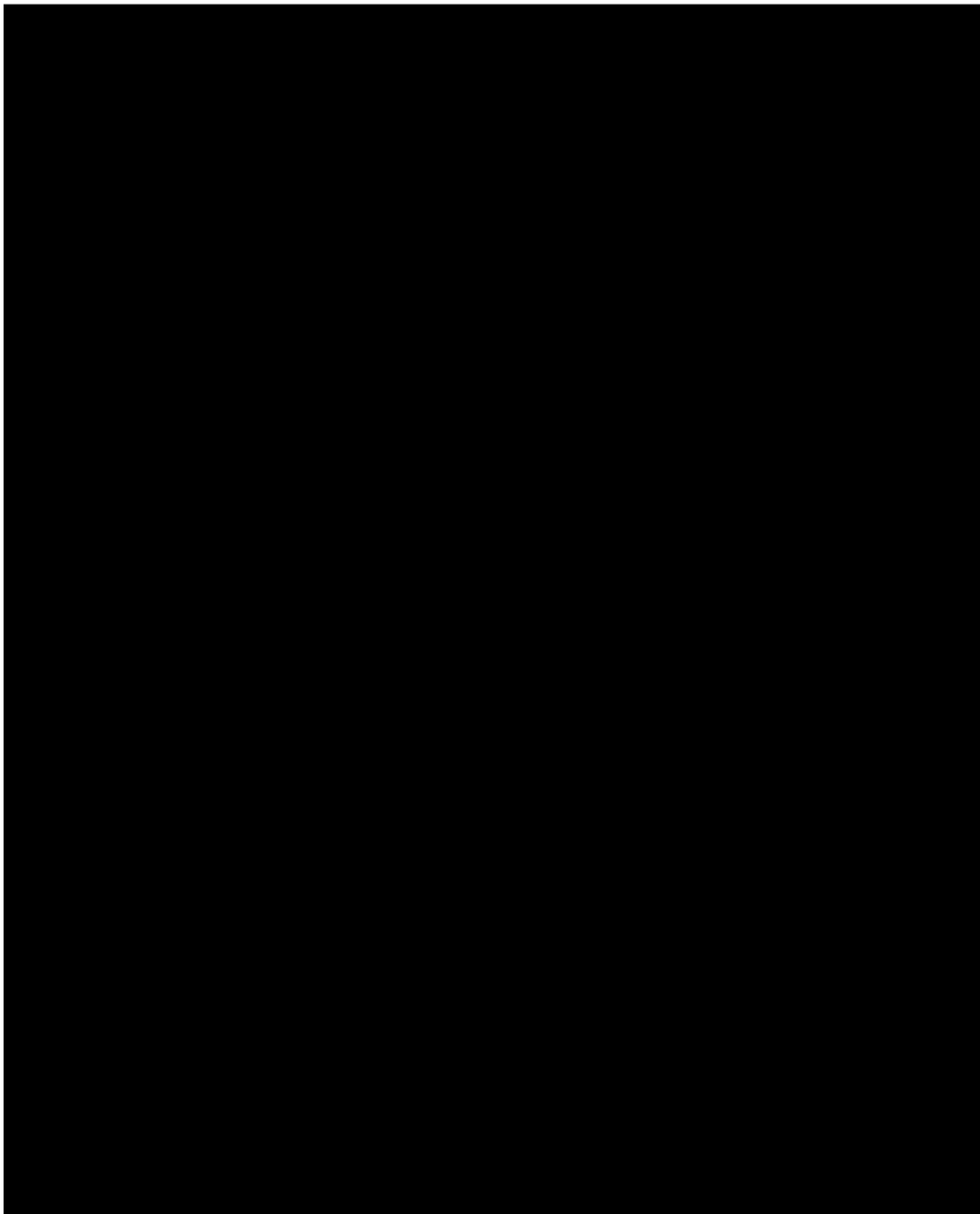


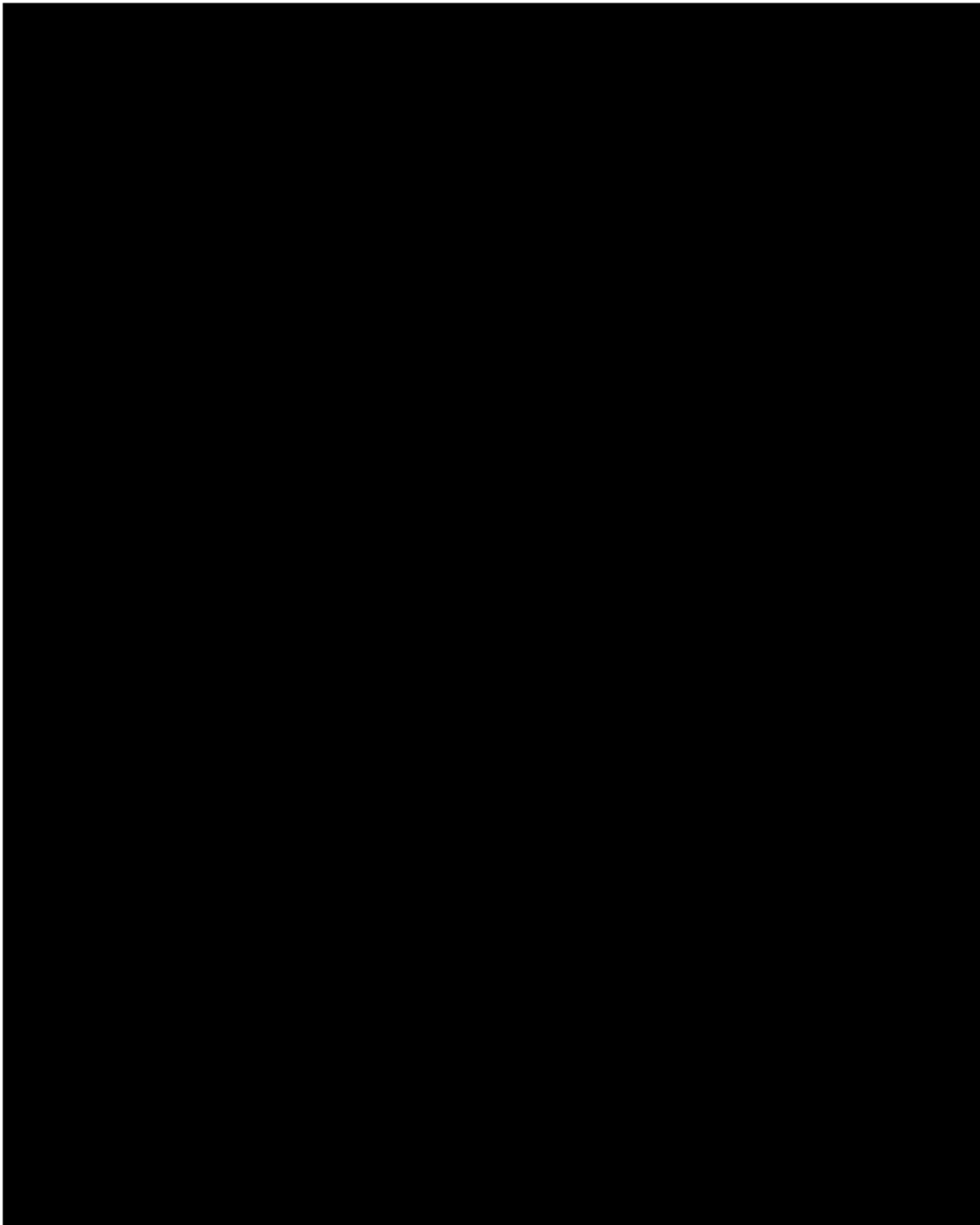


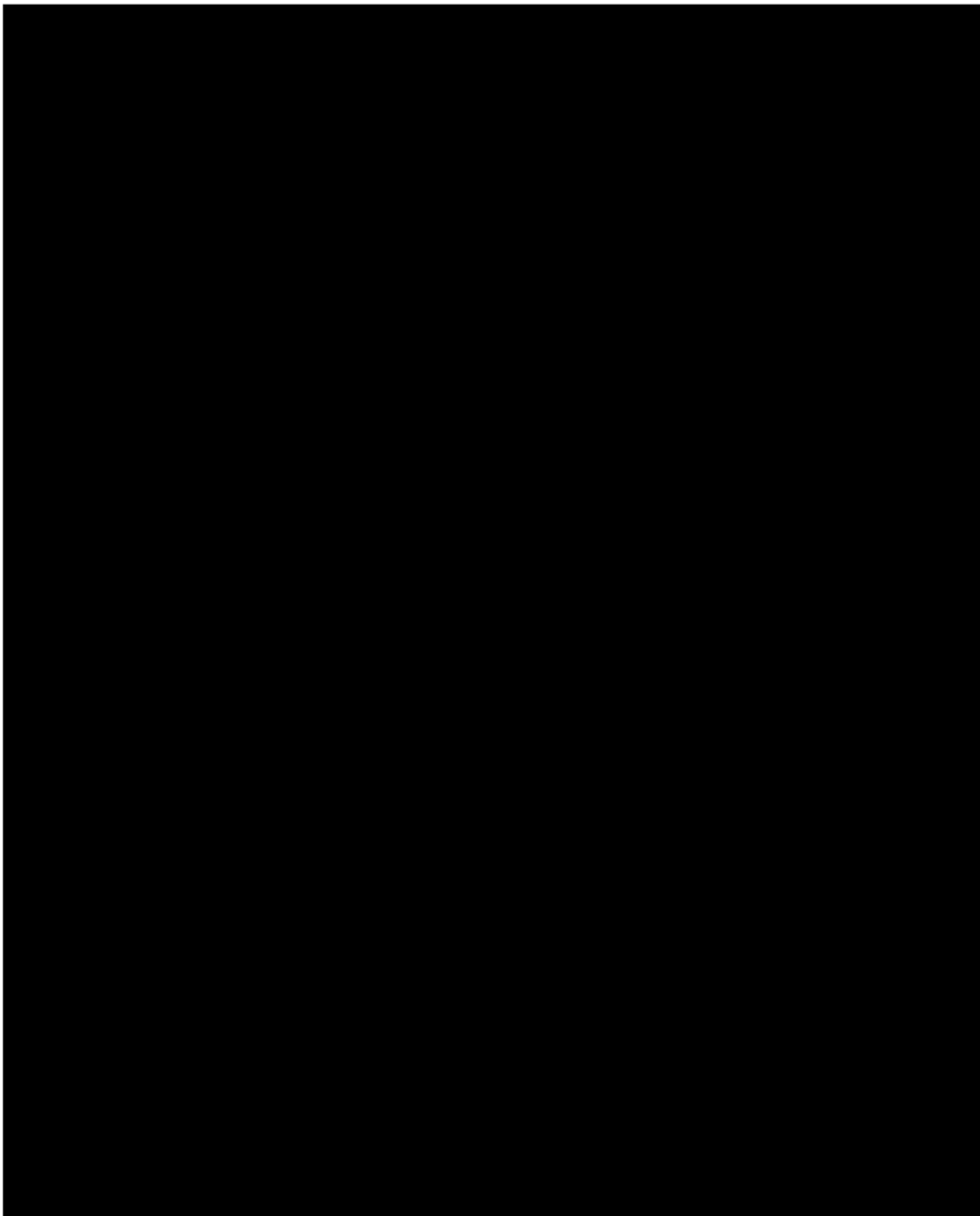


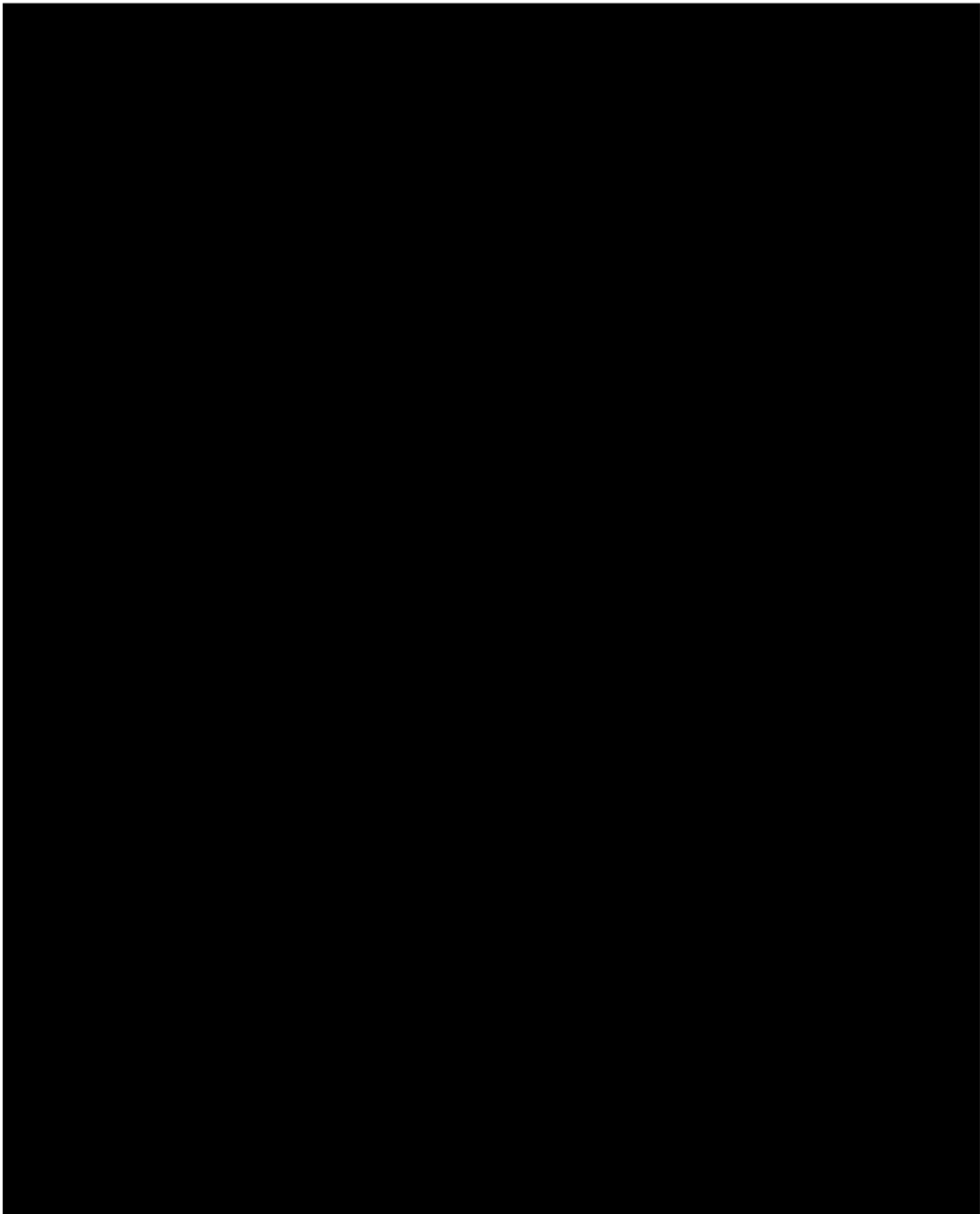


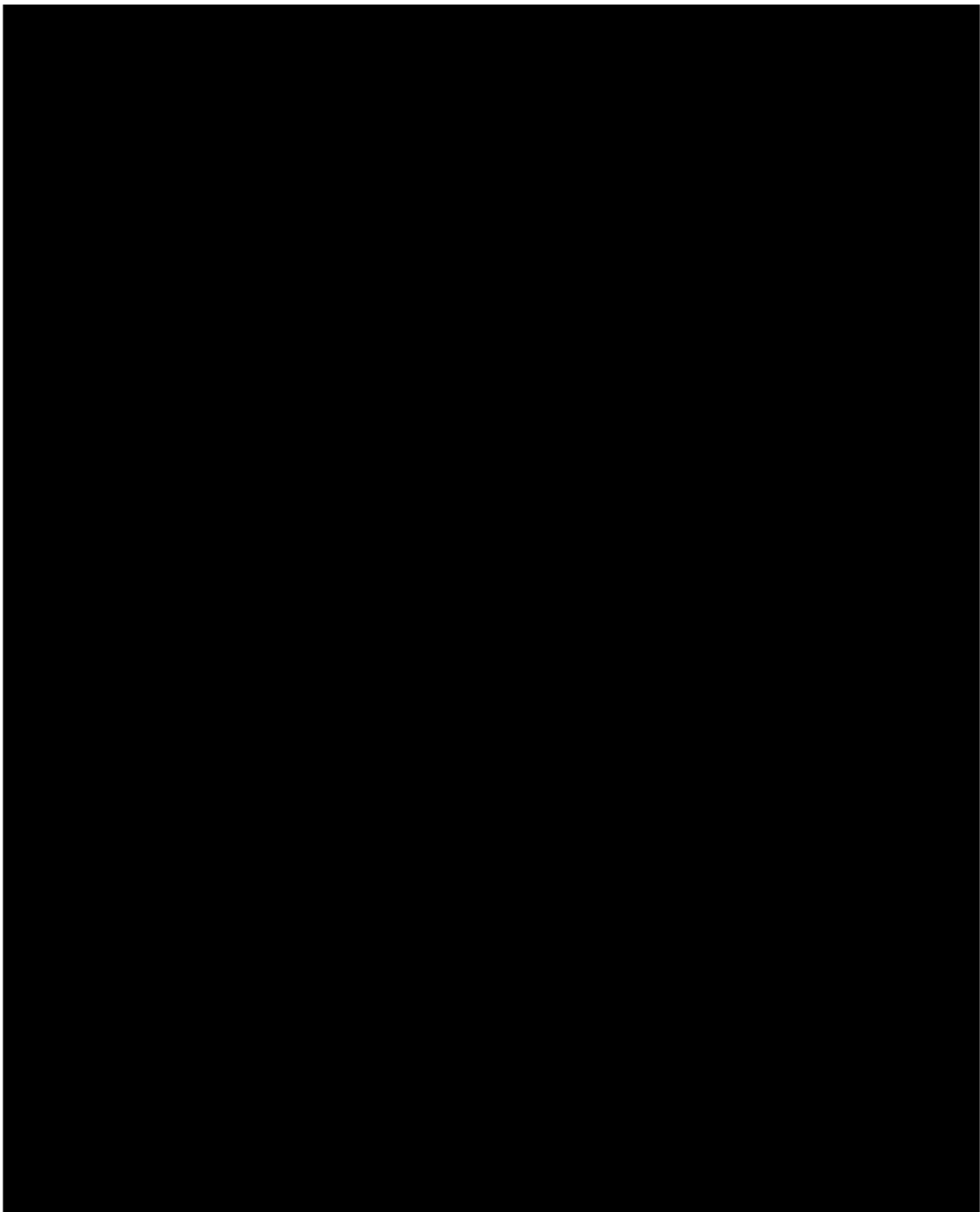


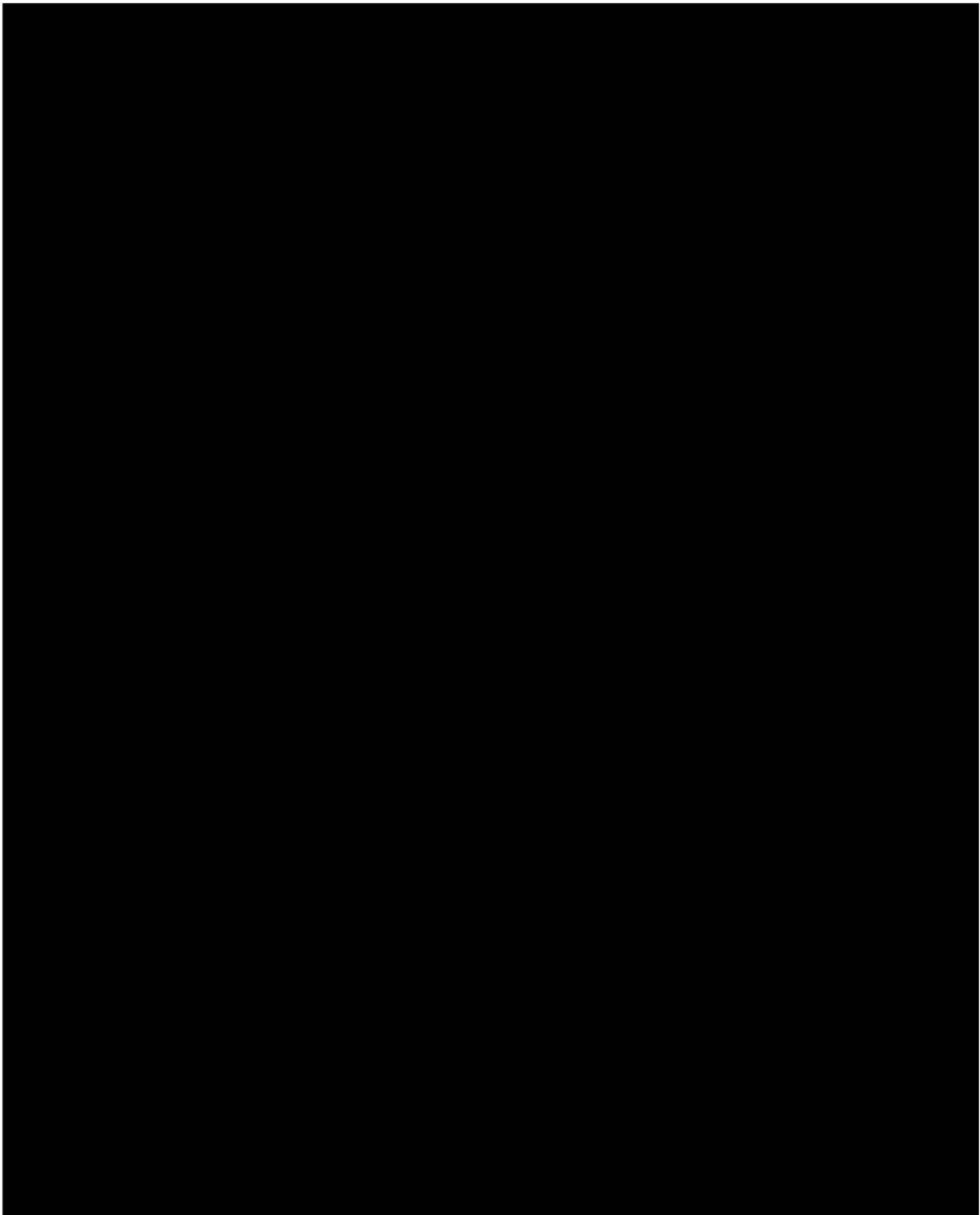


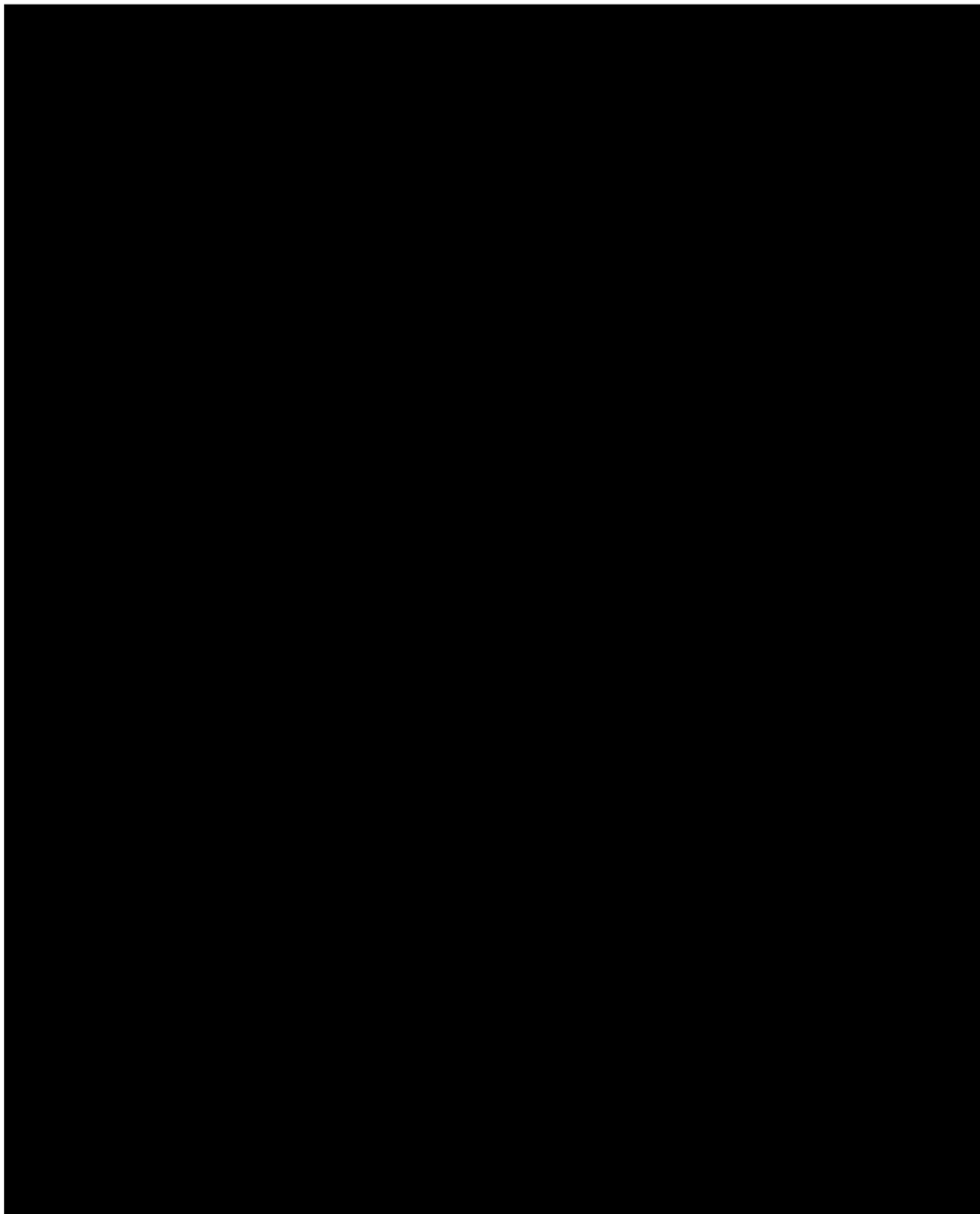


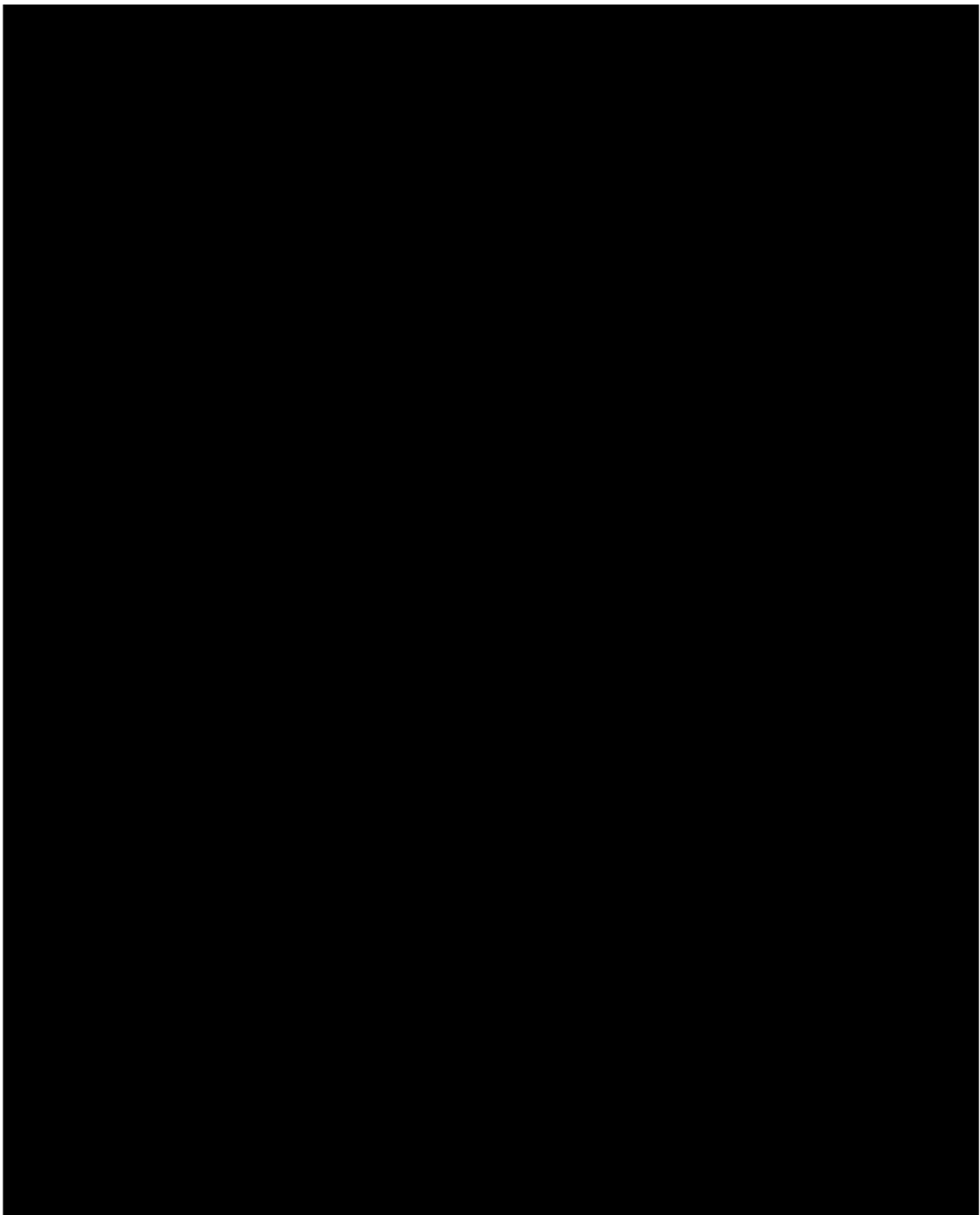


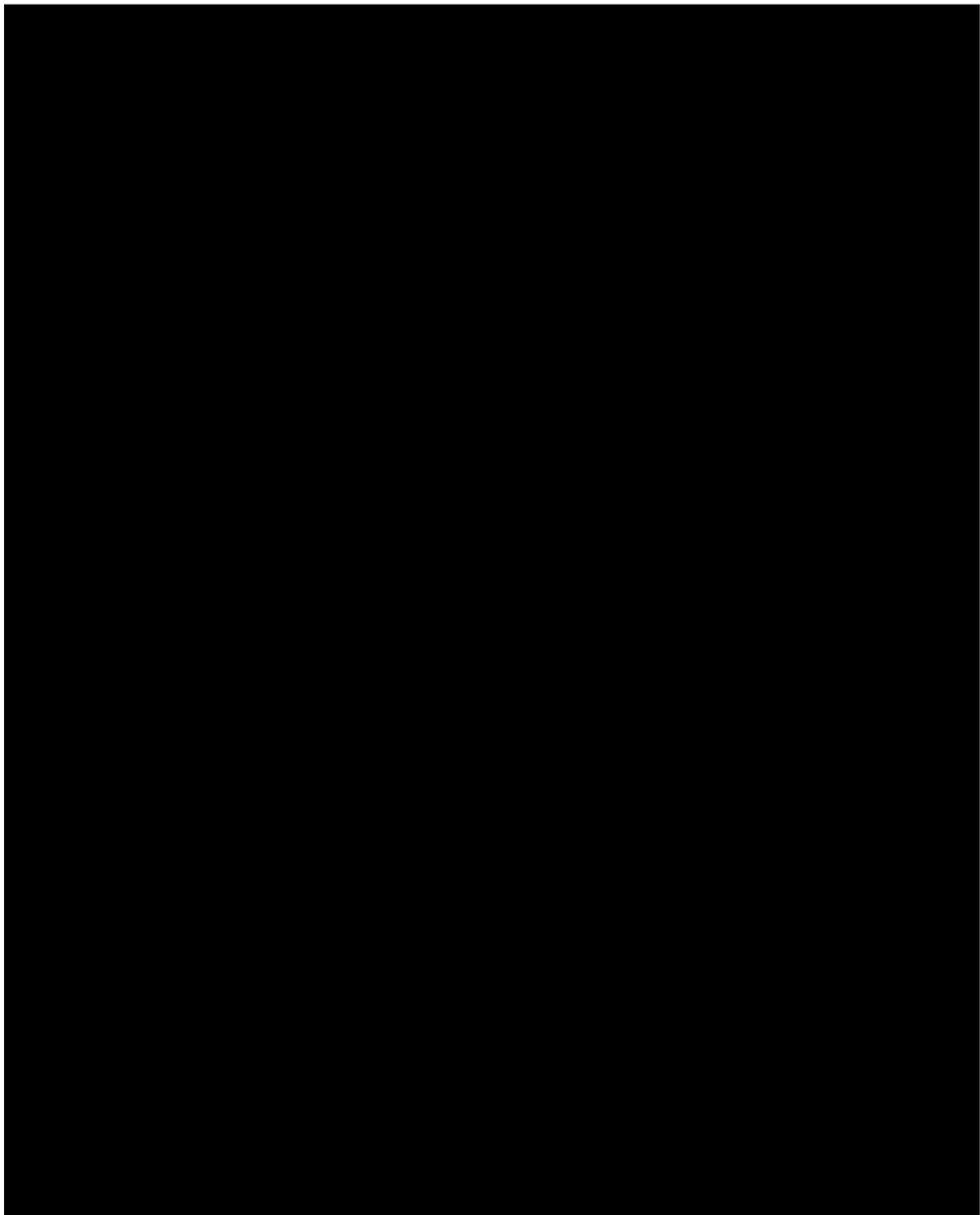


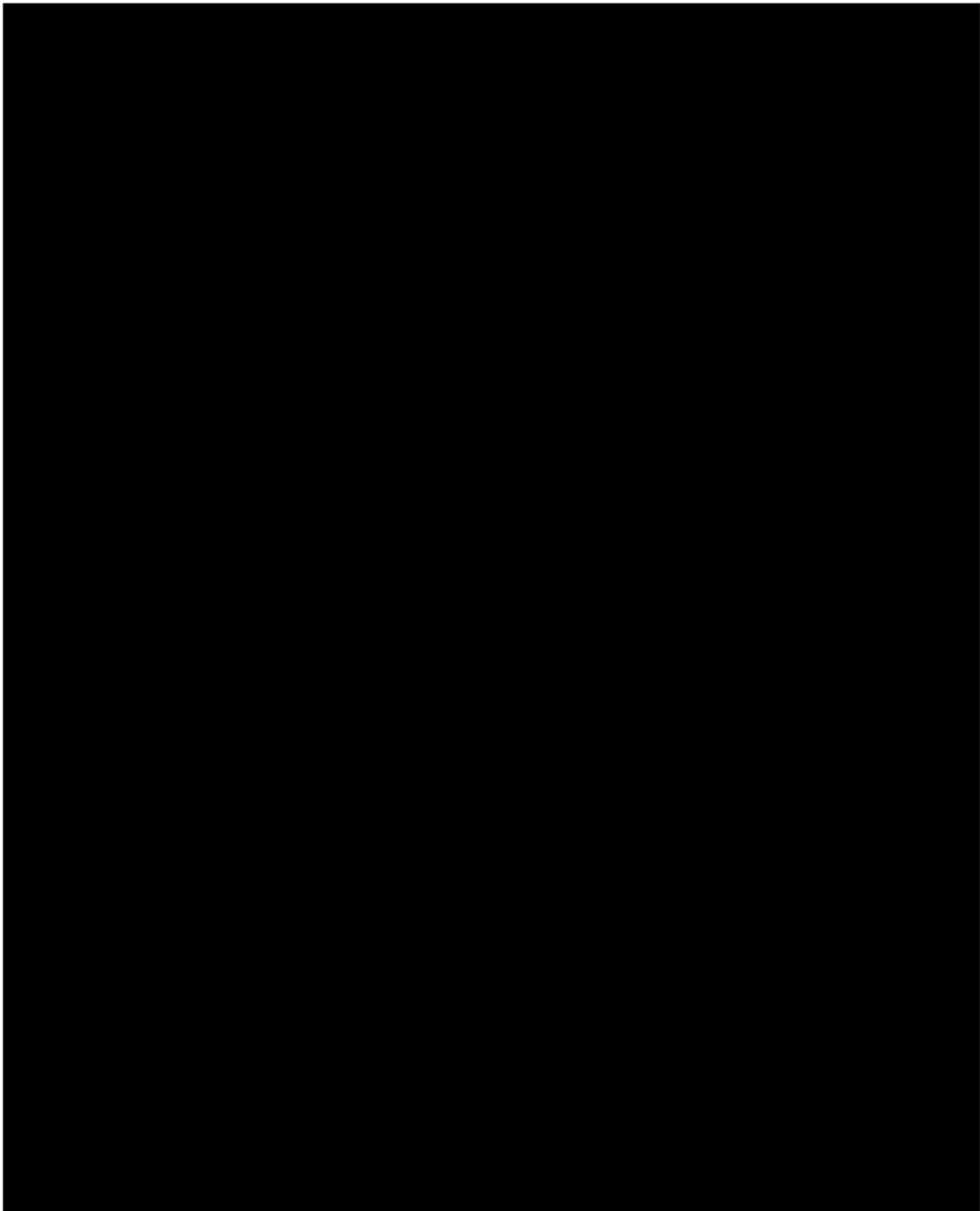


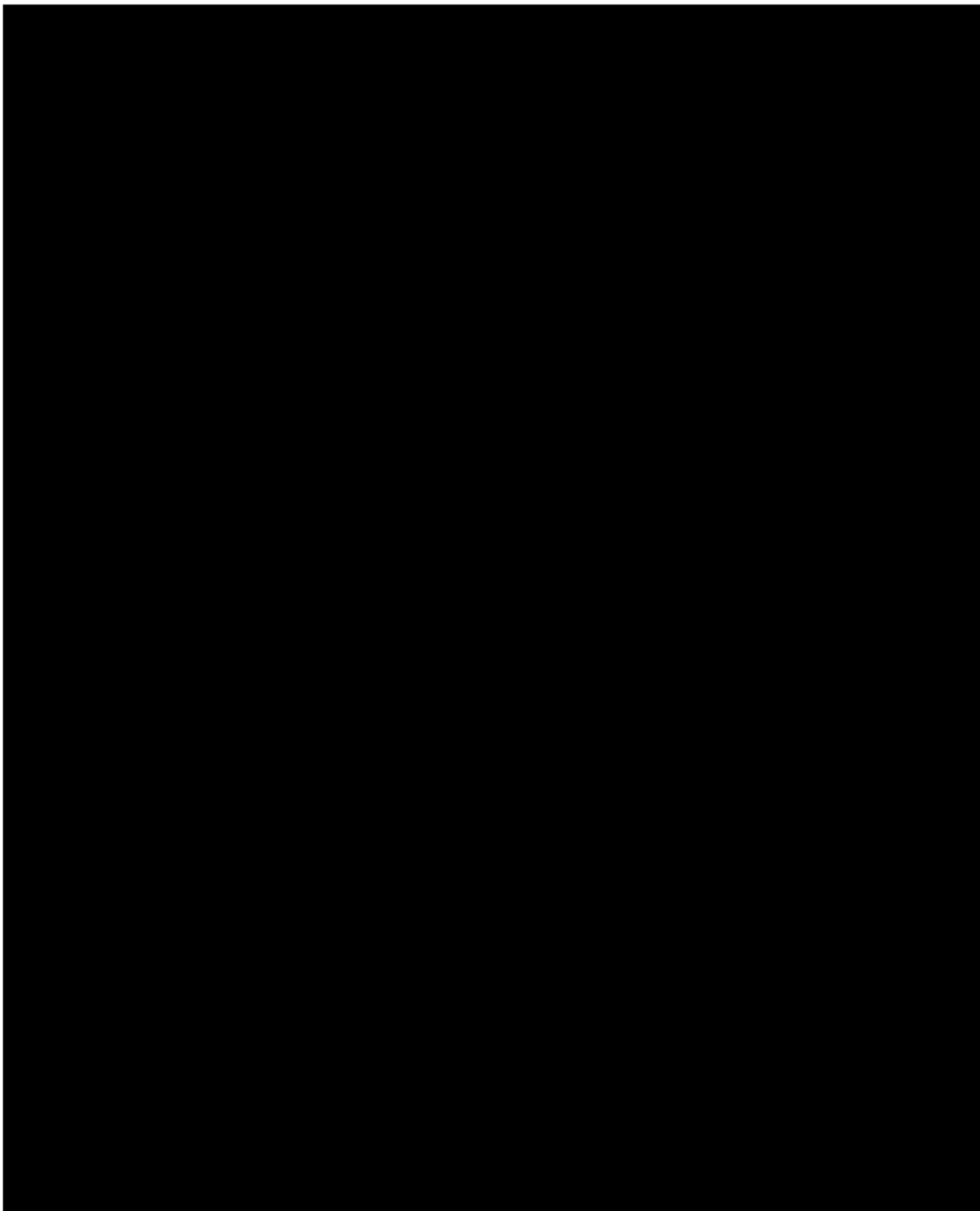


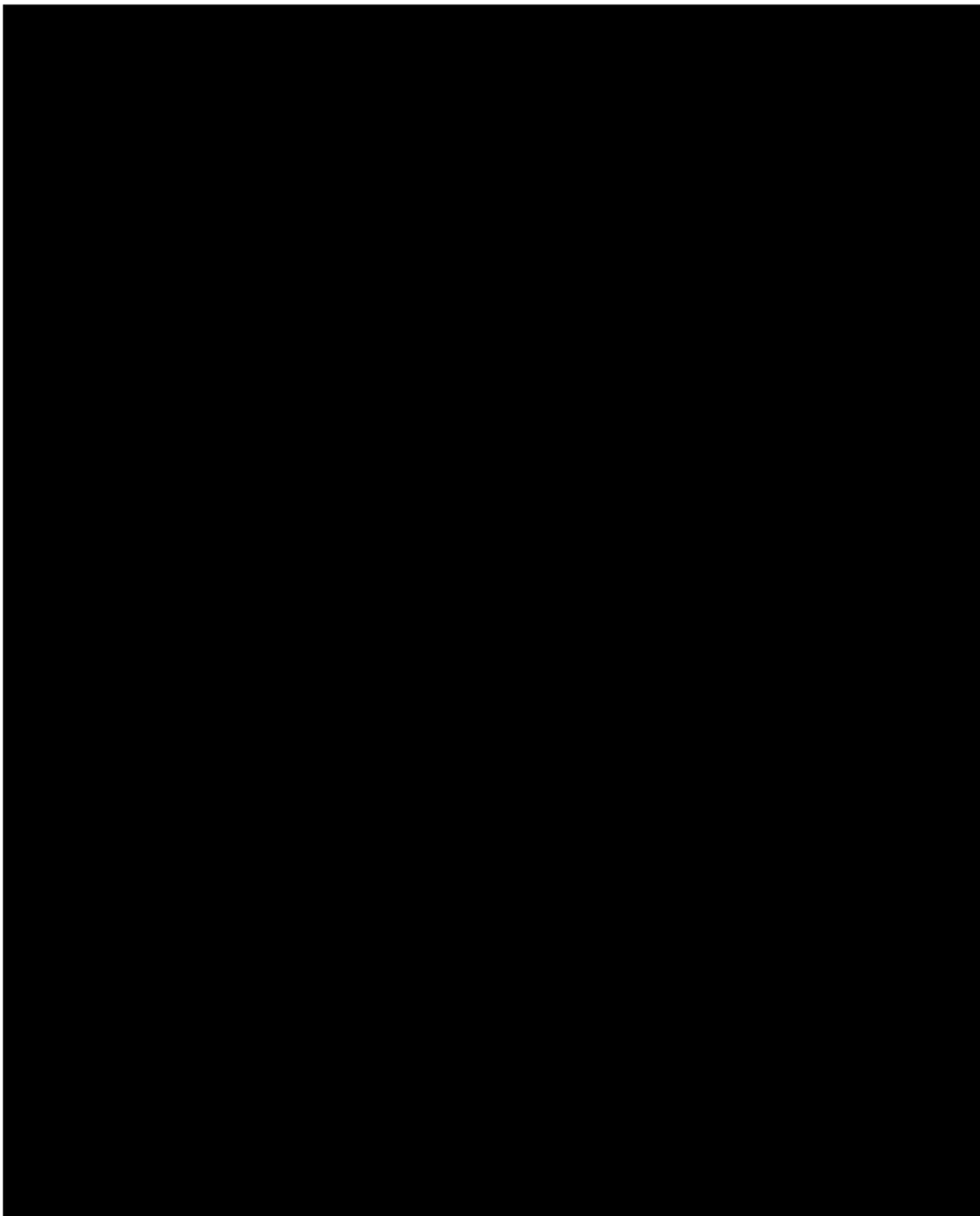


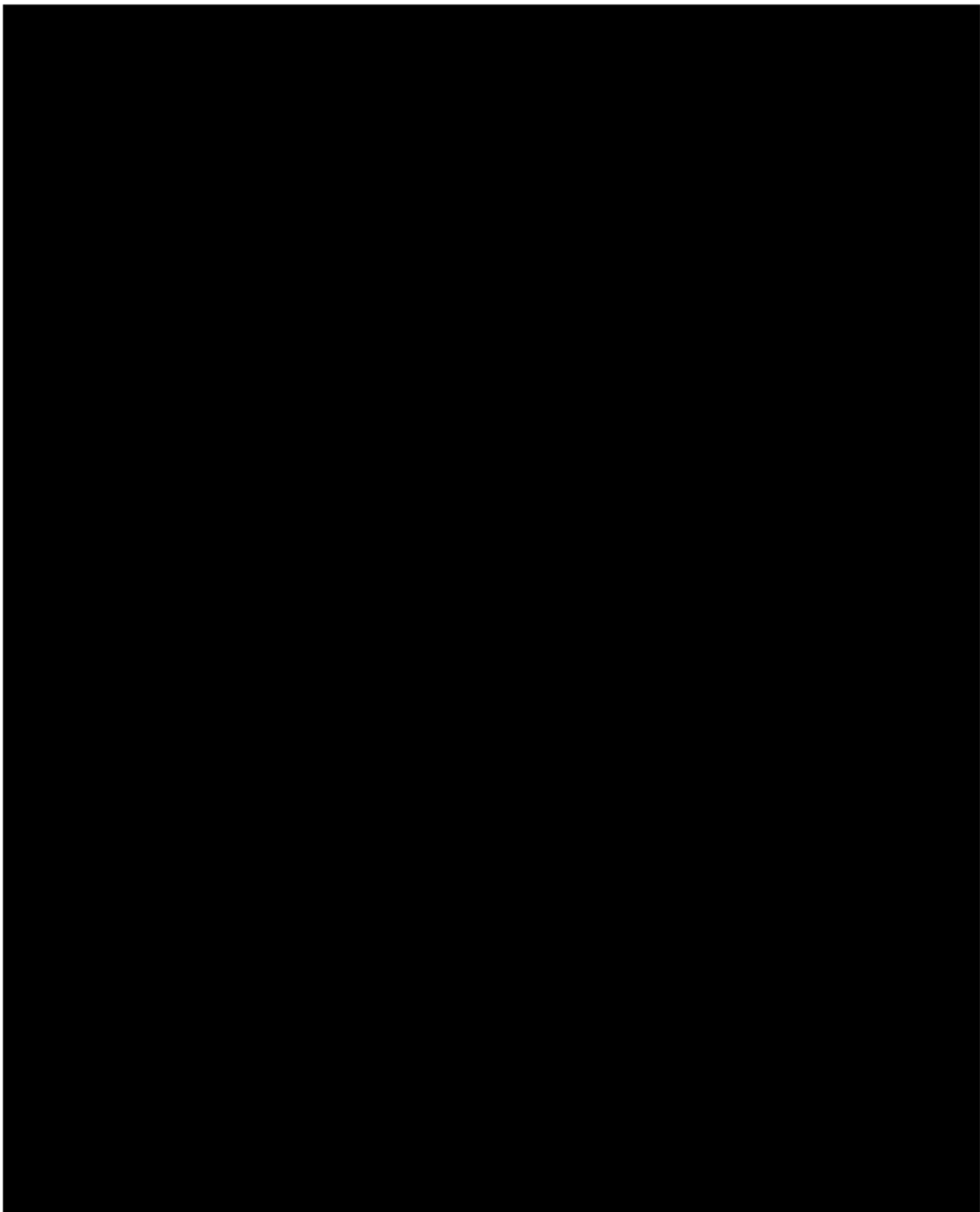


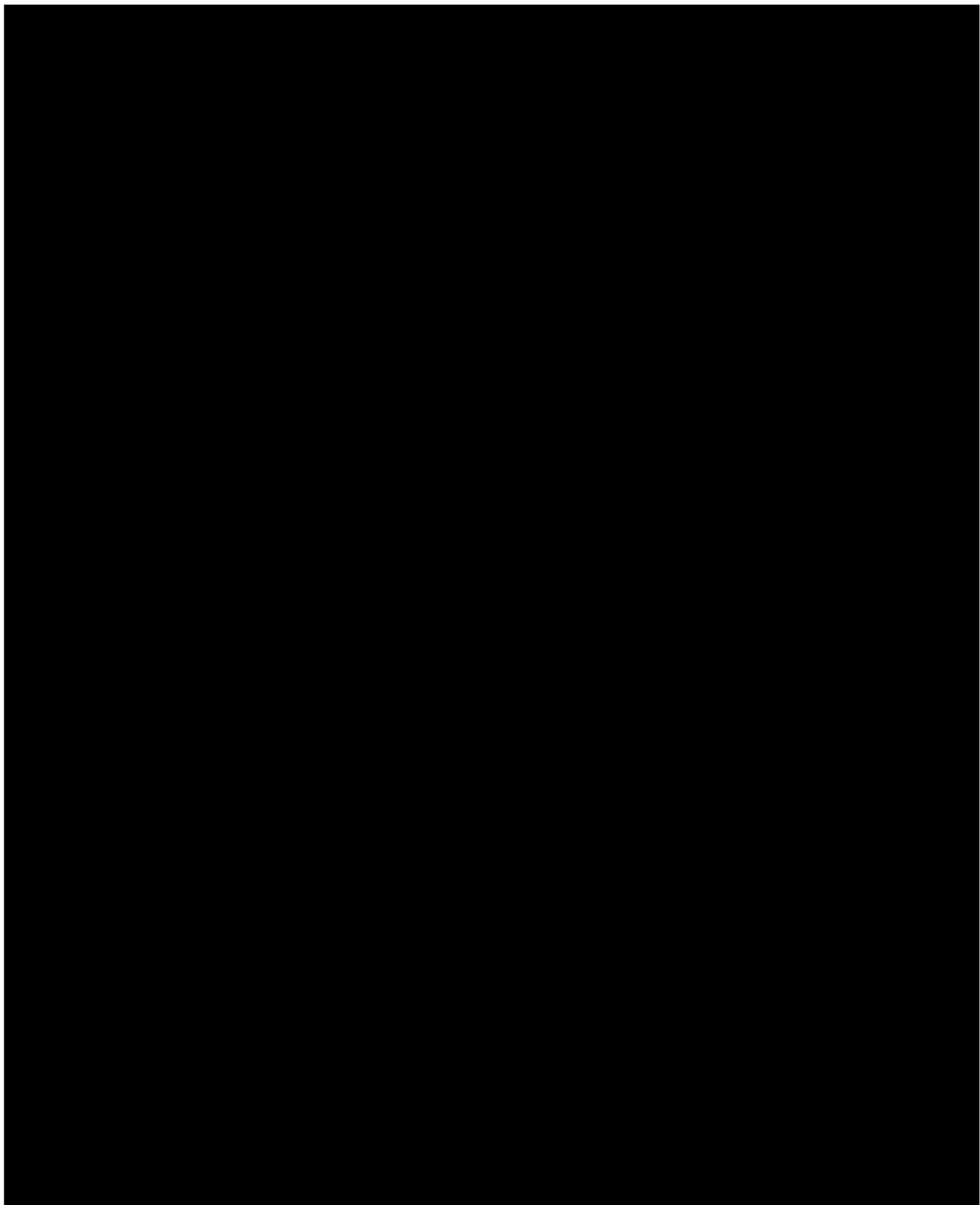


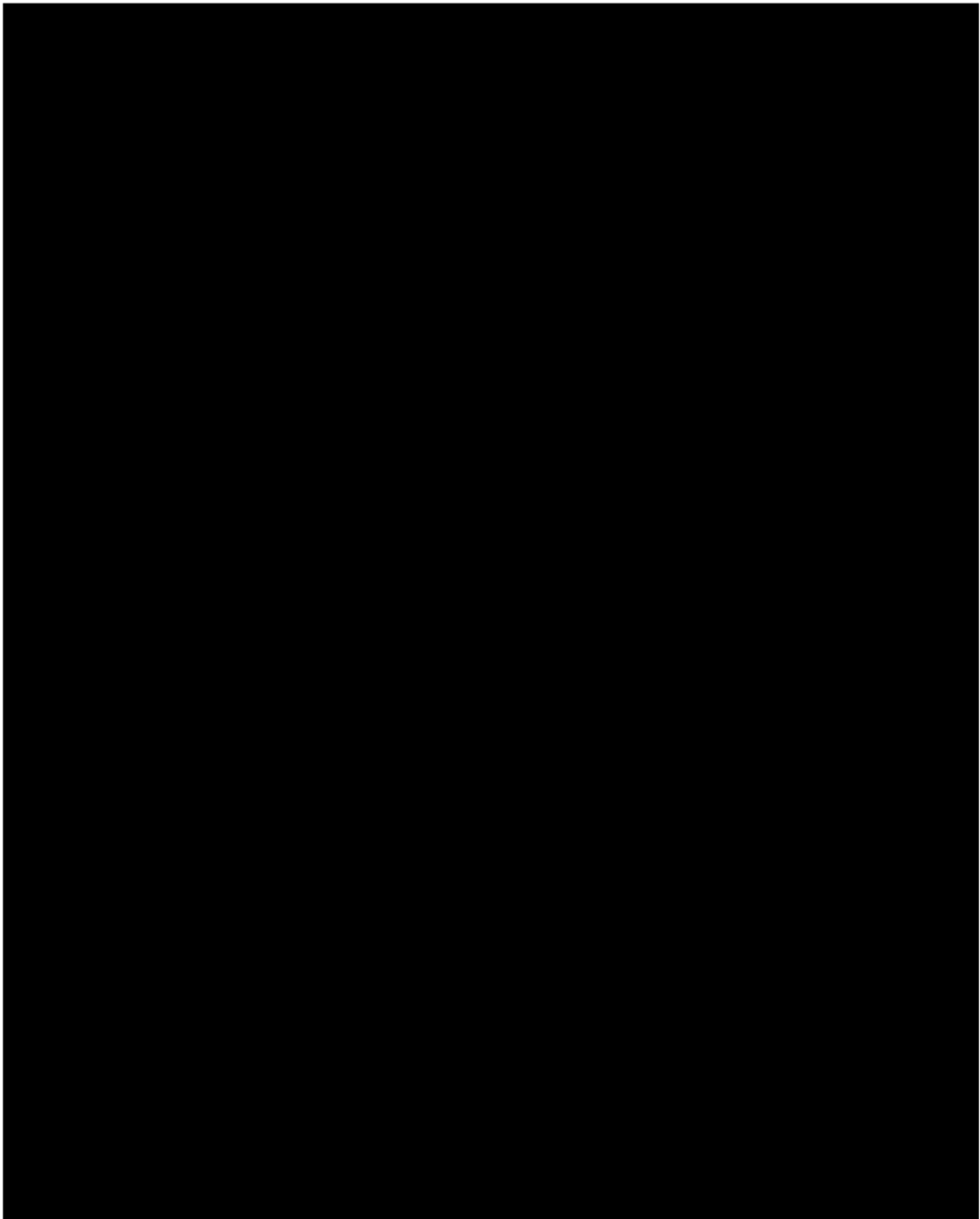


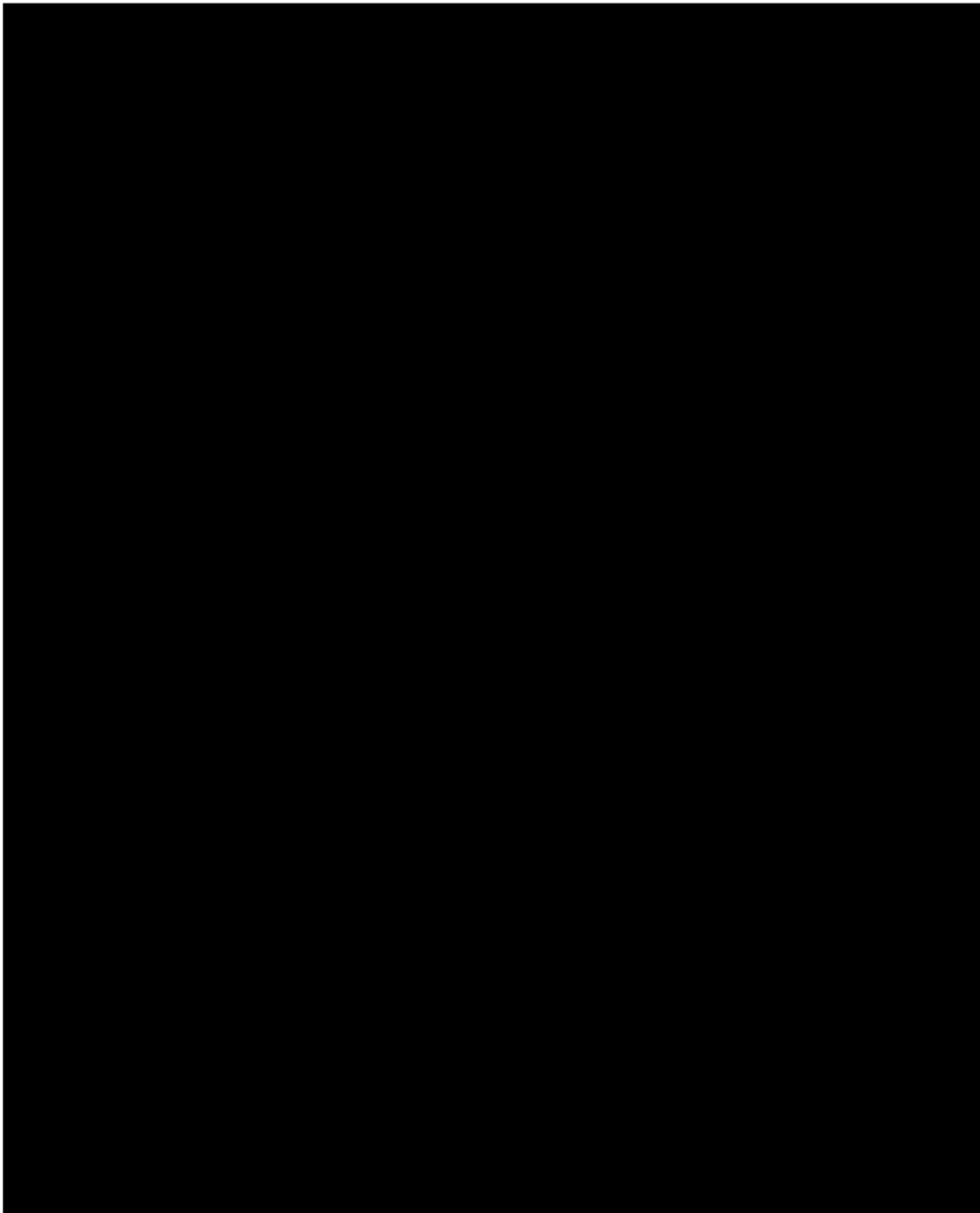


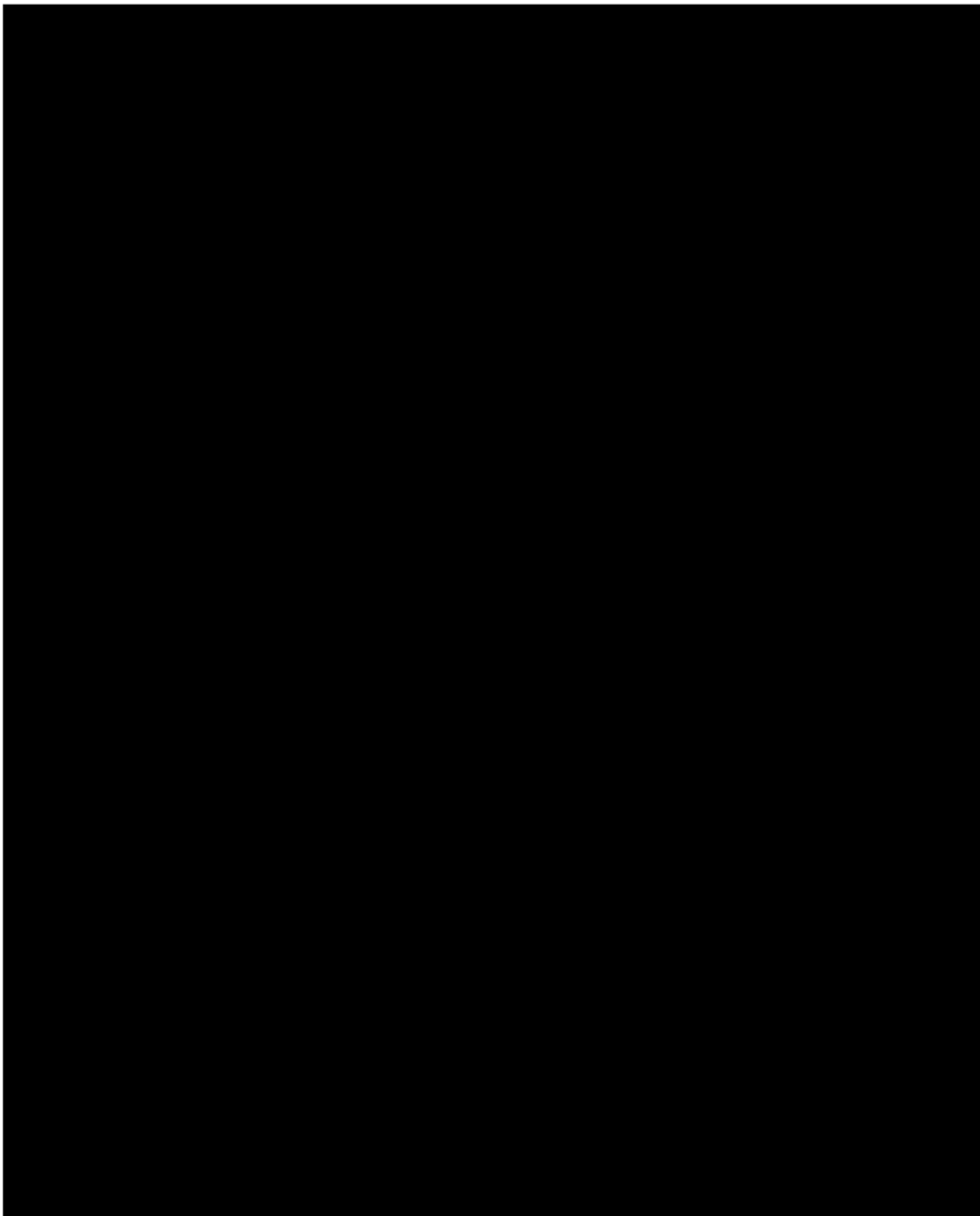


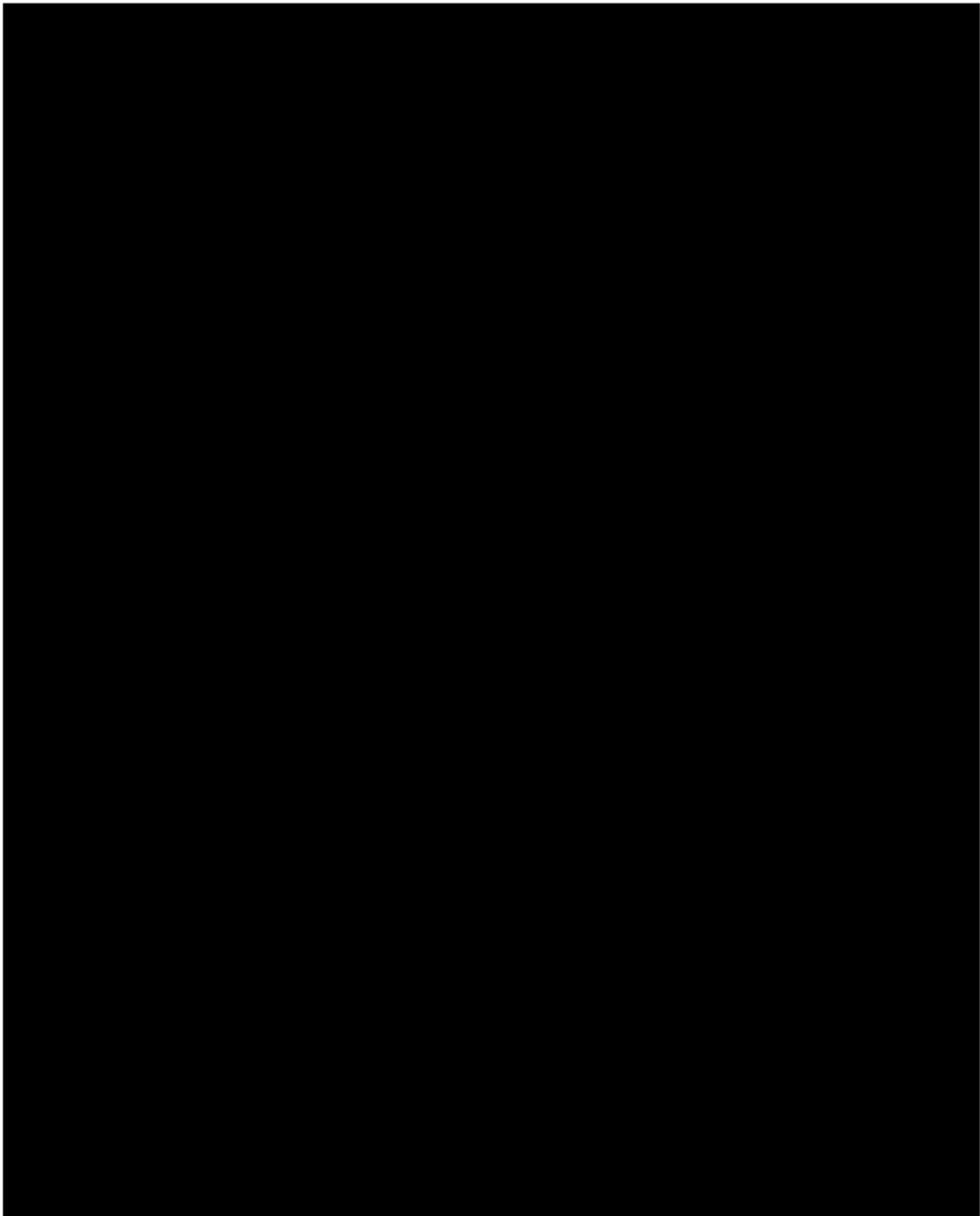


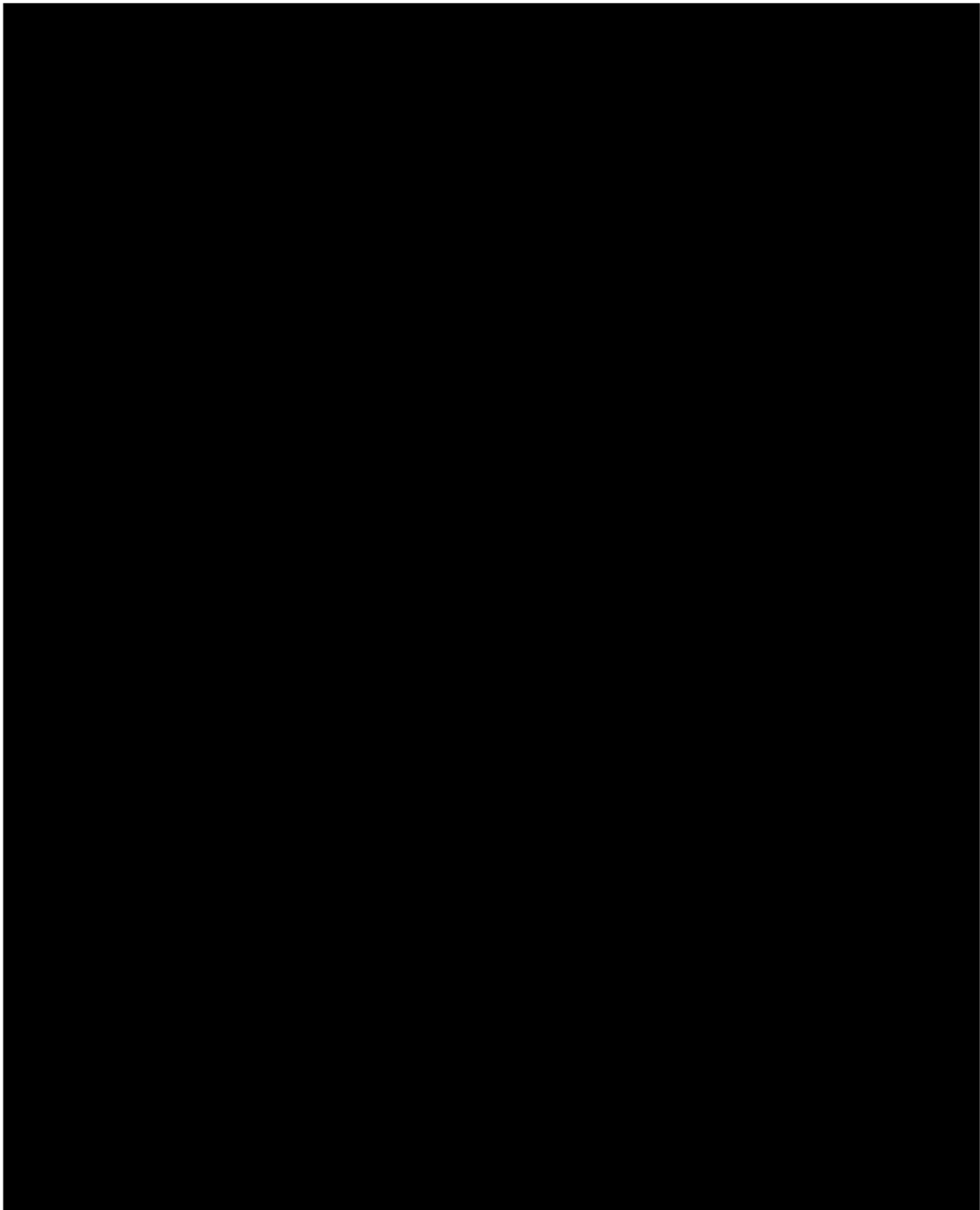












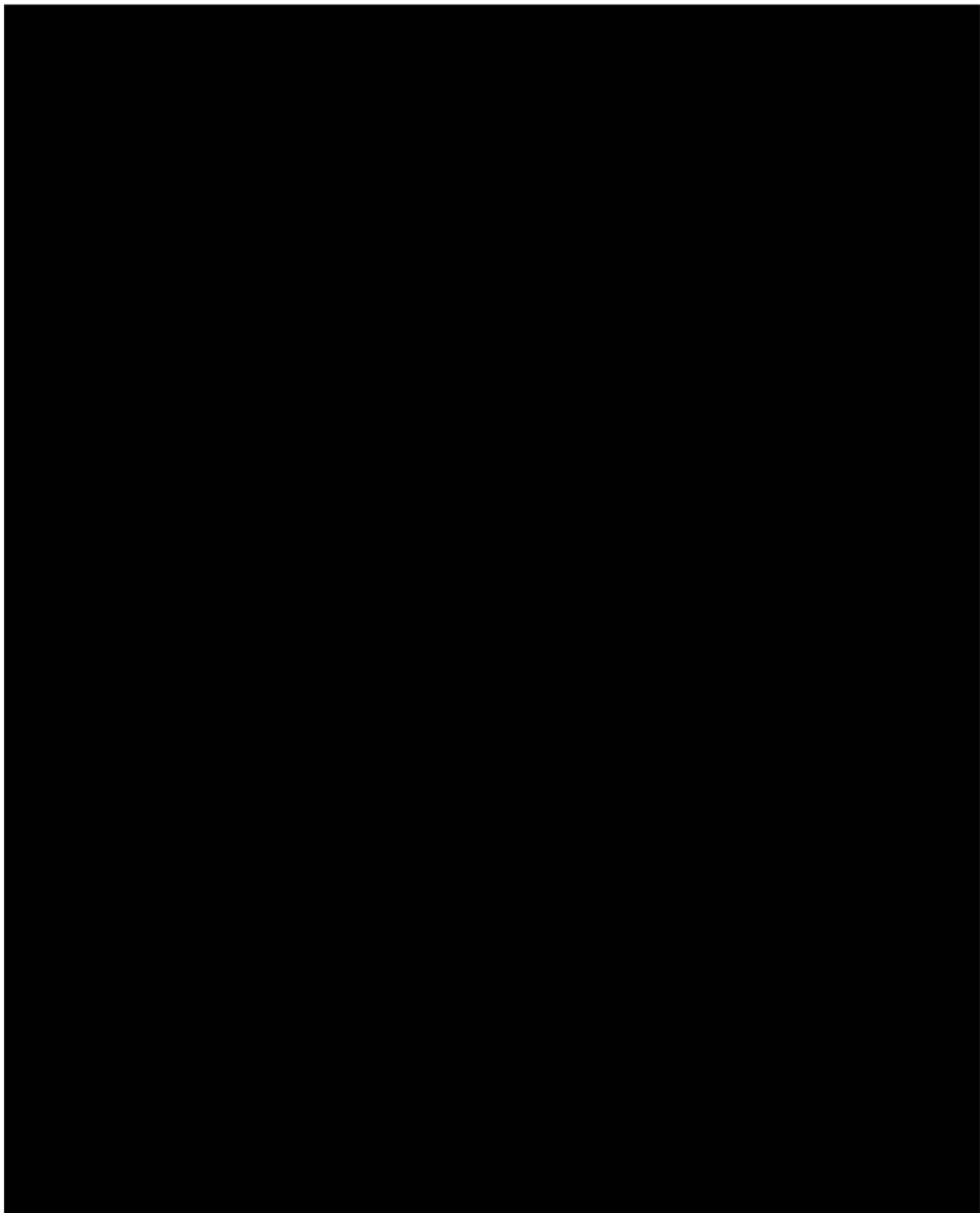
Task Lead Backup Support

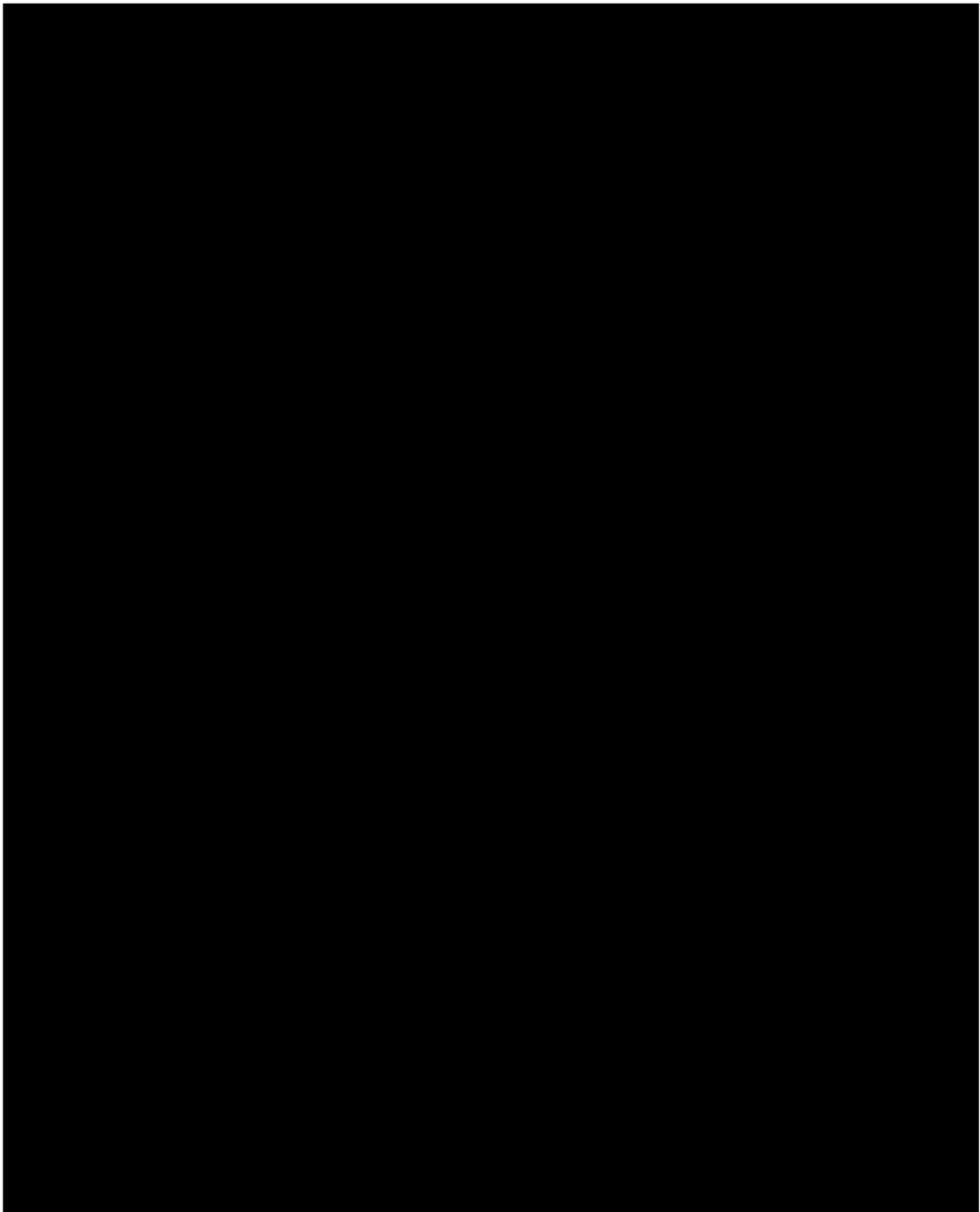
[REDACTED]

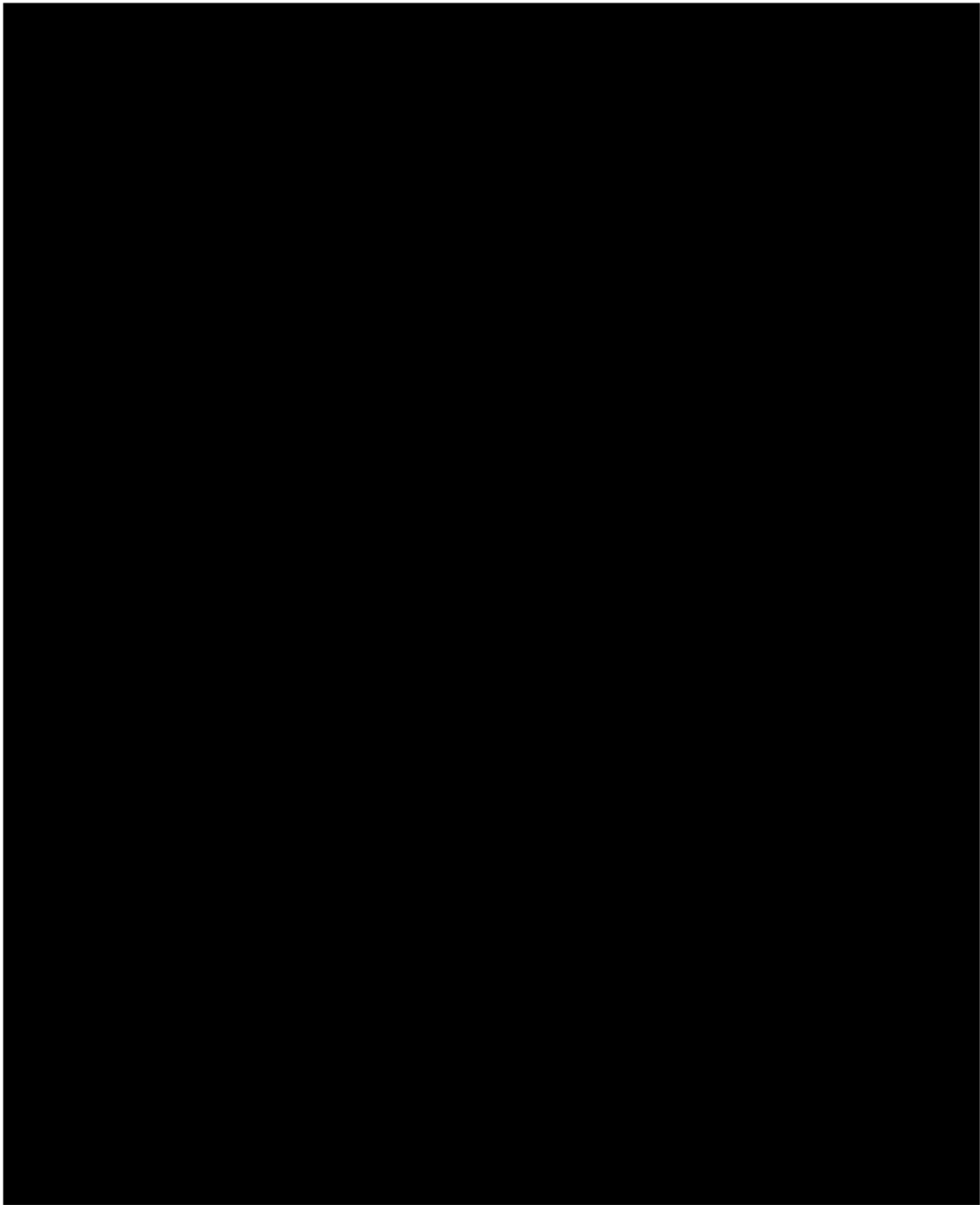
[REDACTED]

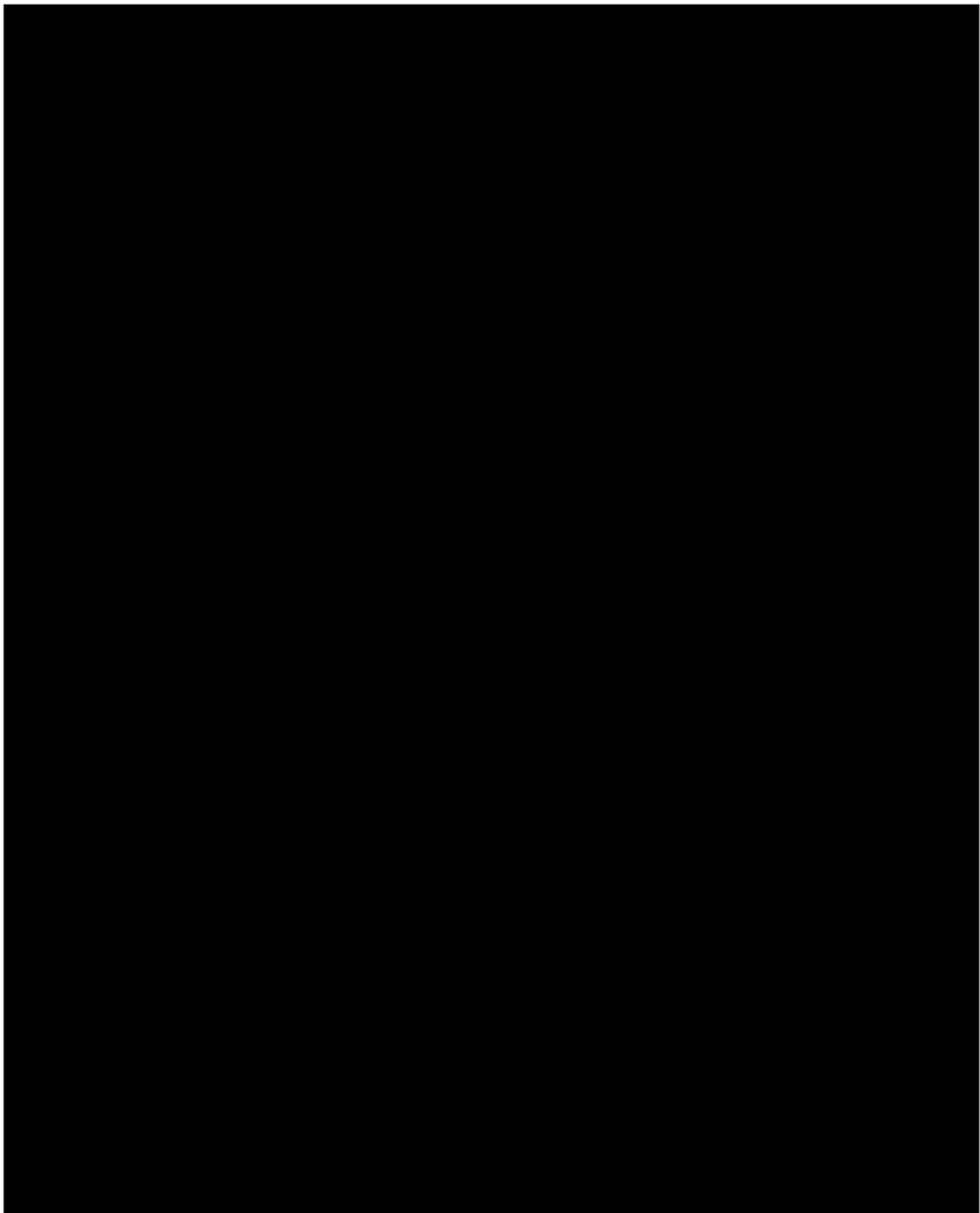
[REDACTED]

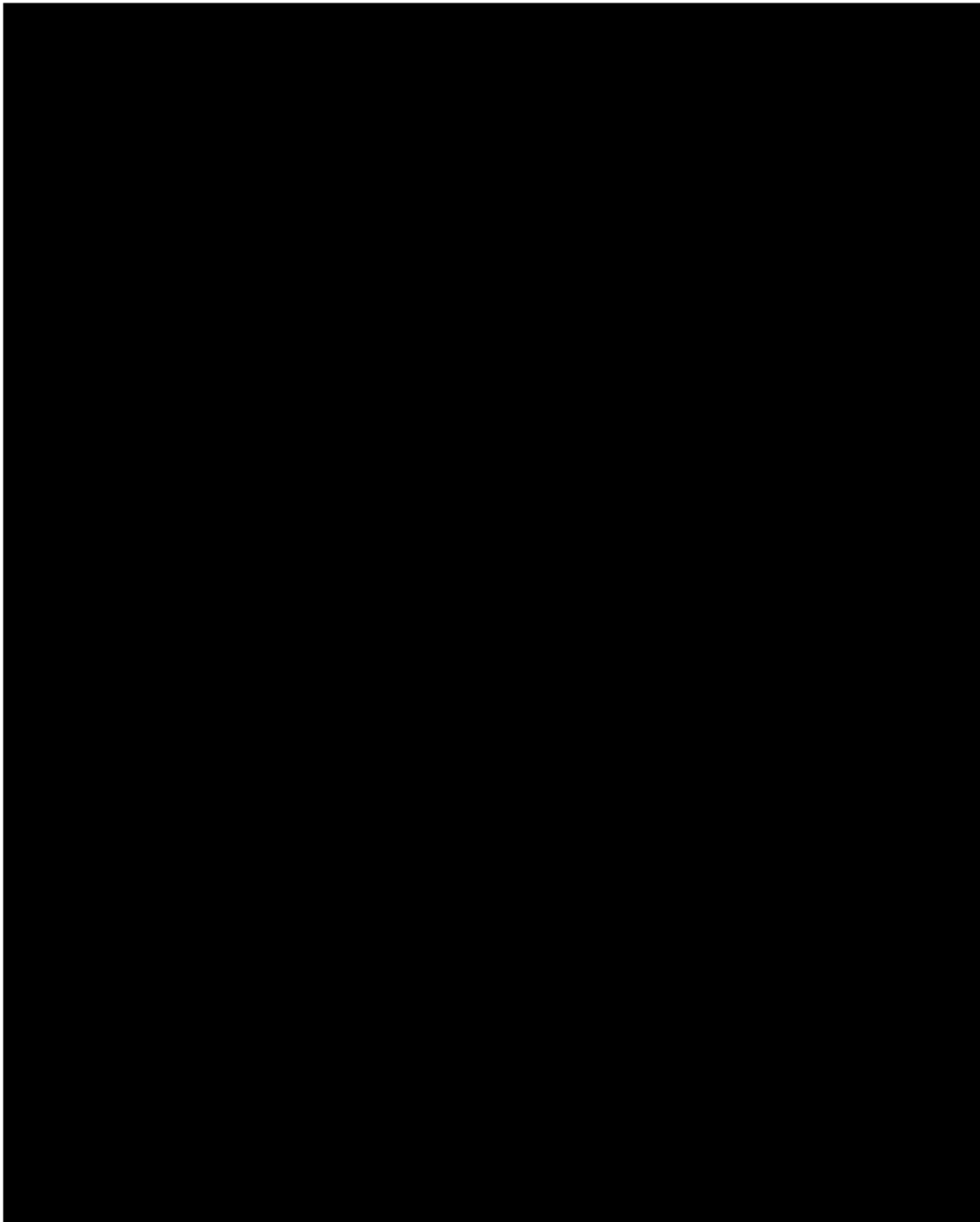
[REDACTED]

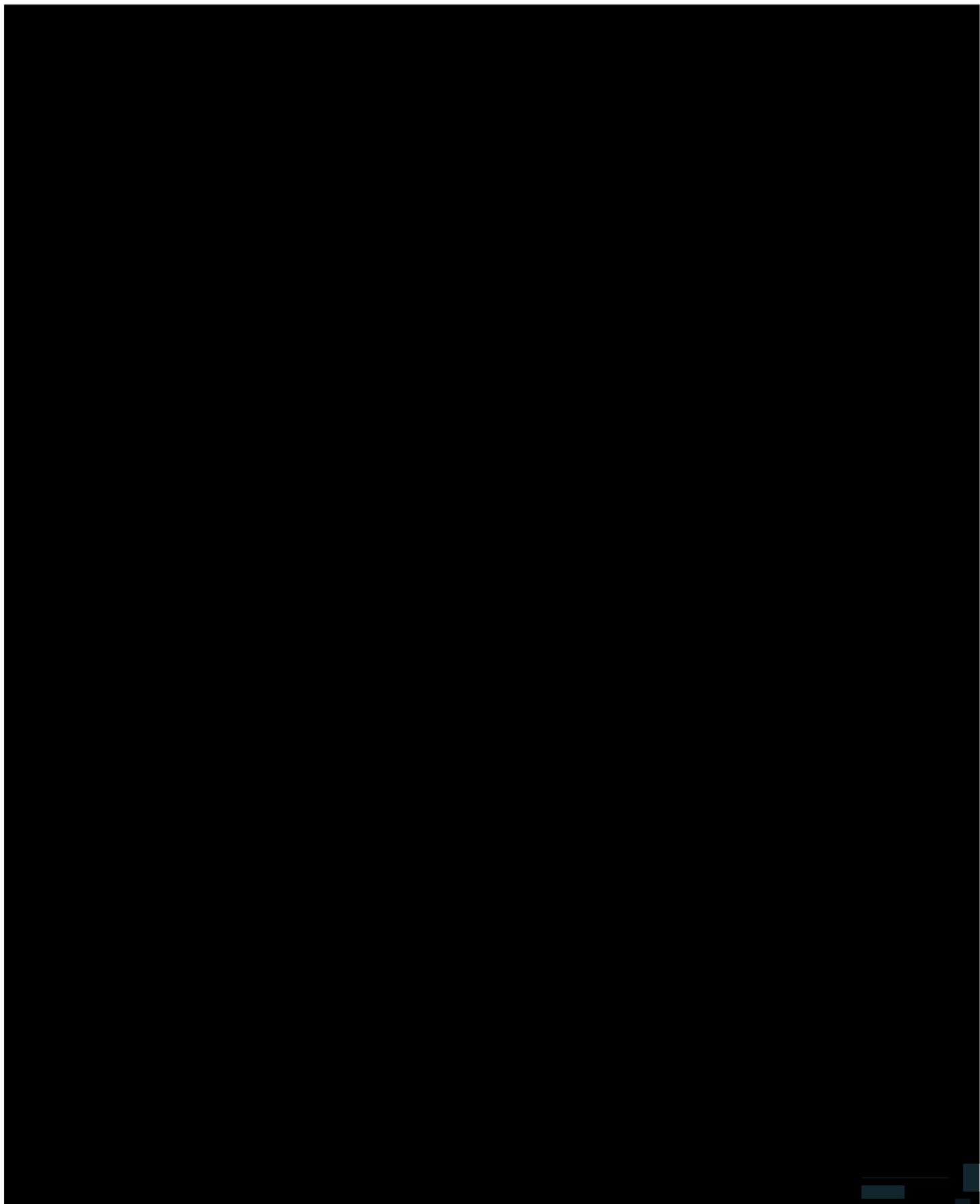


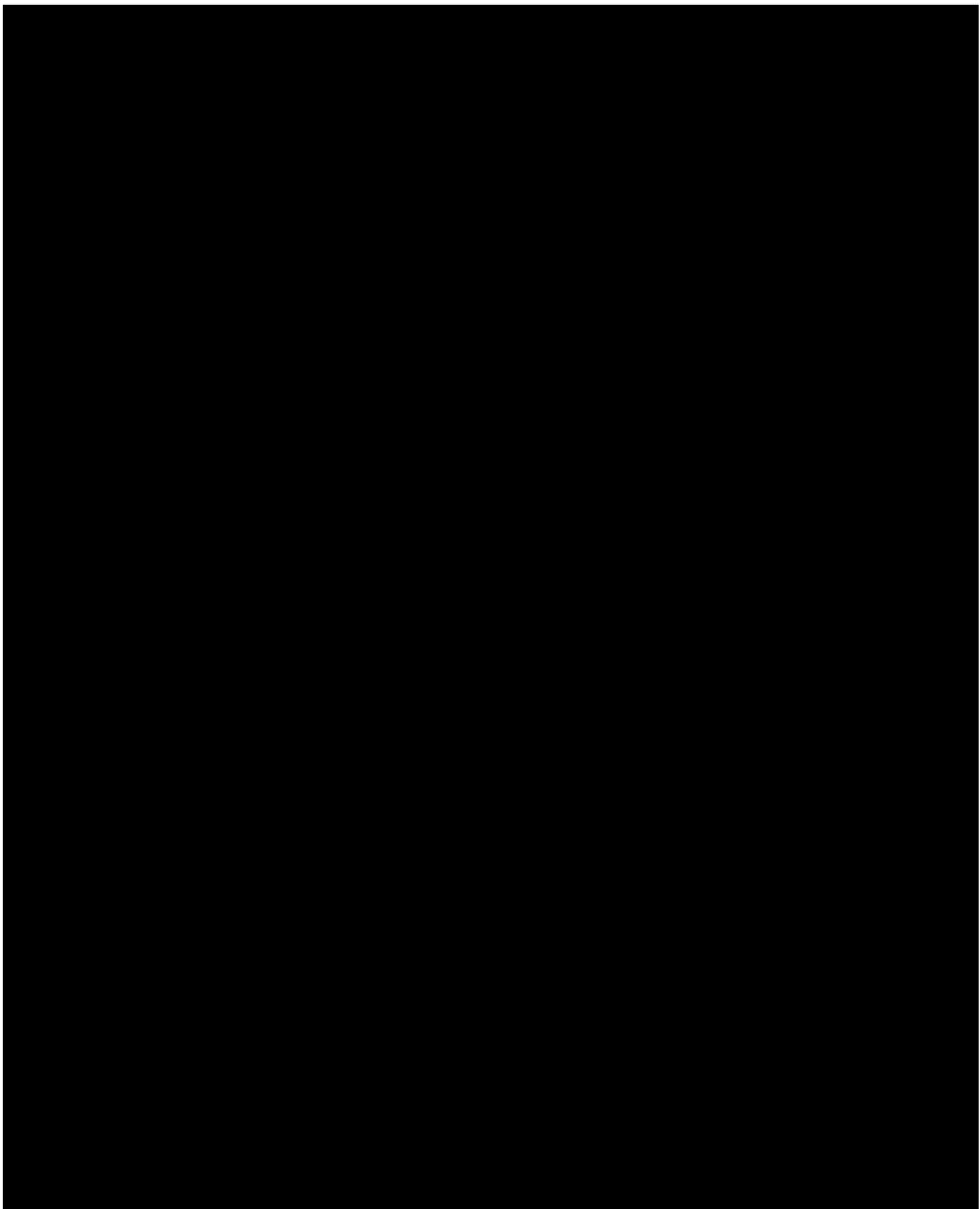


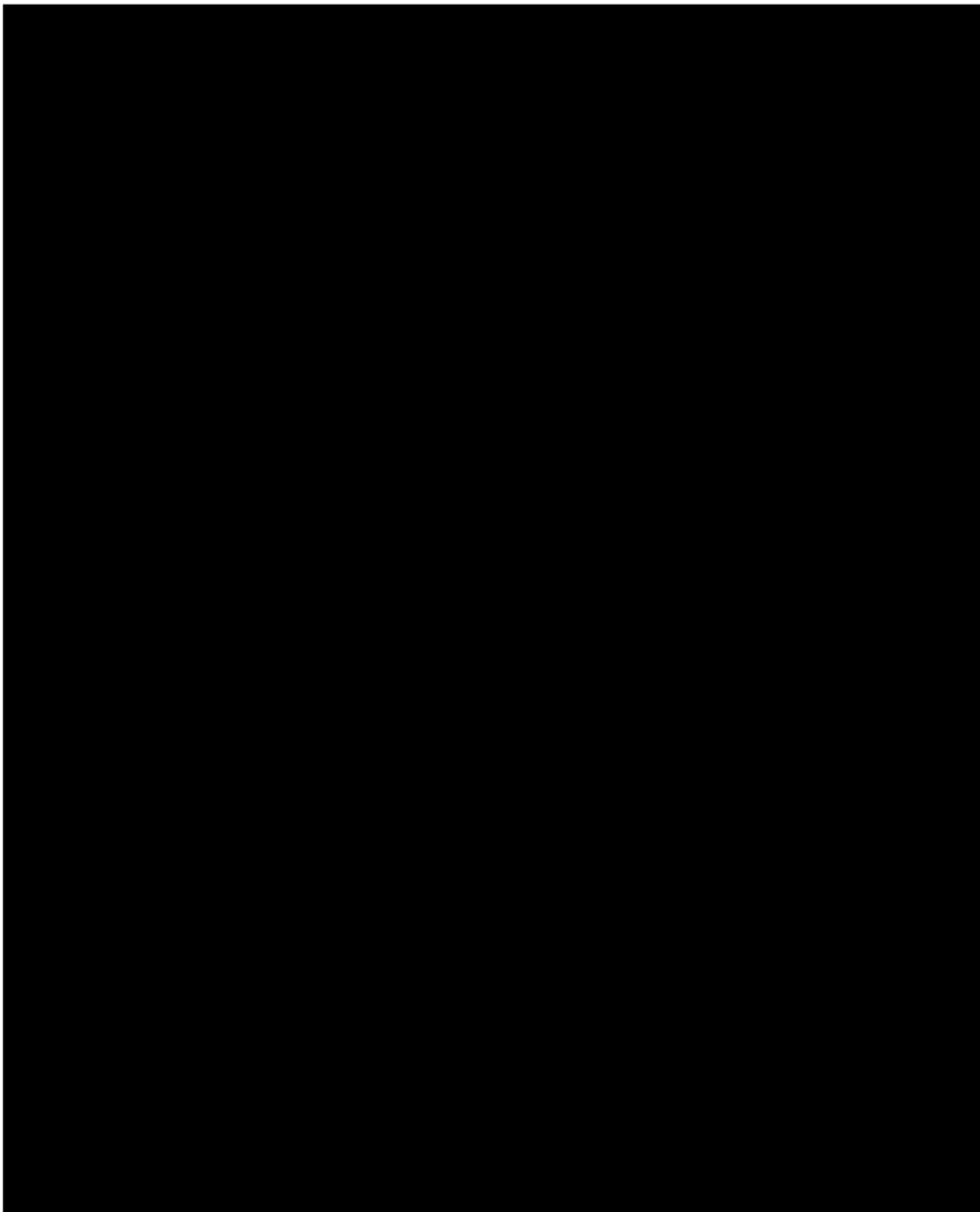


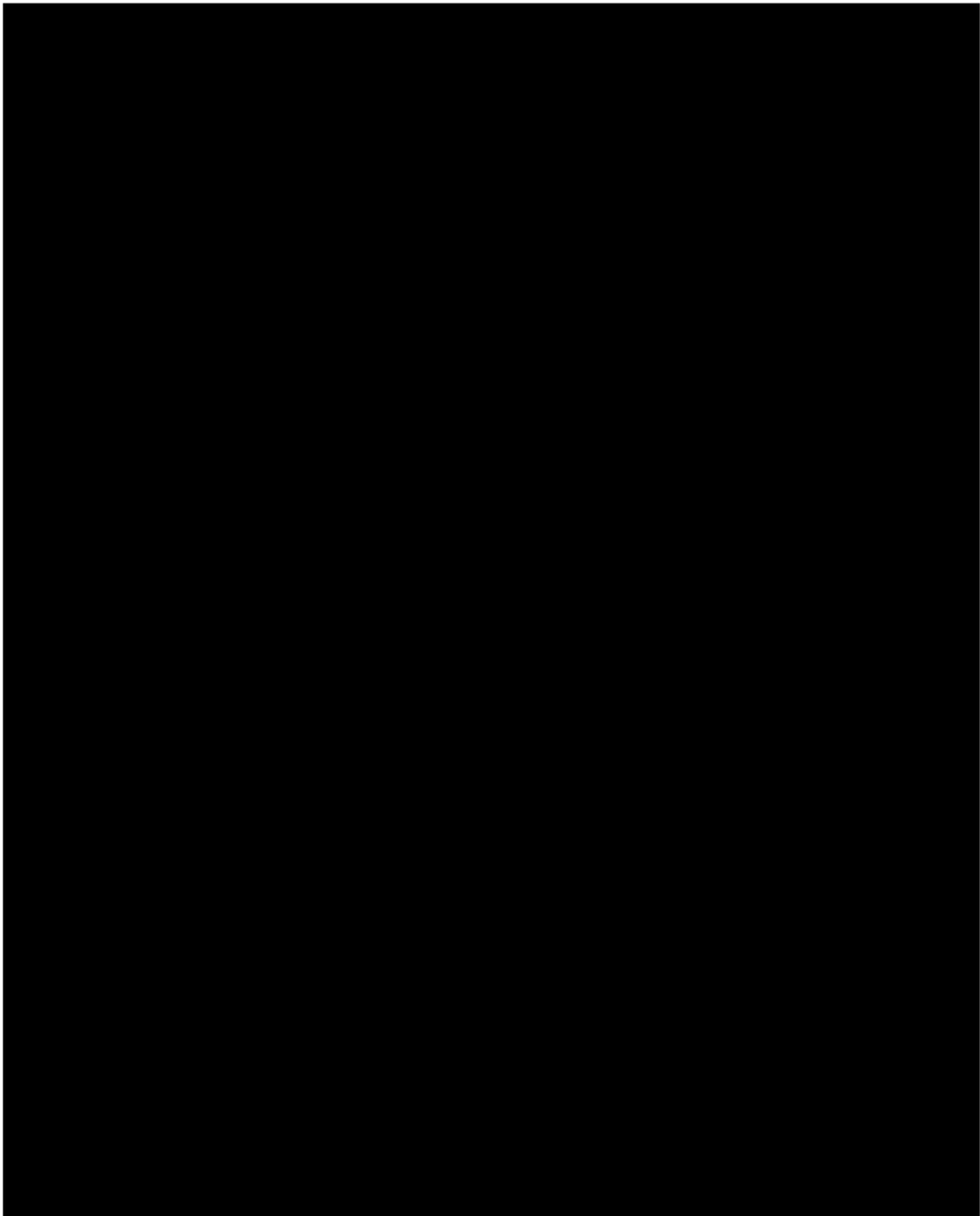


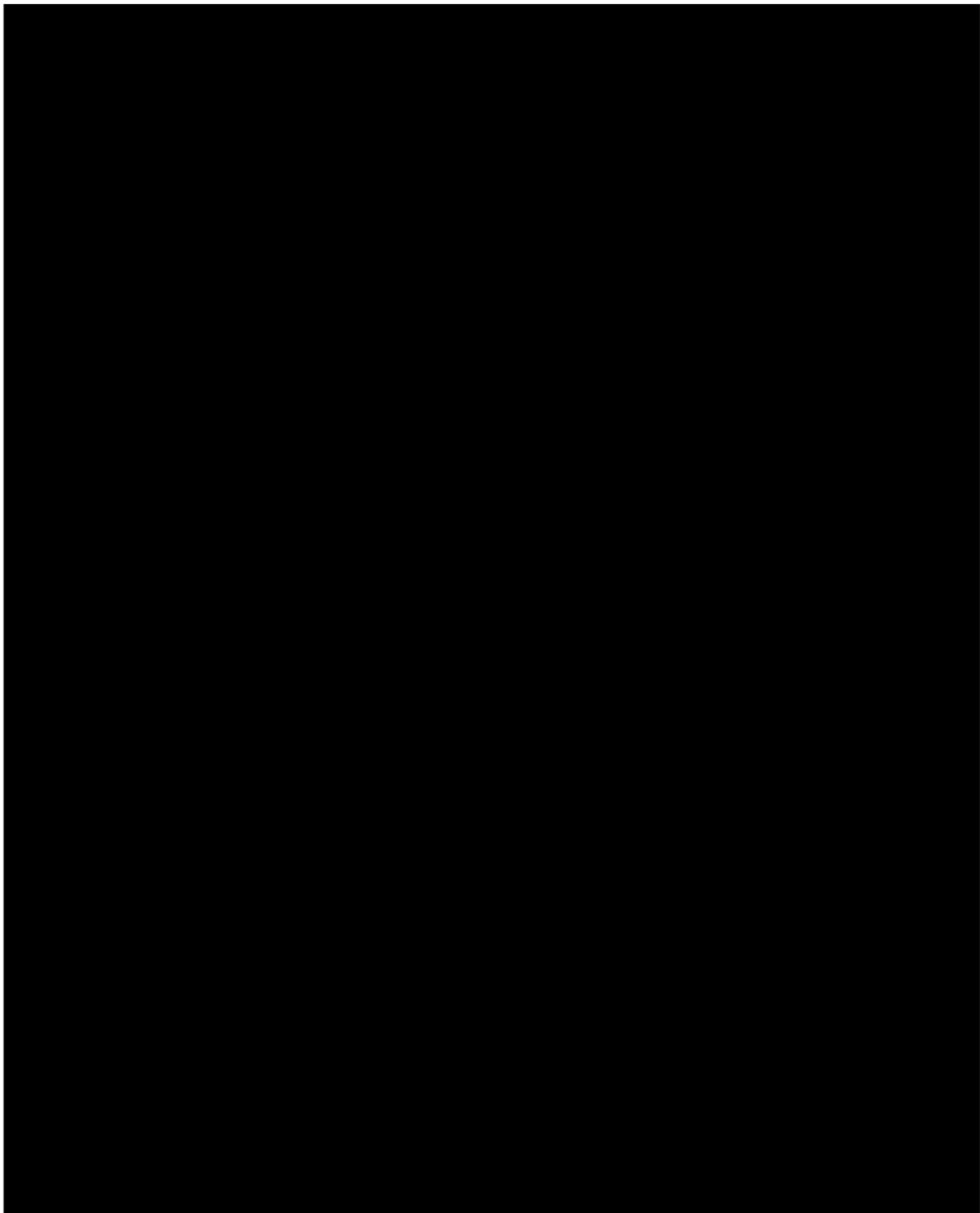


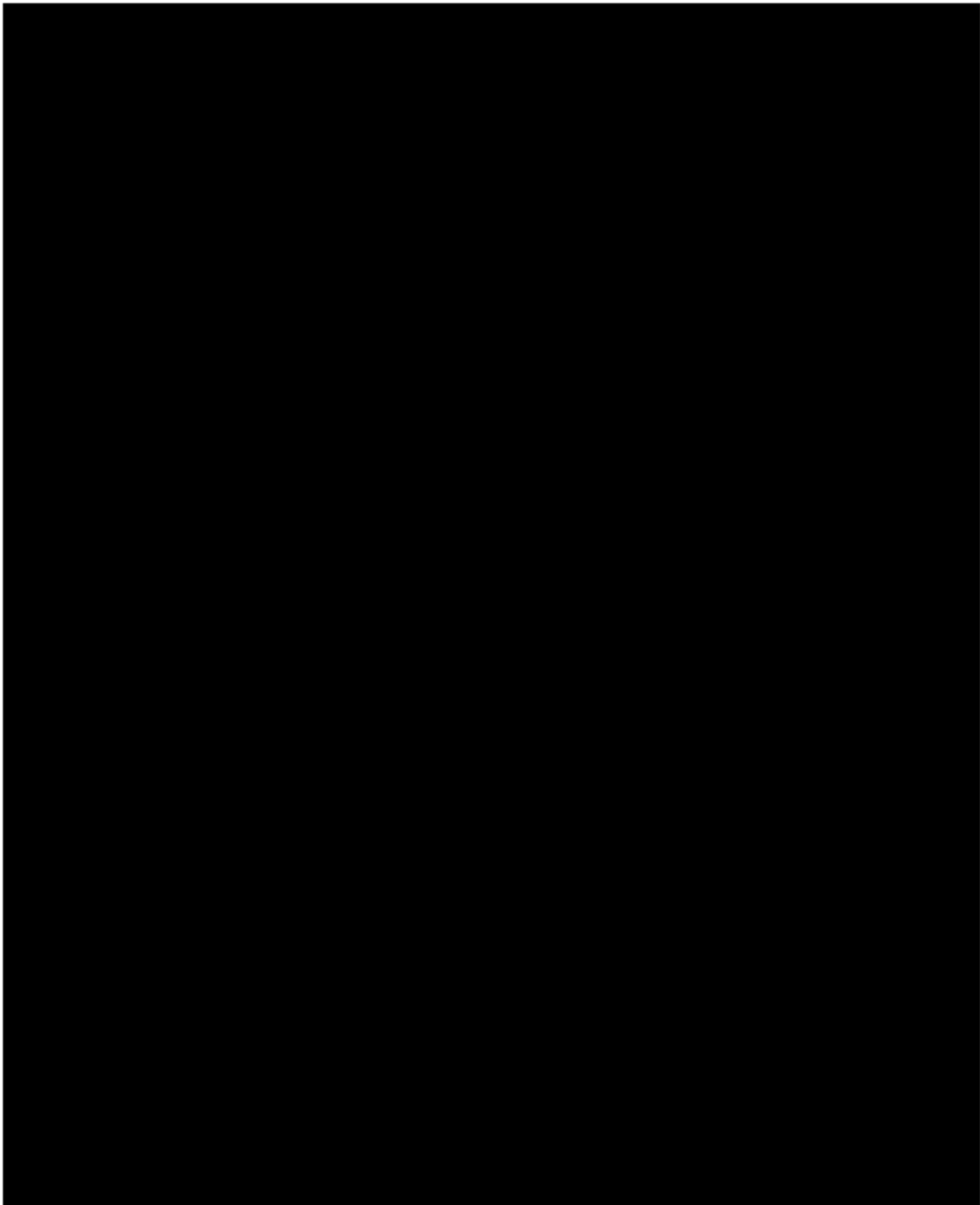


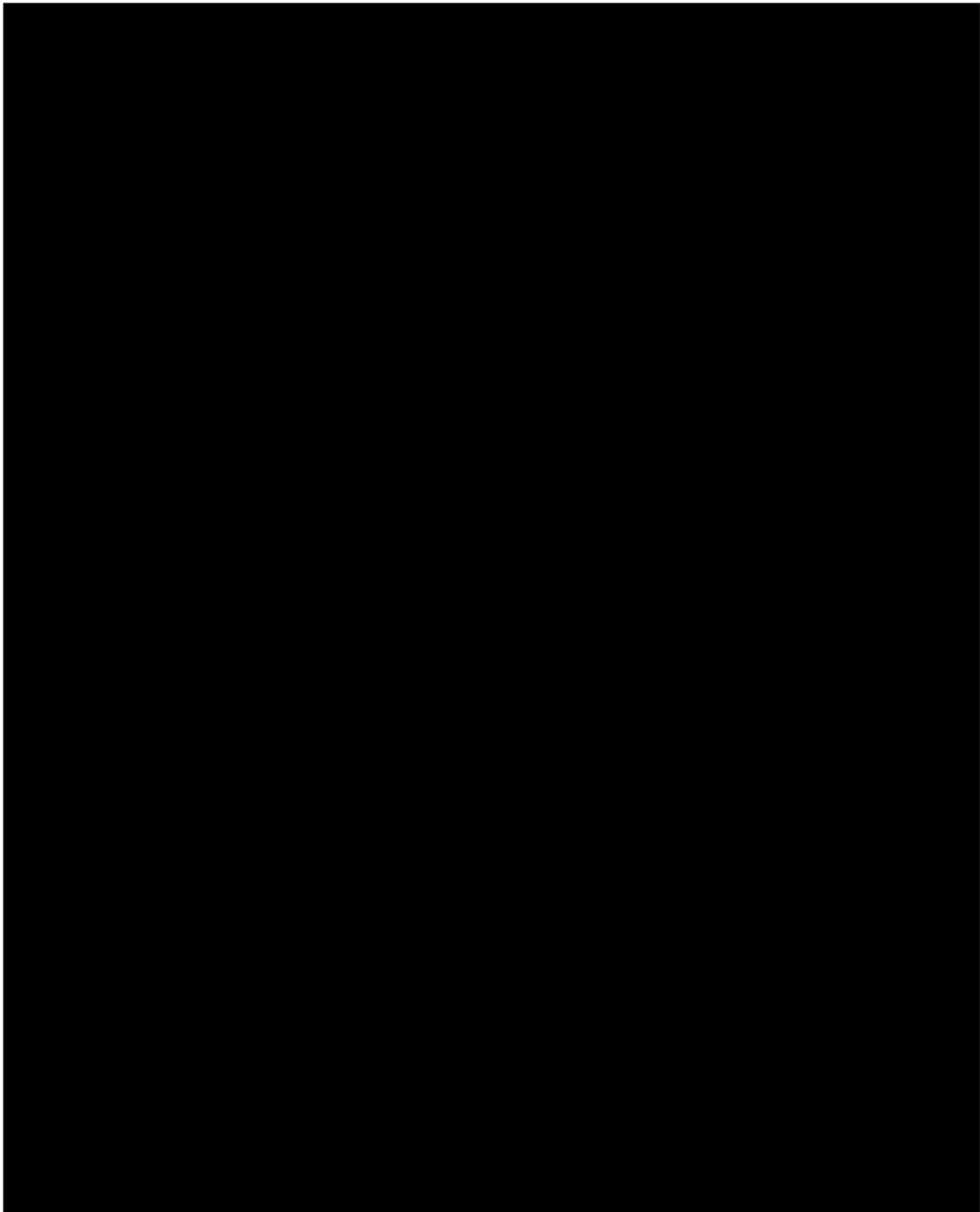


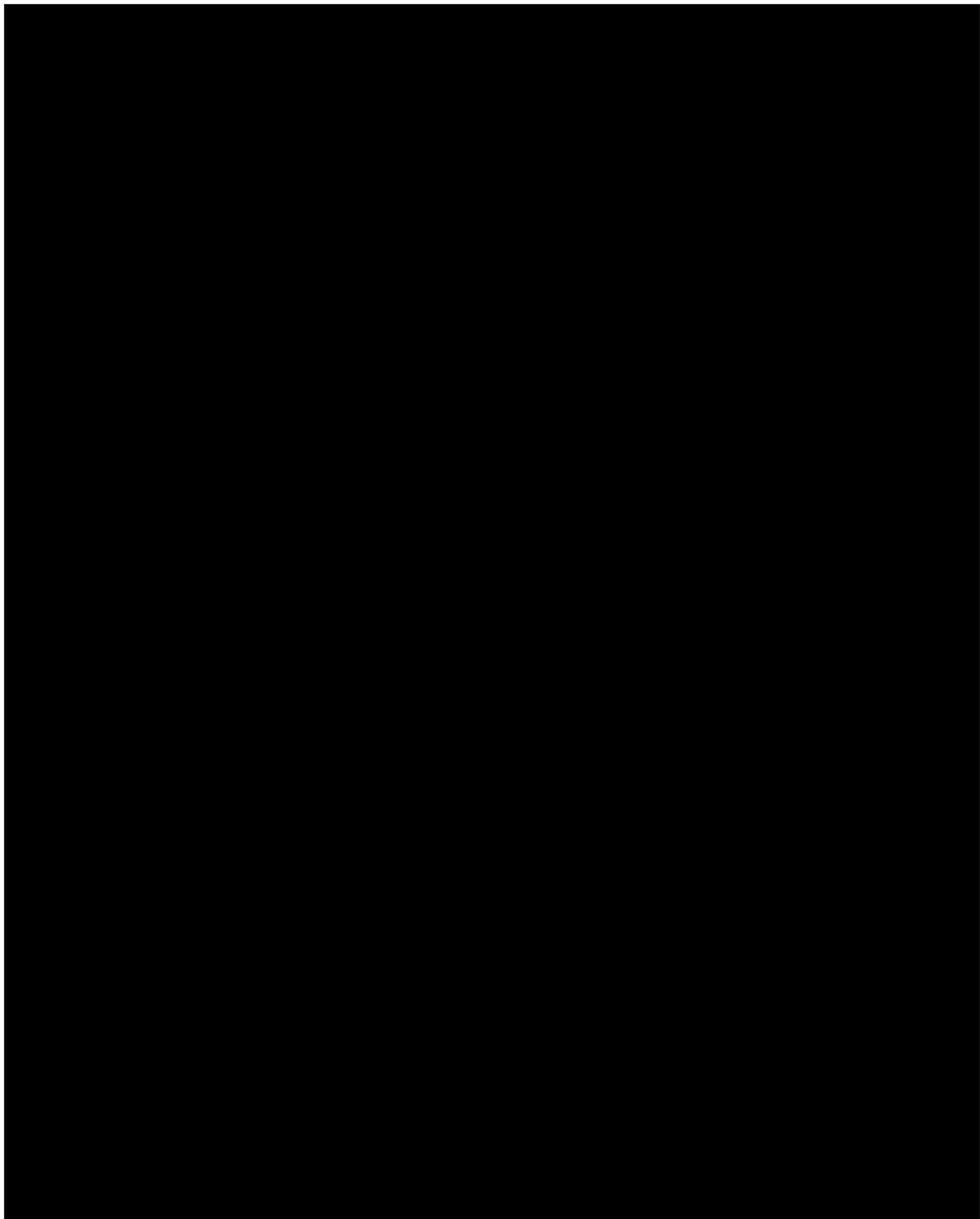


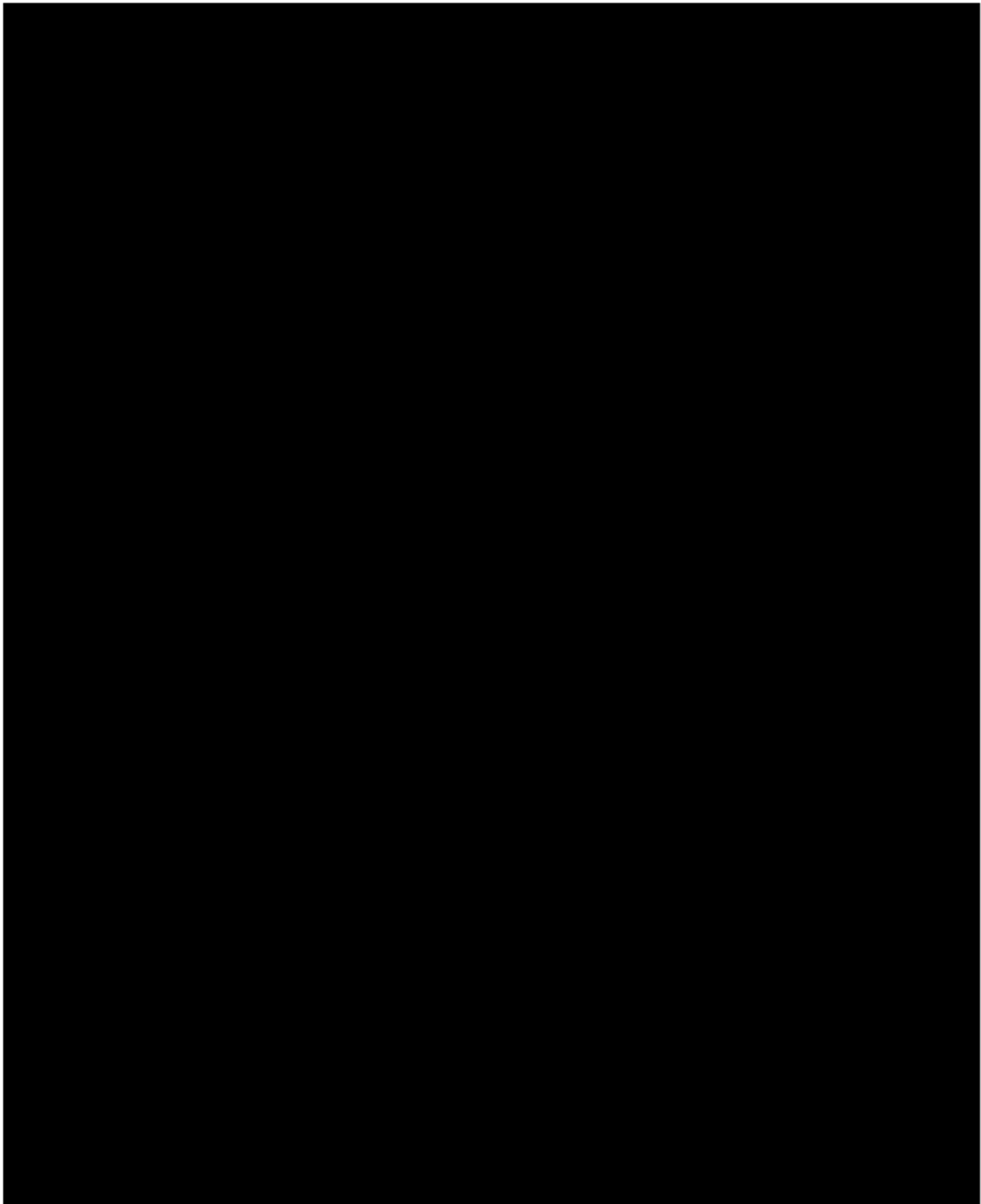


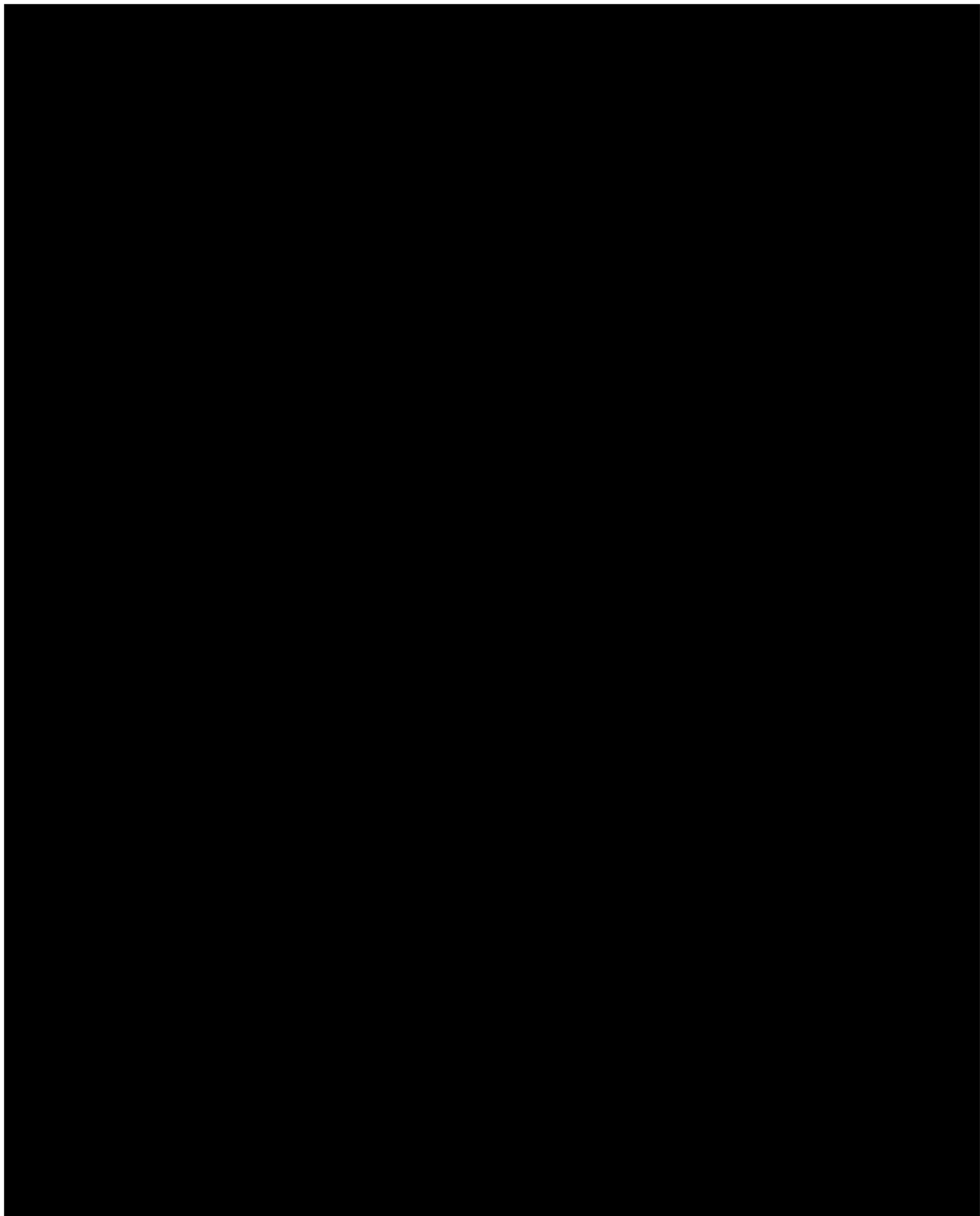


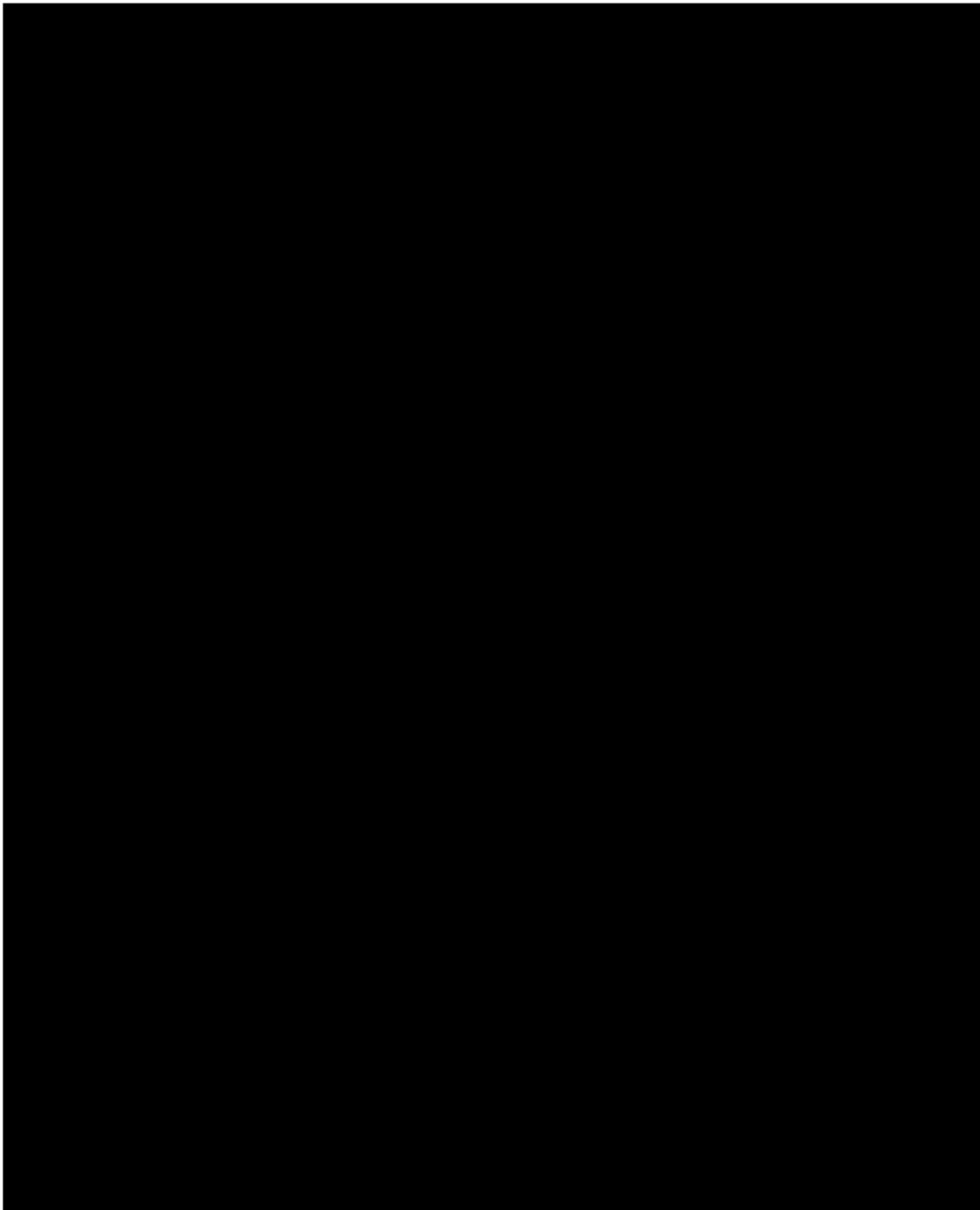


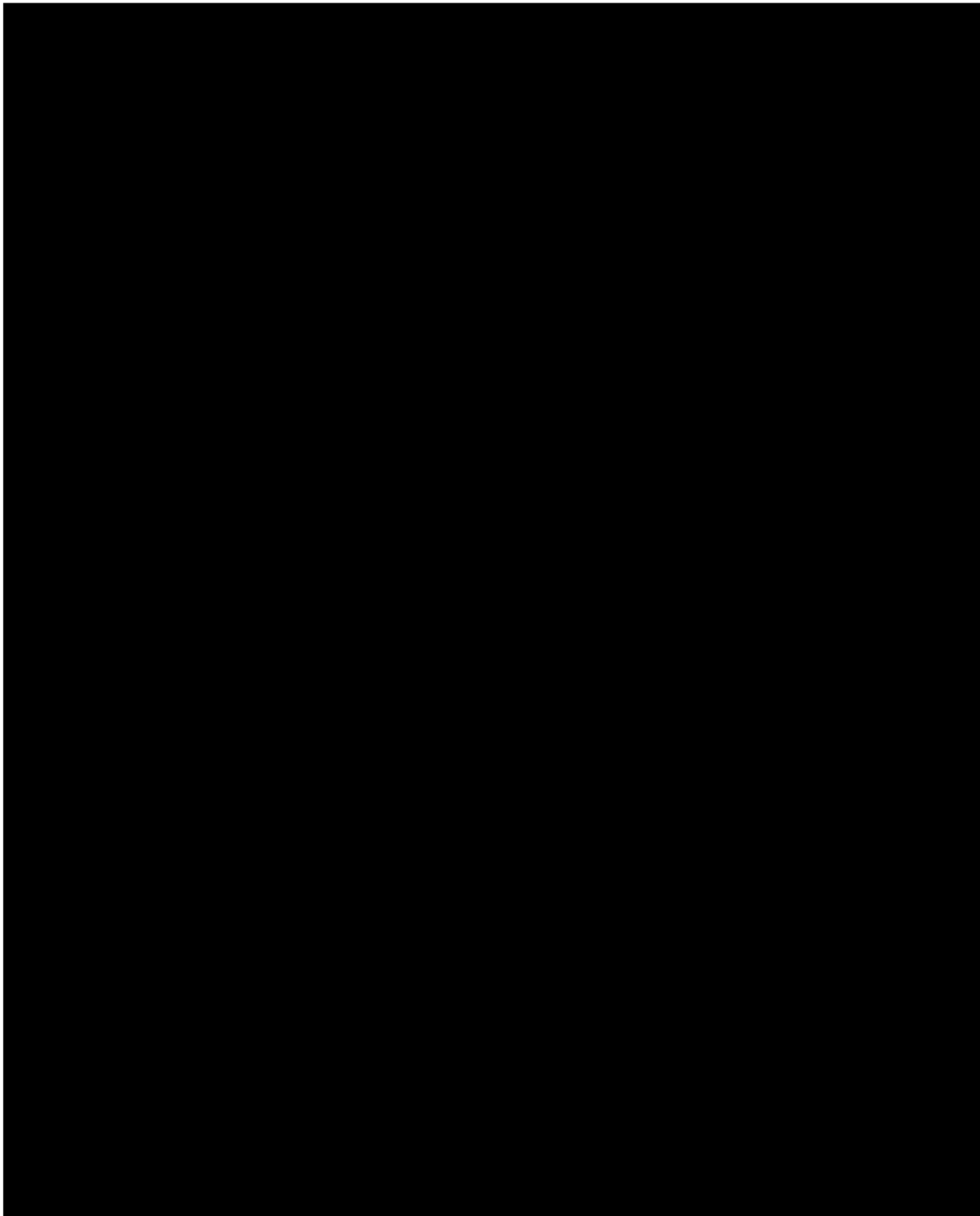


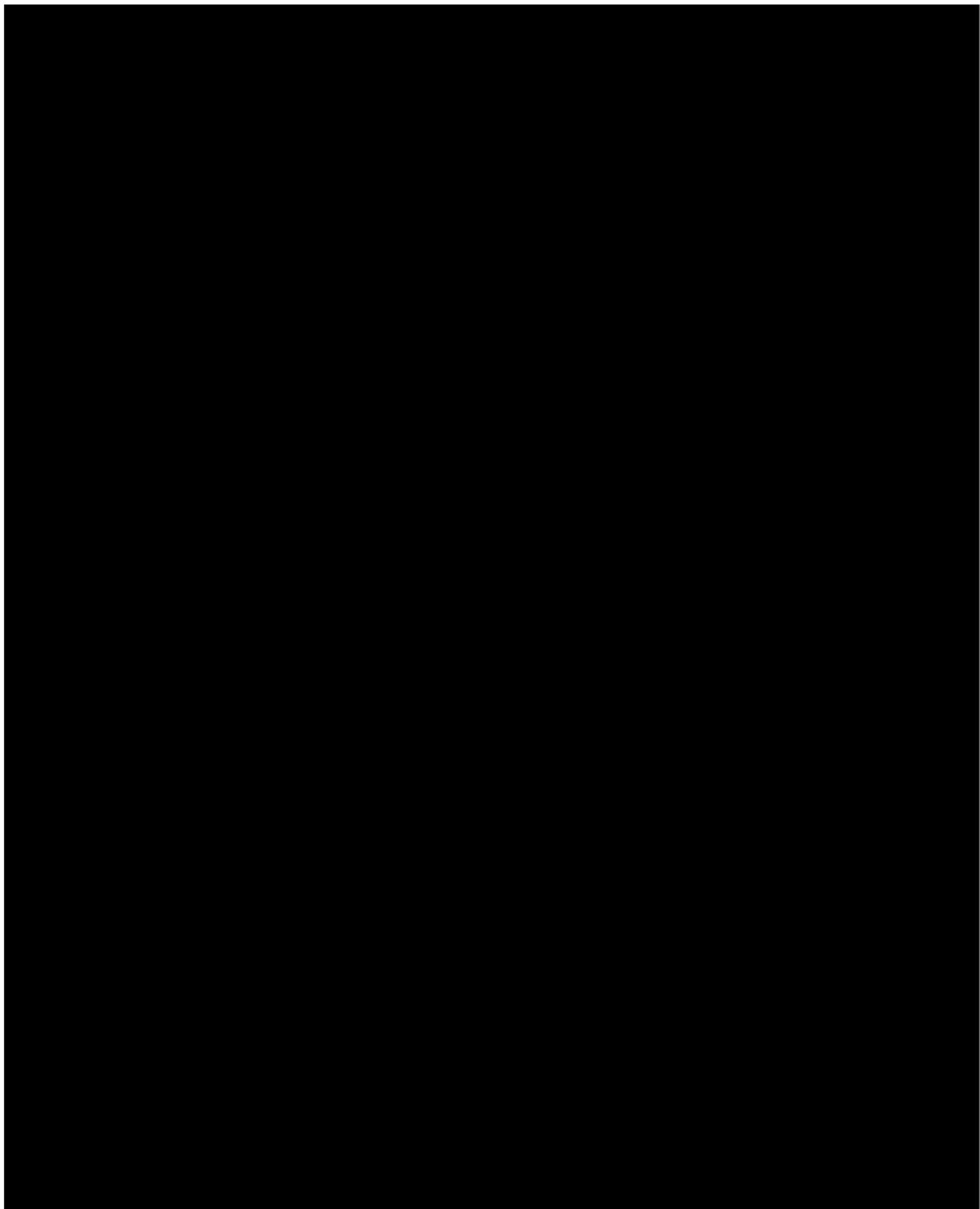


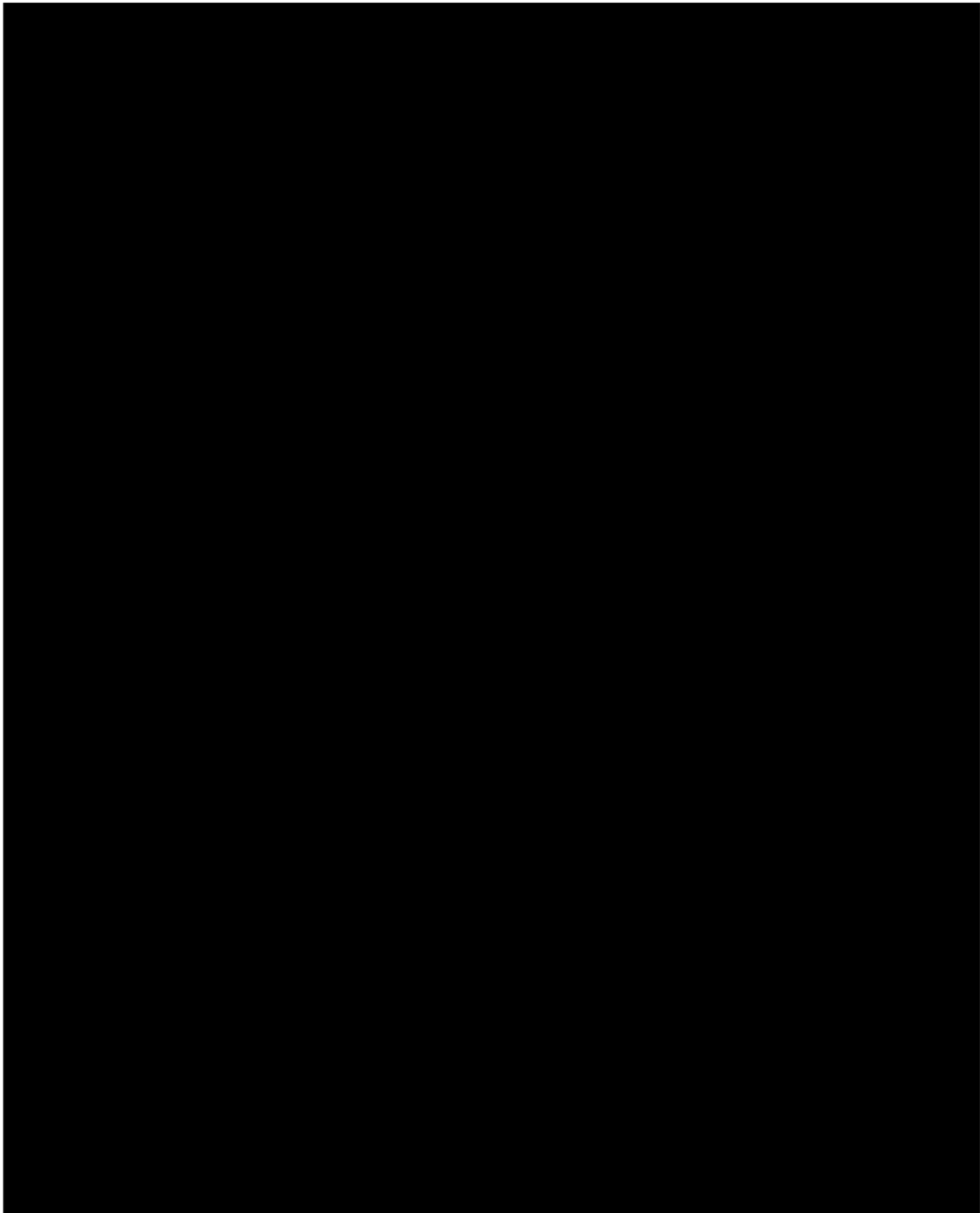


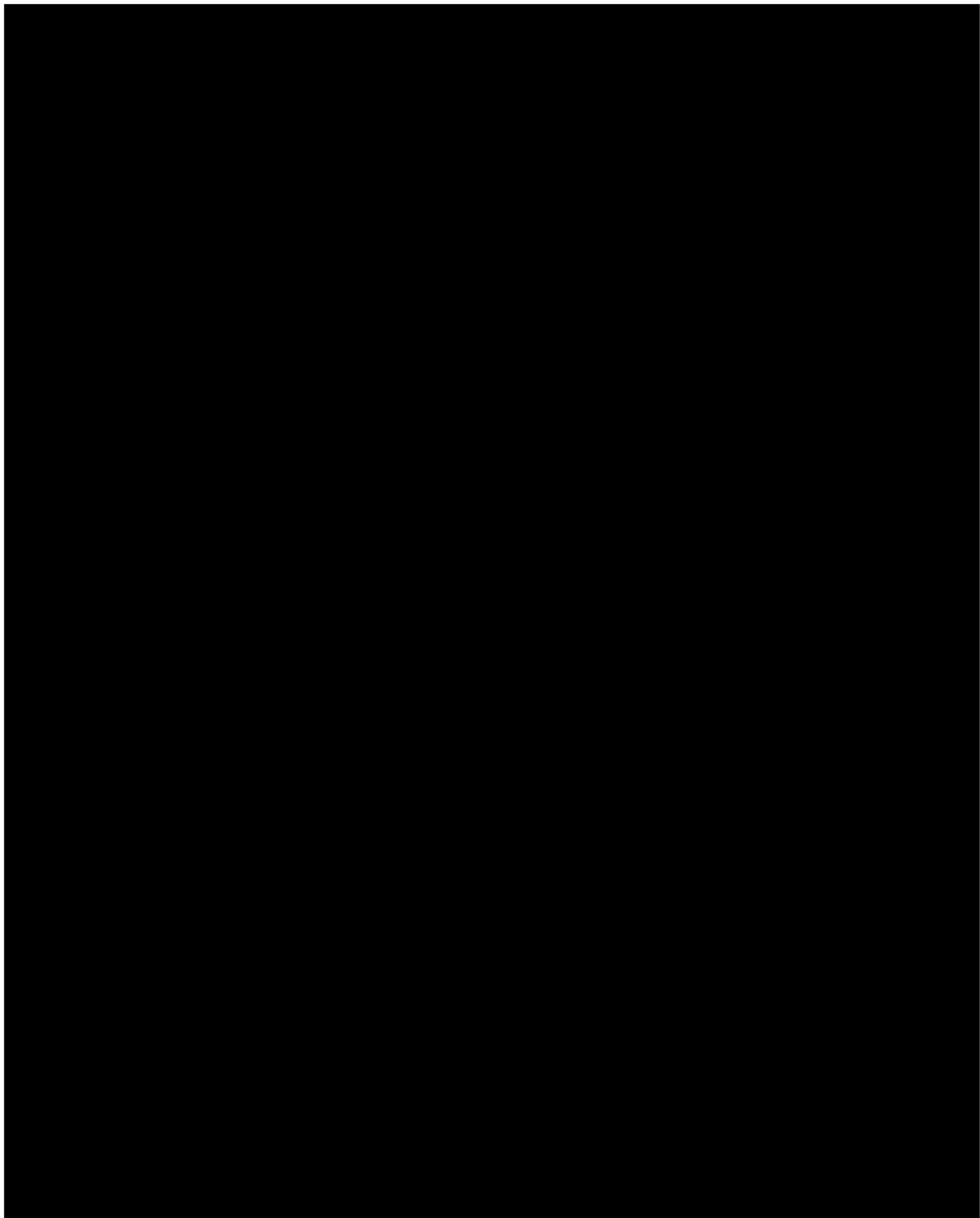


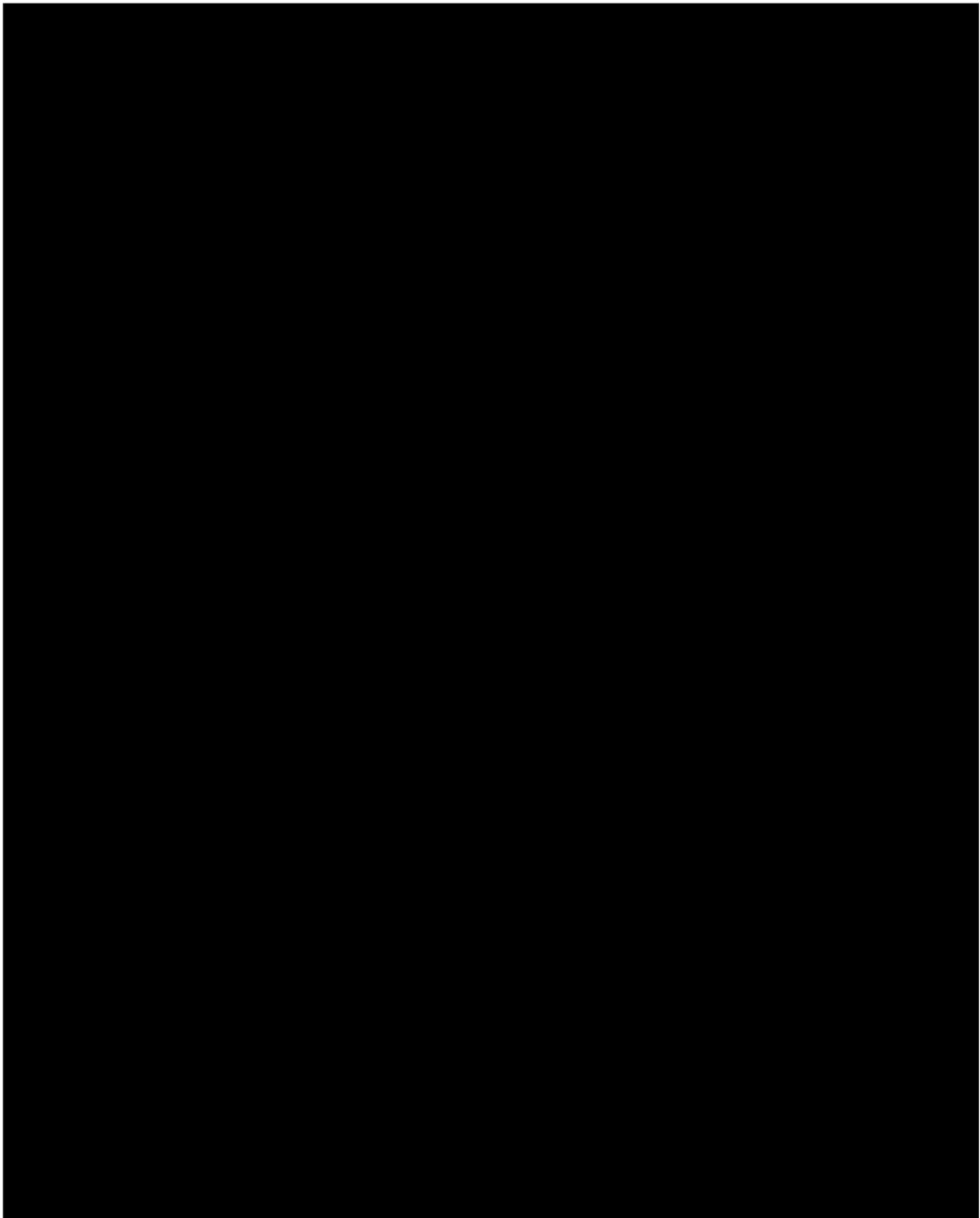


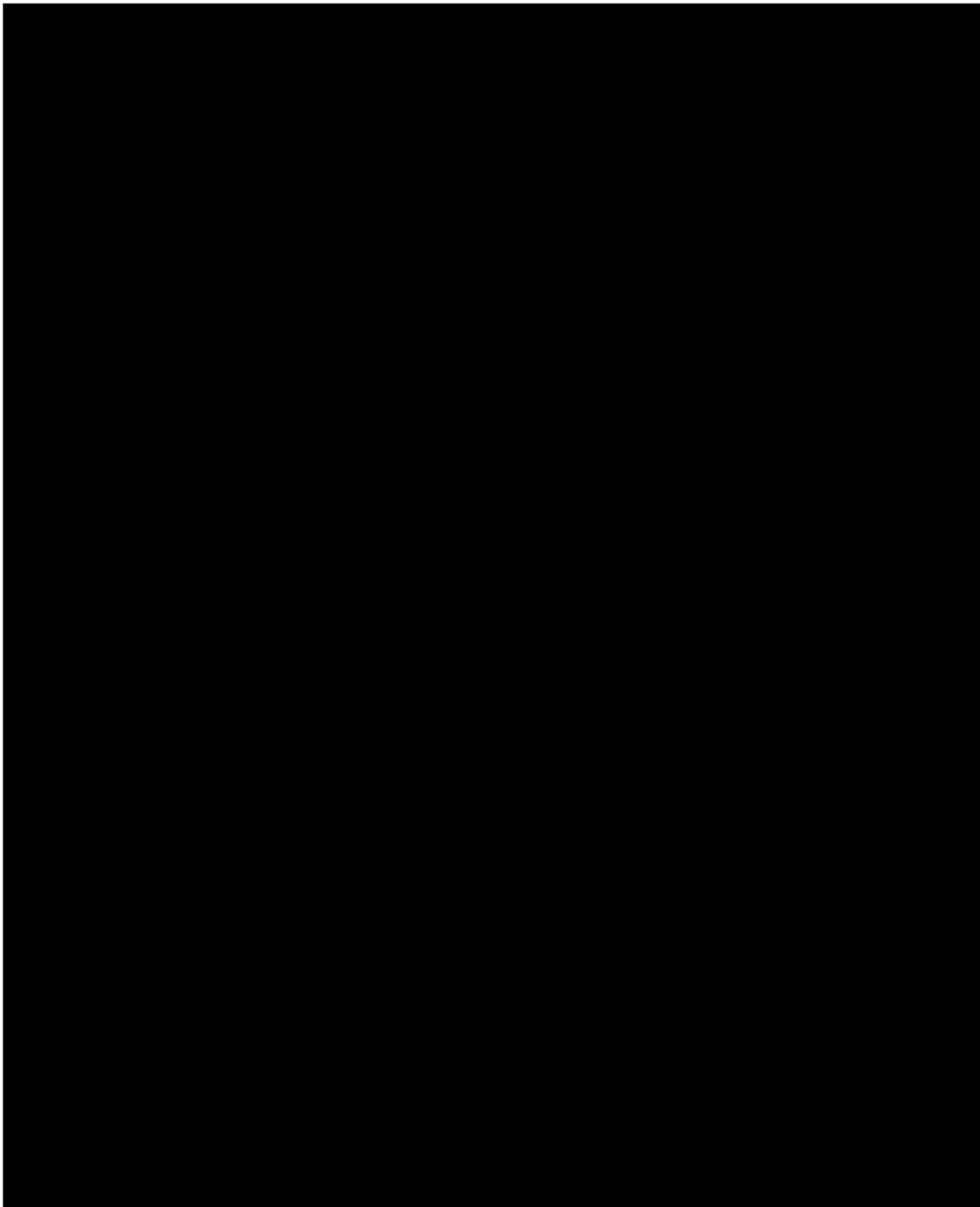


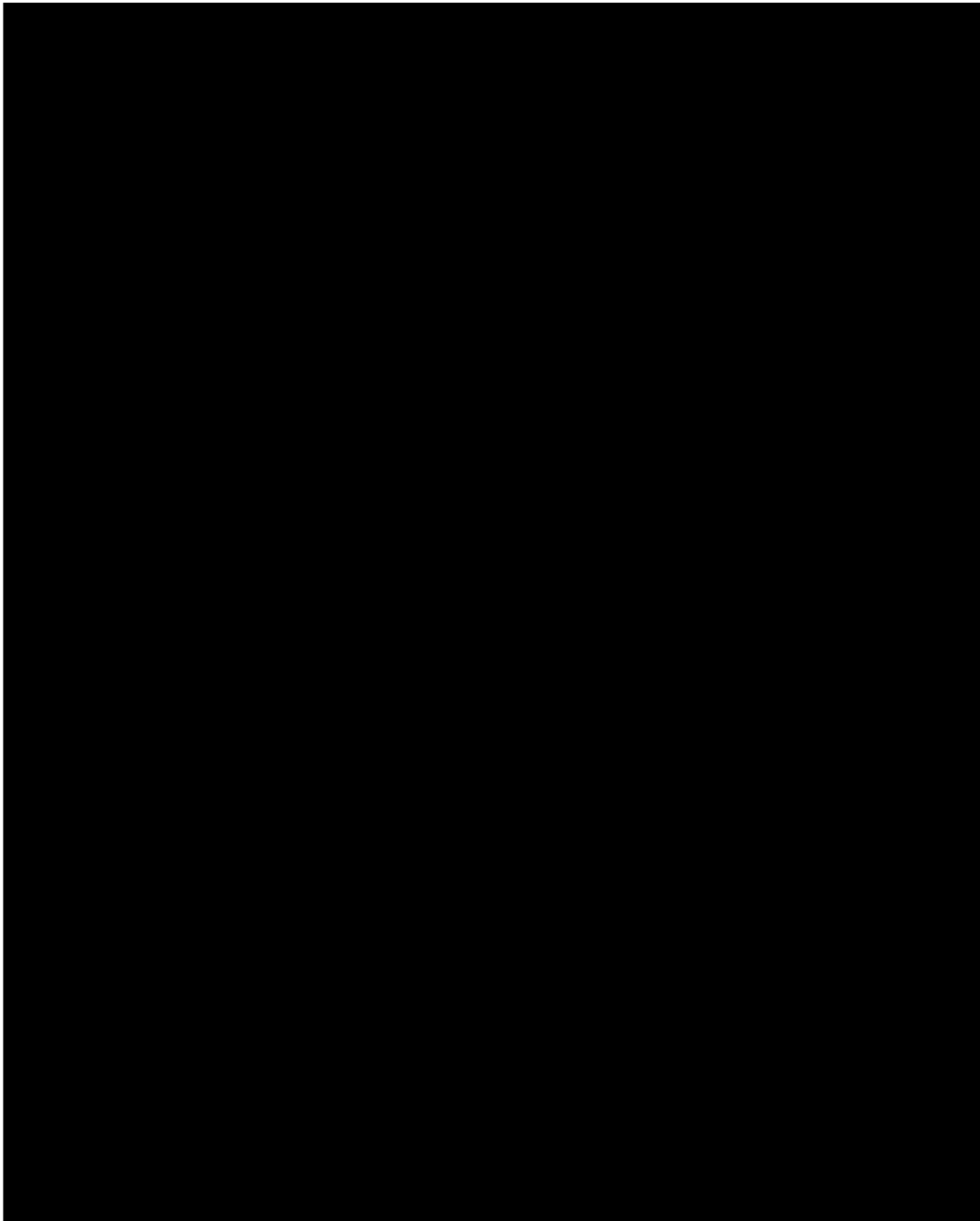


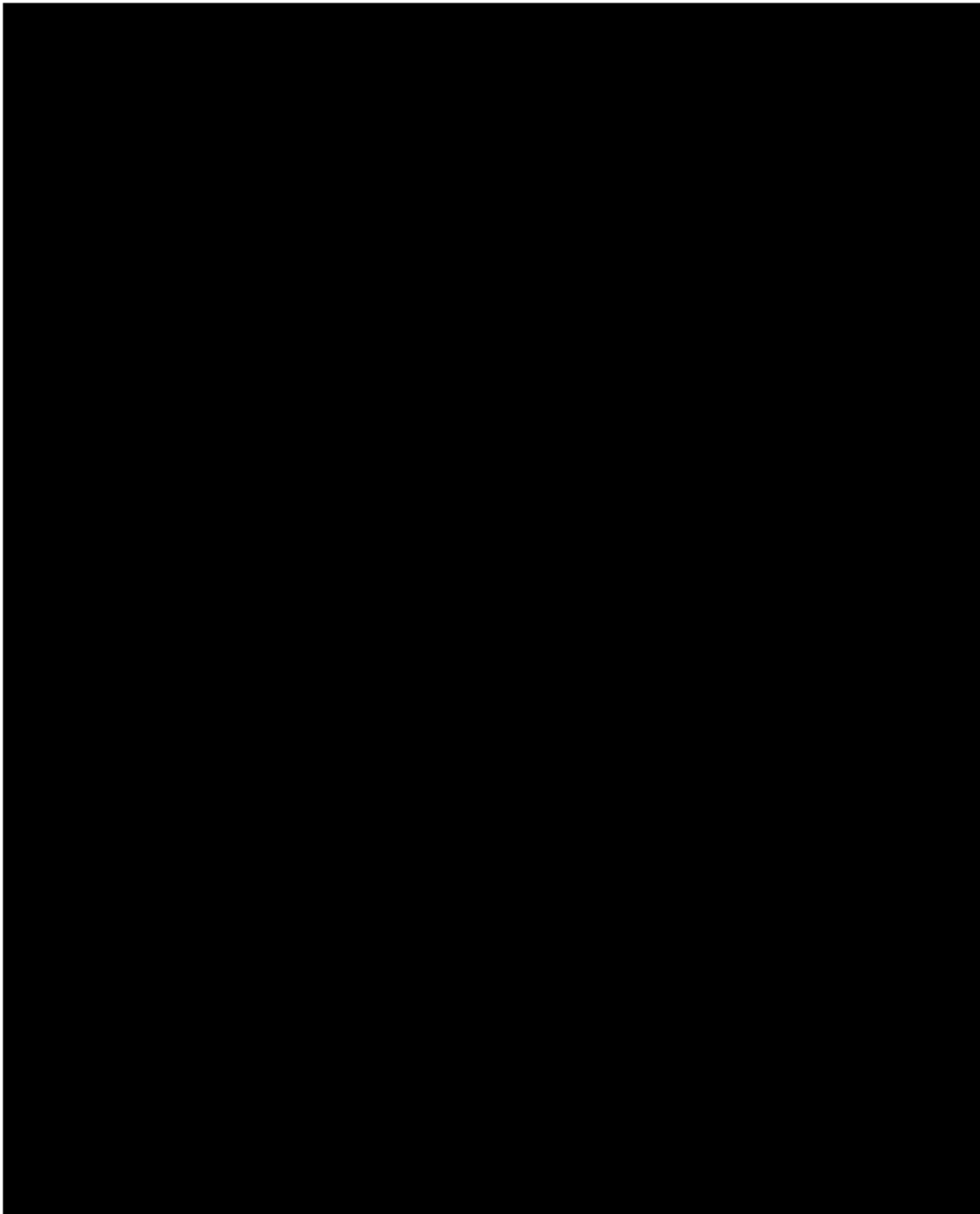


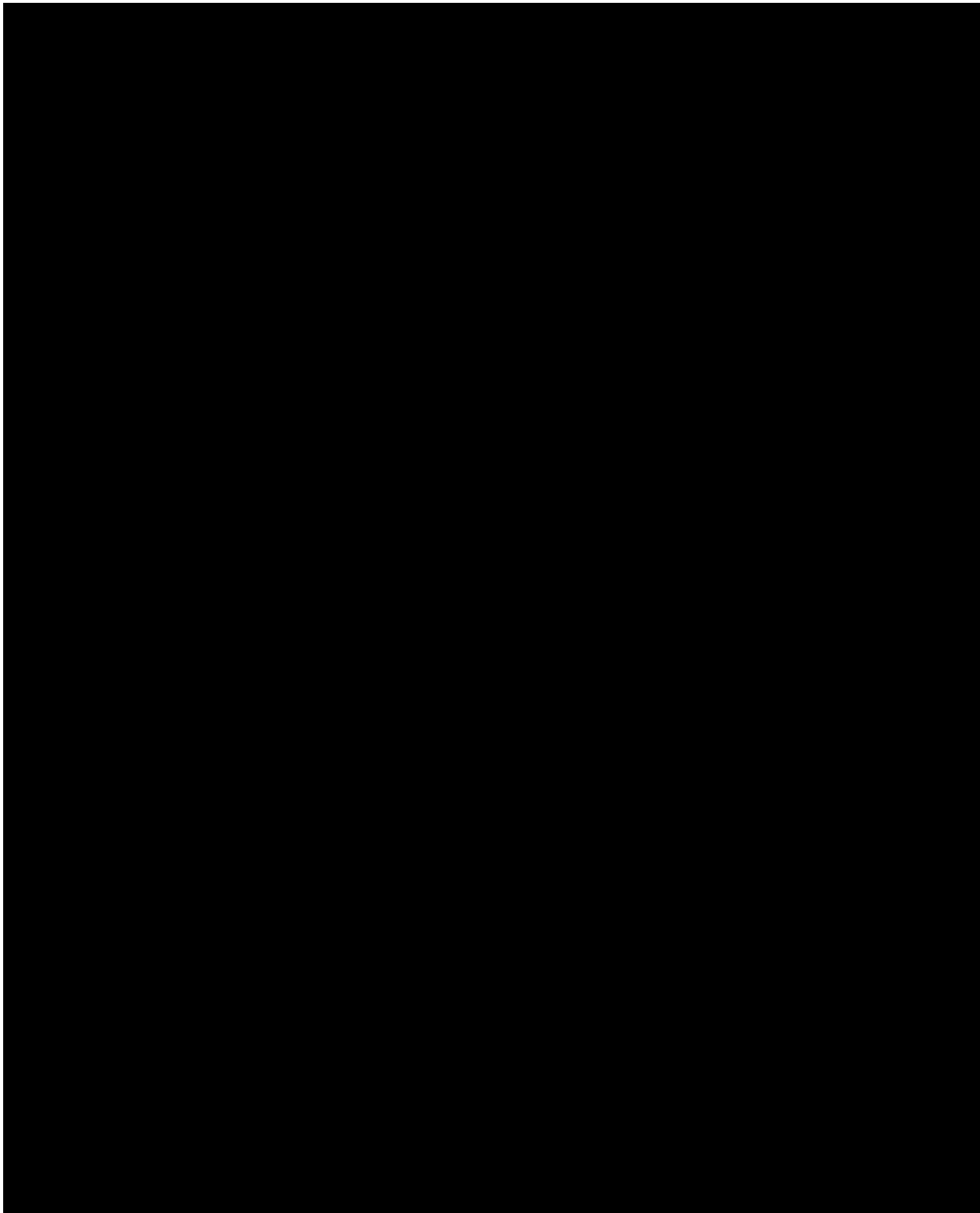


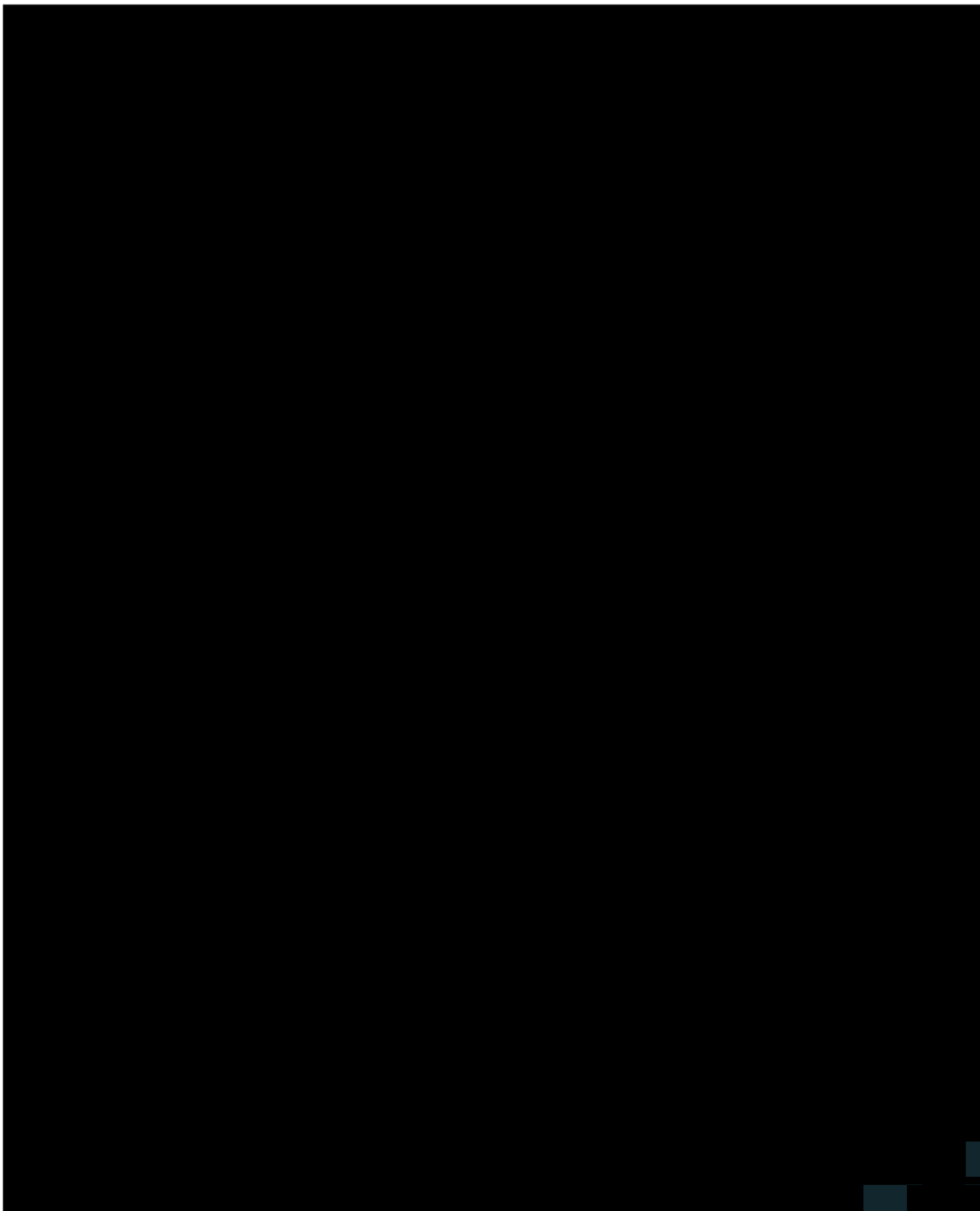


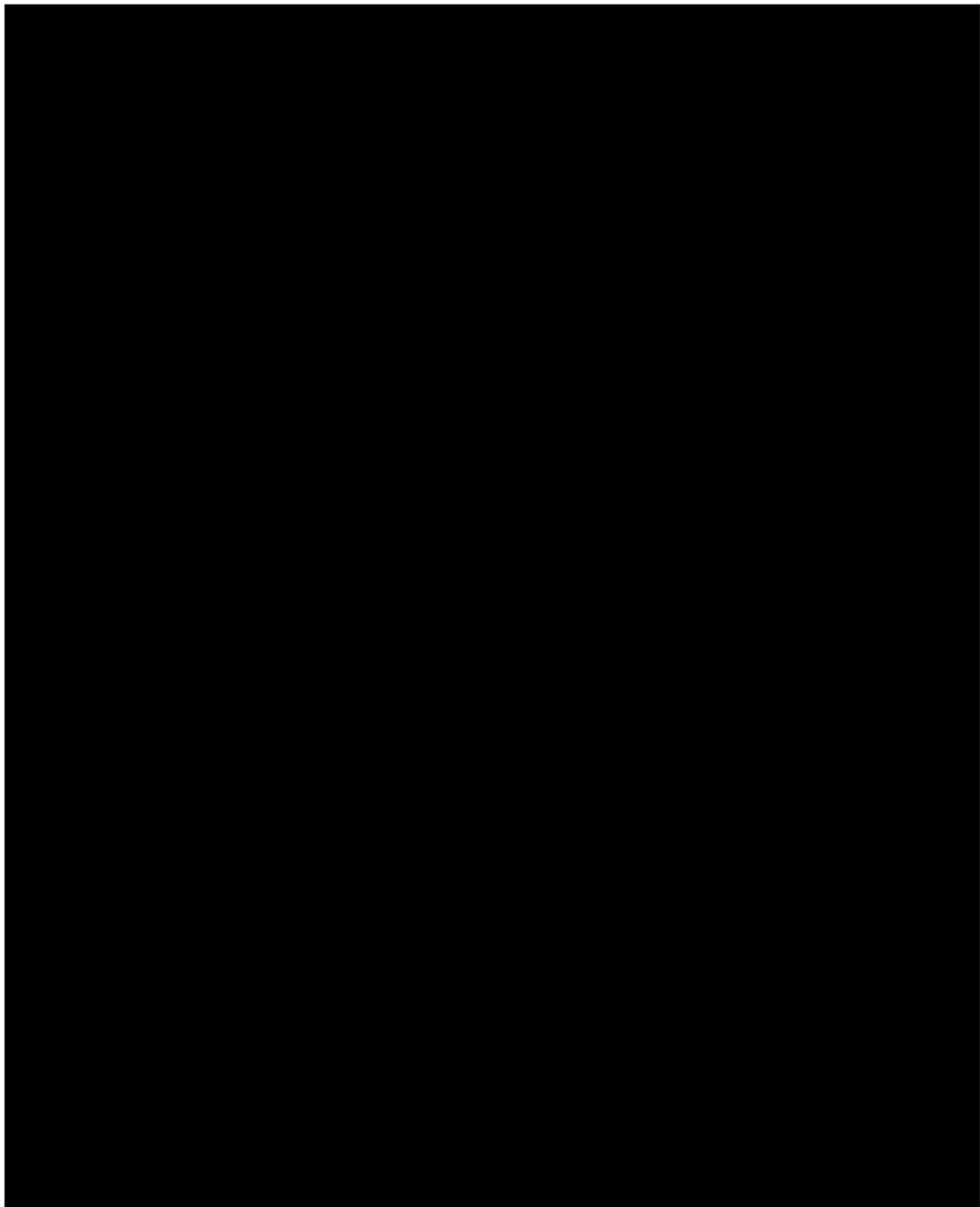


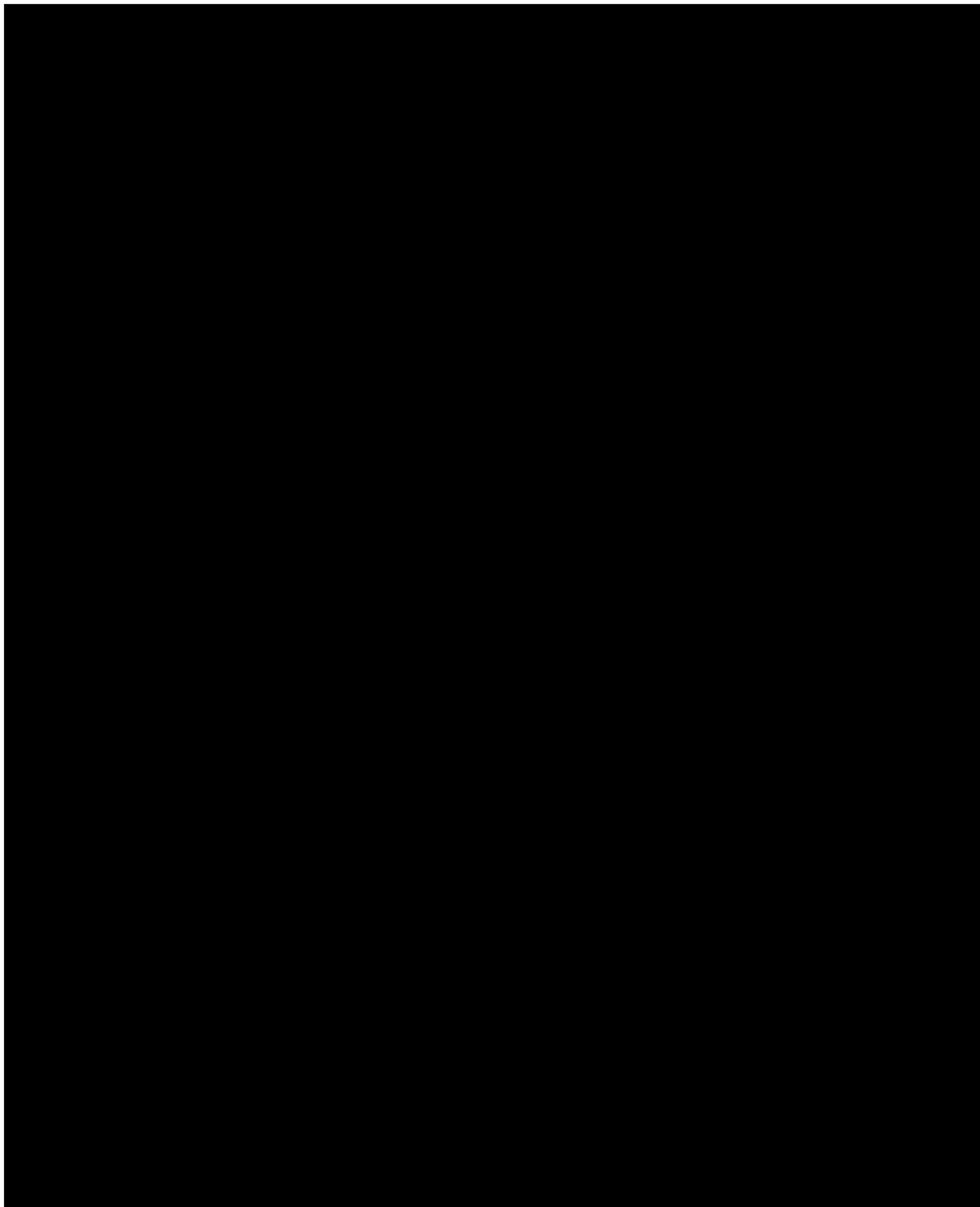


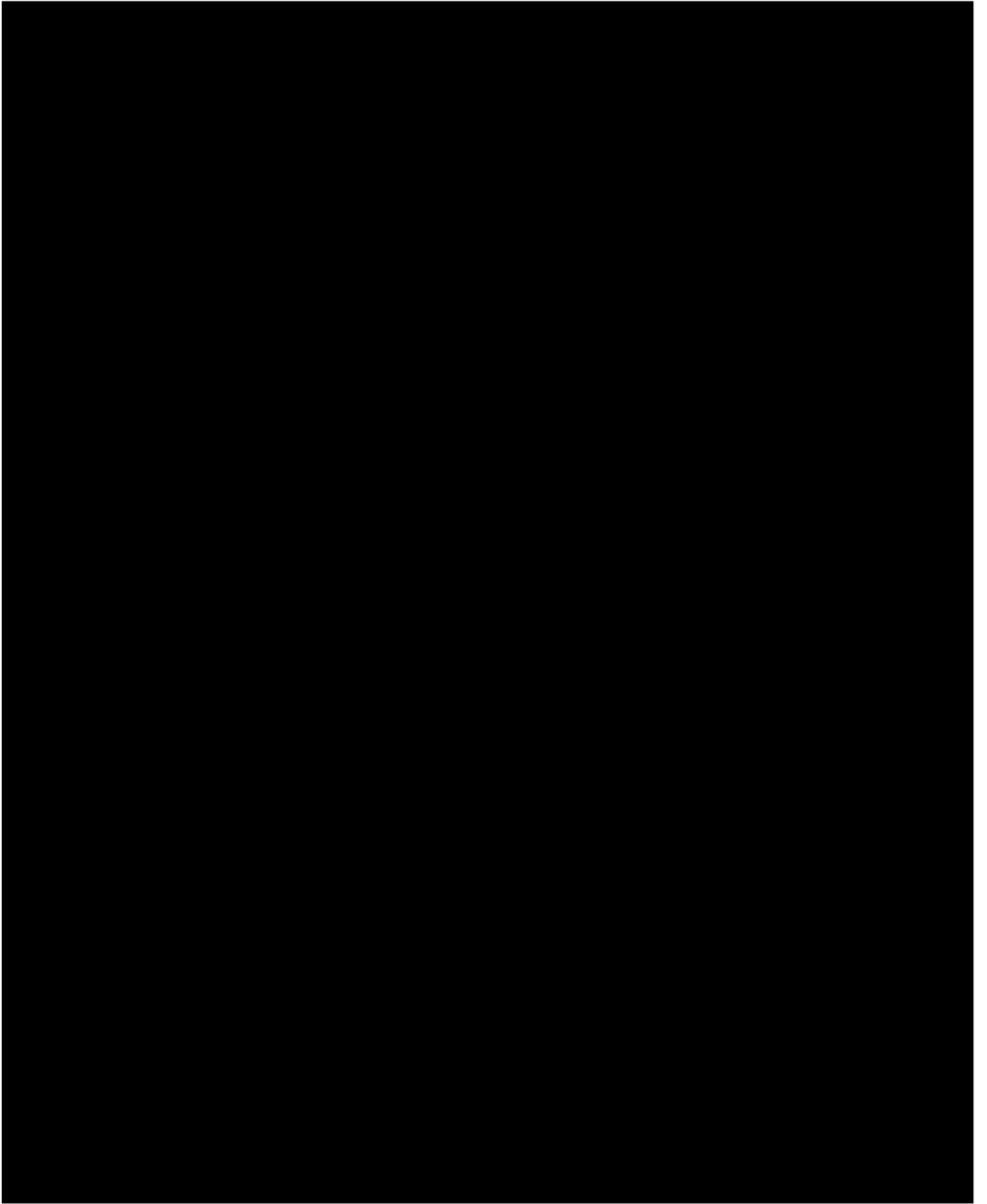


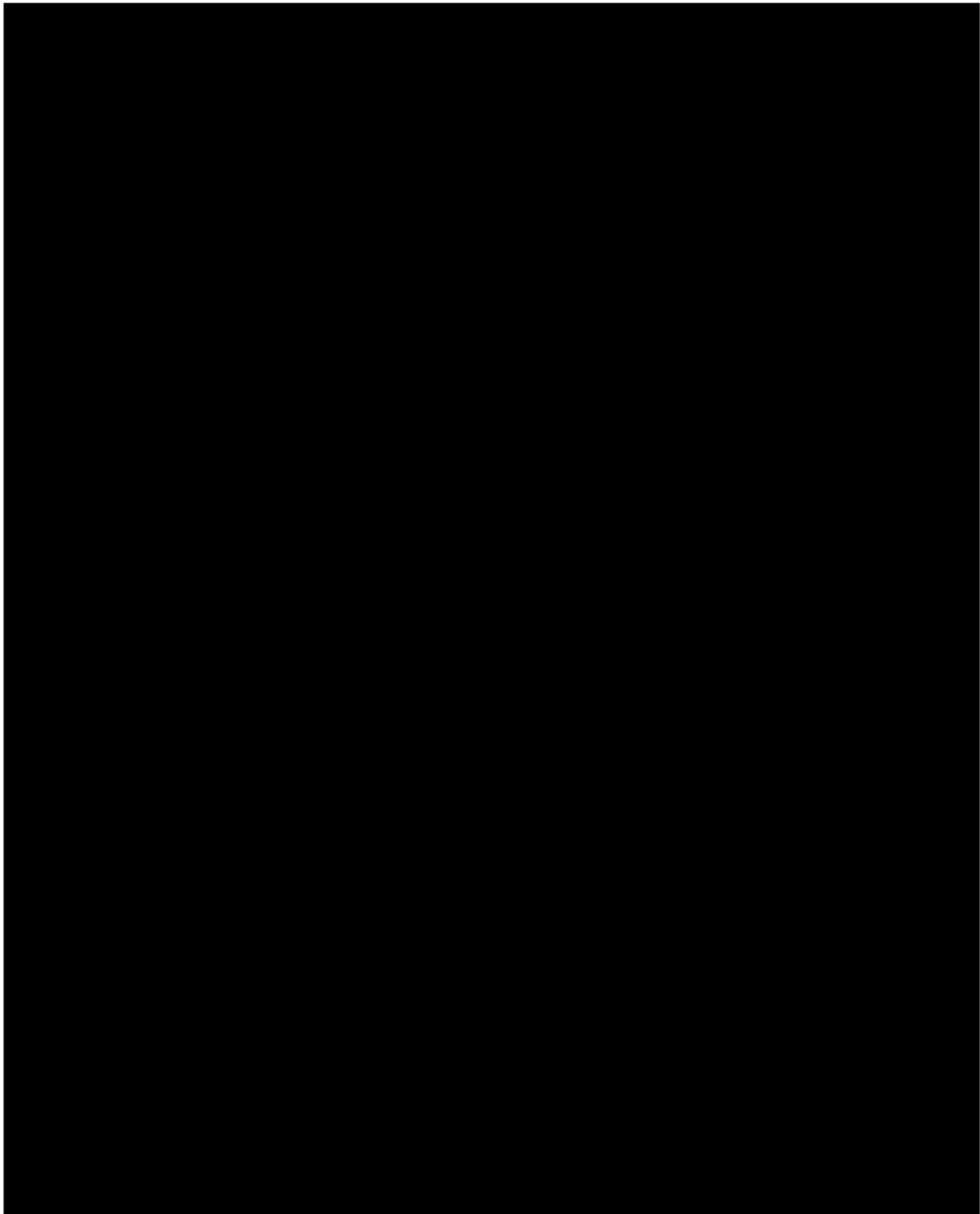






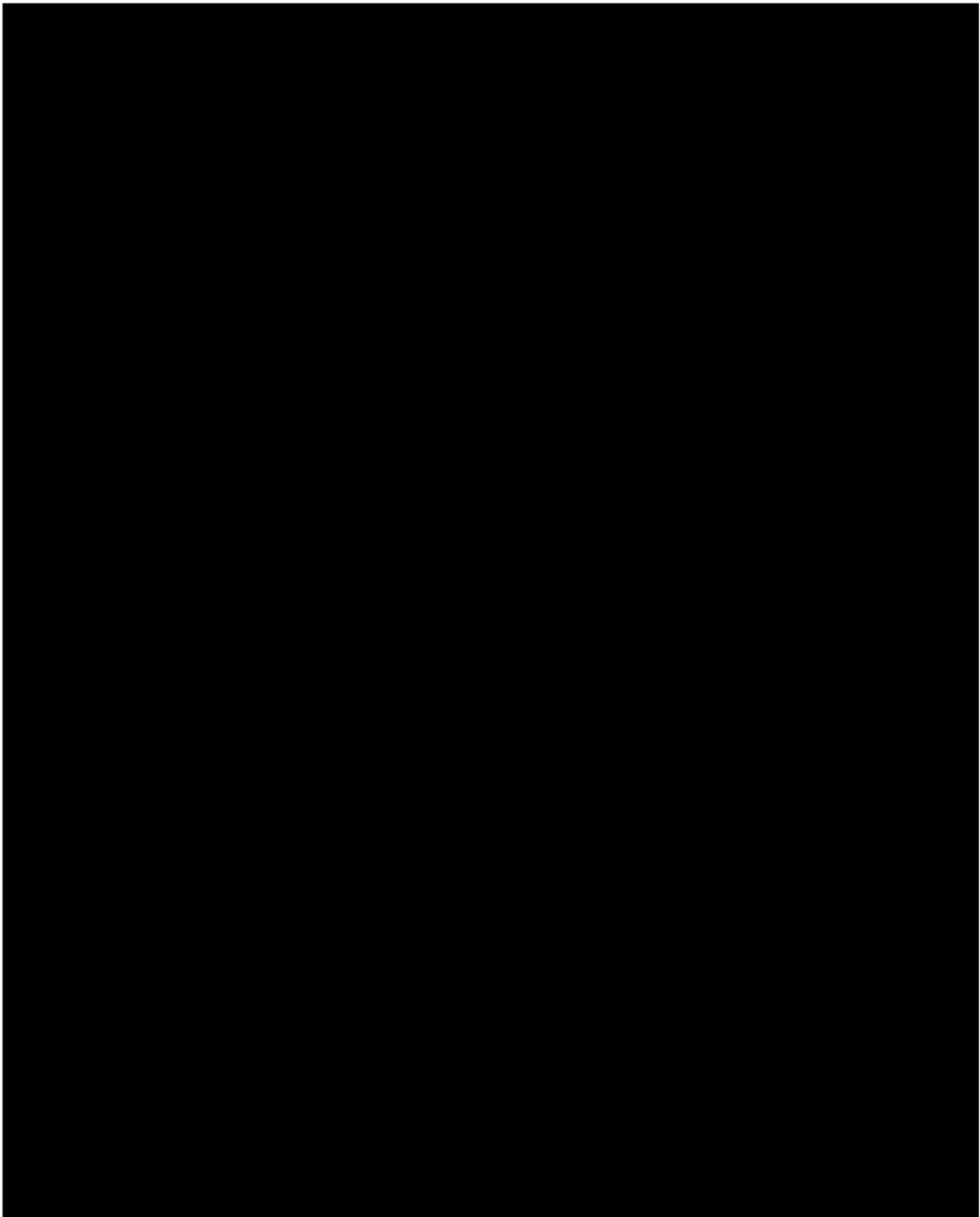


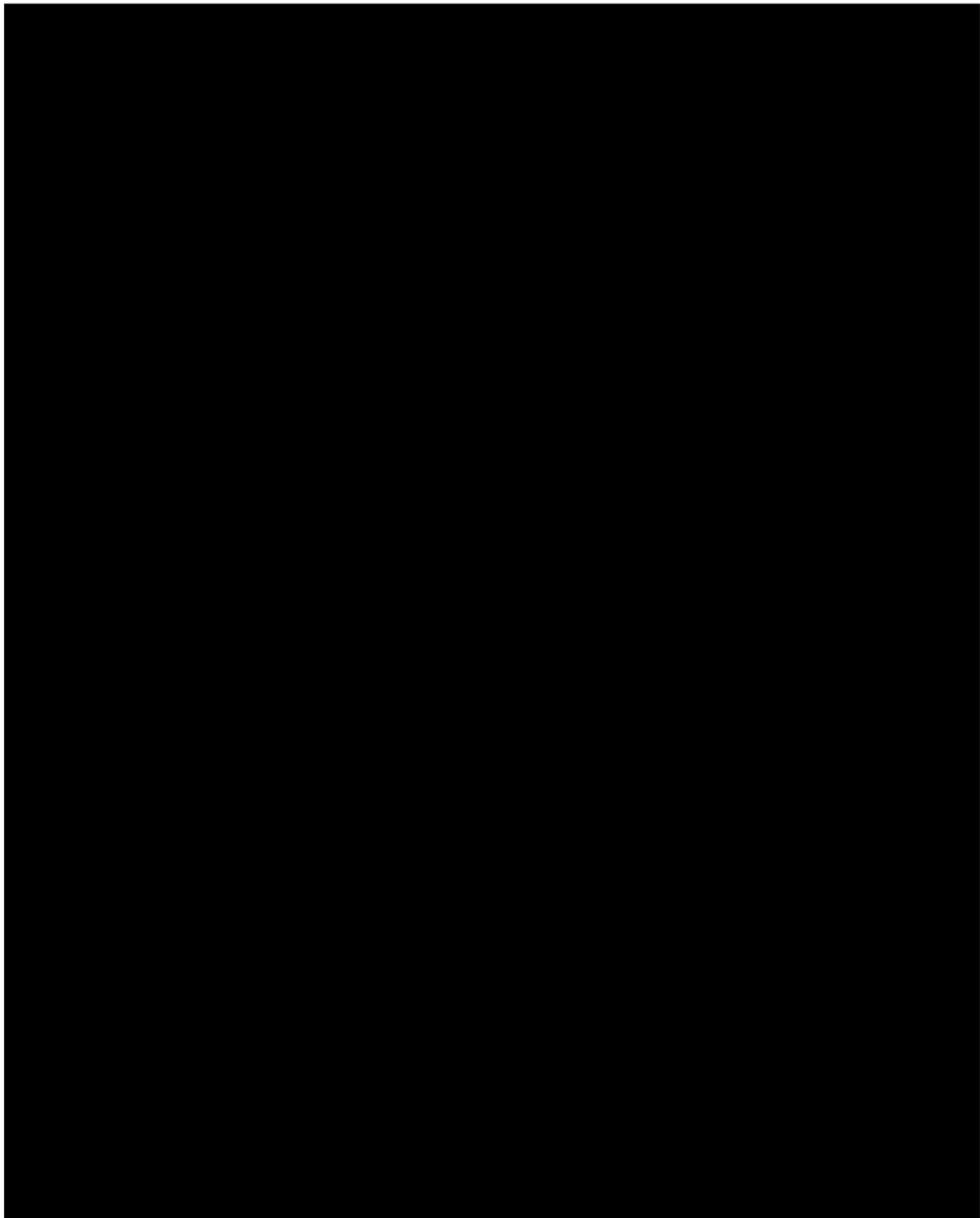


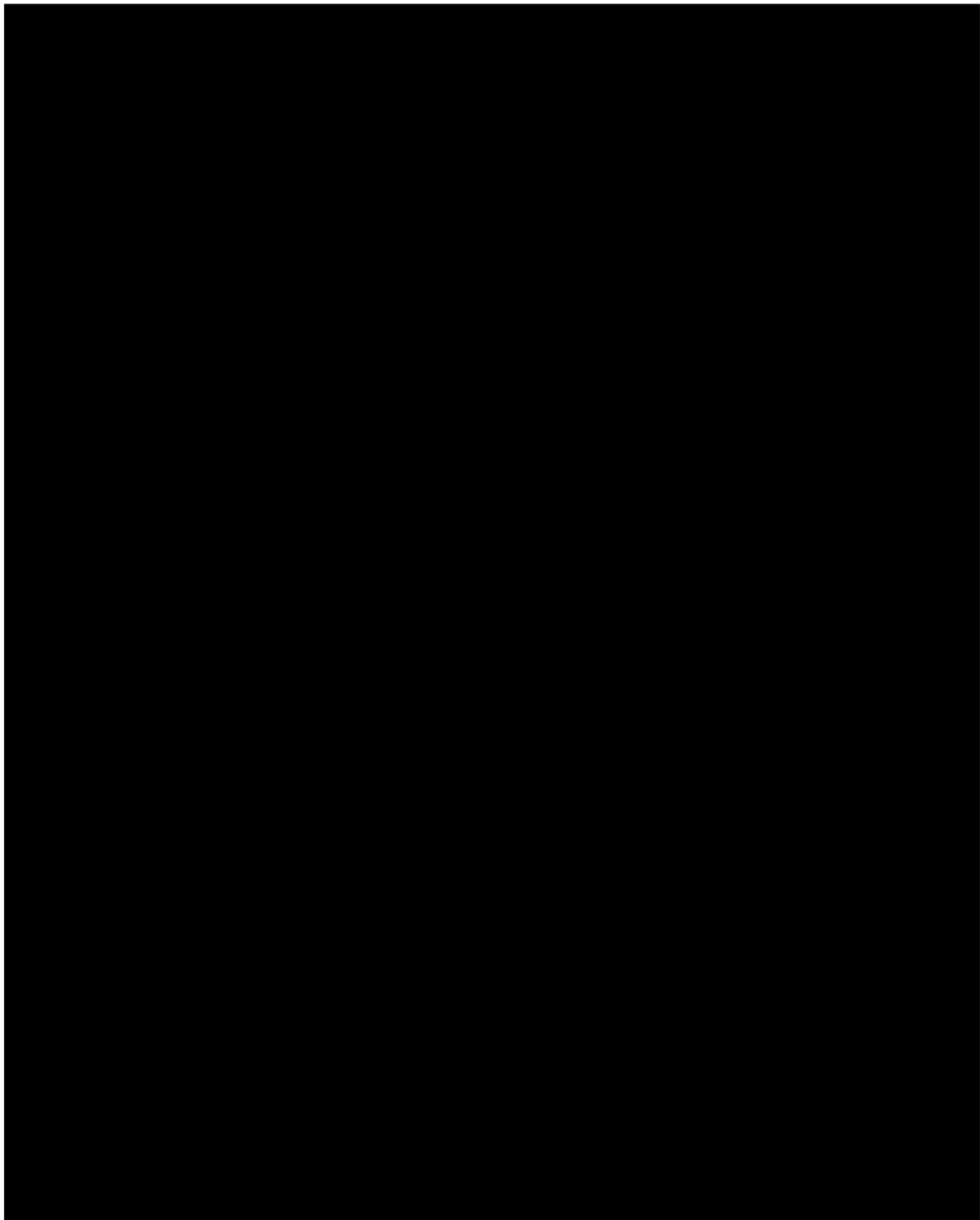


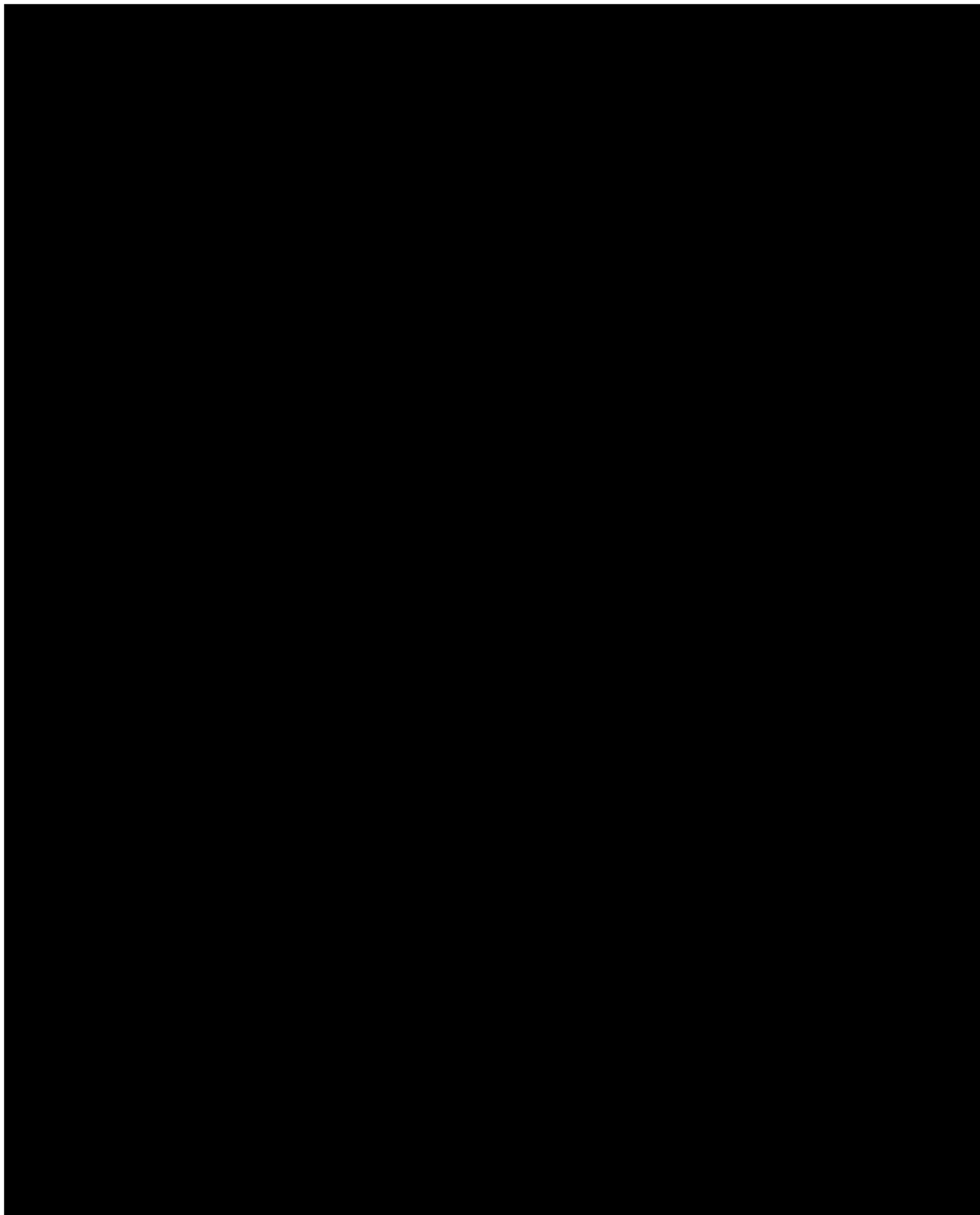
Program Leads

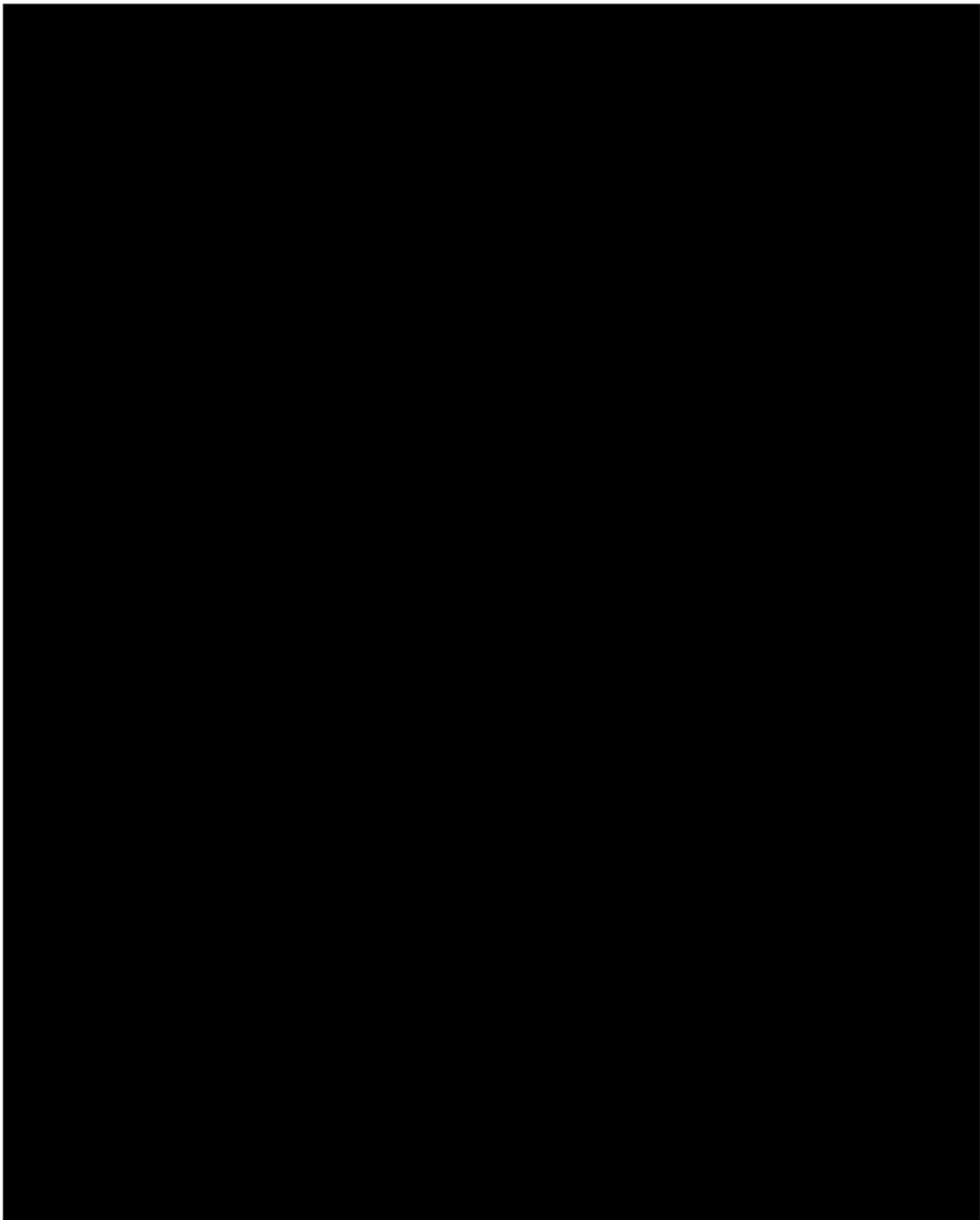
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

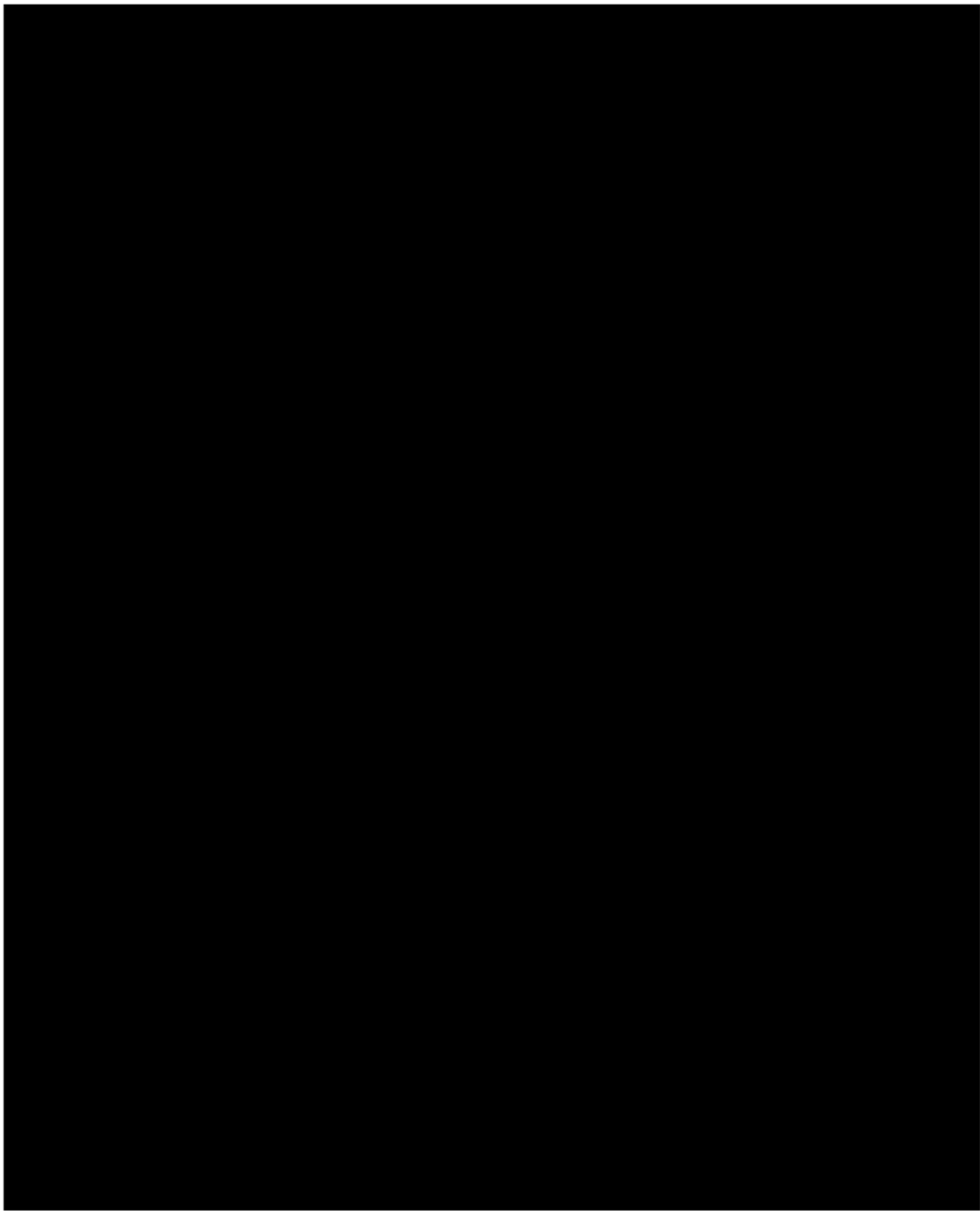


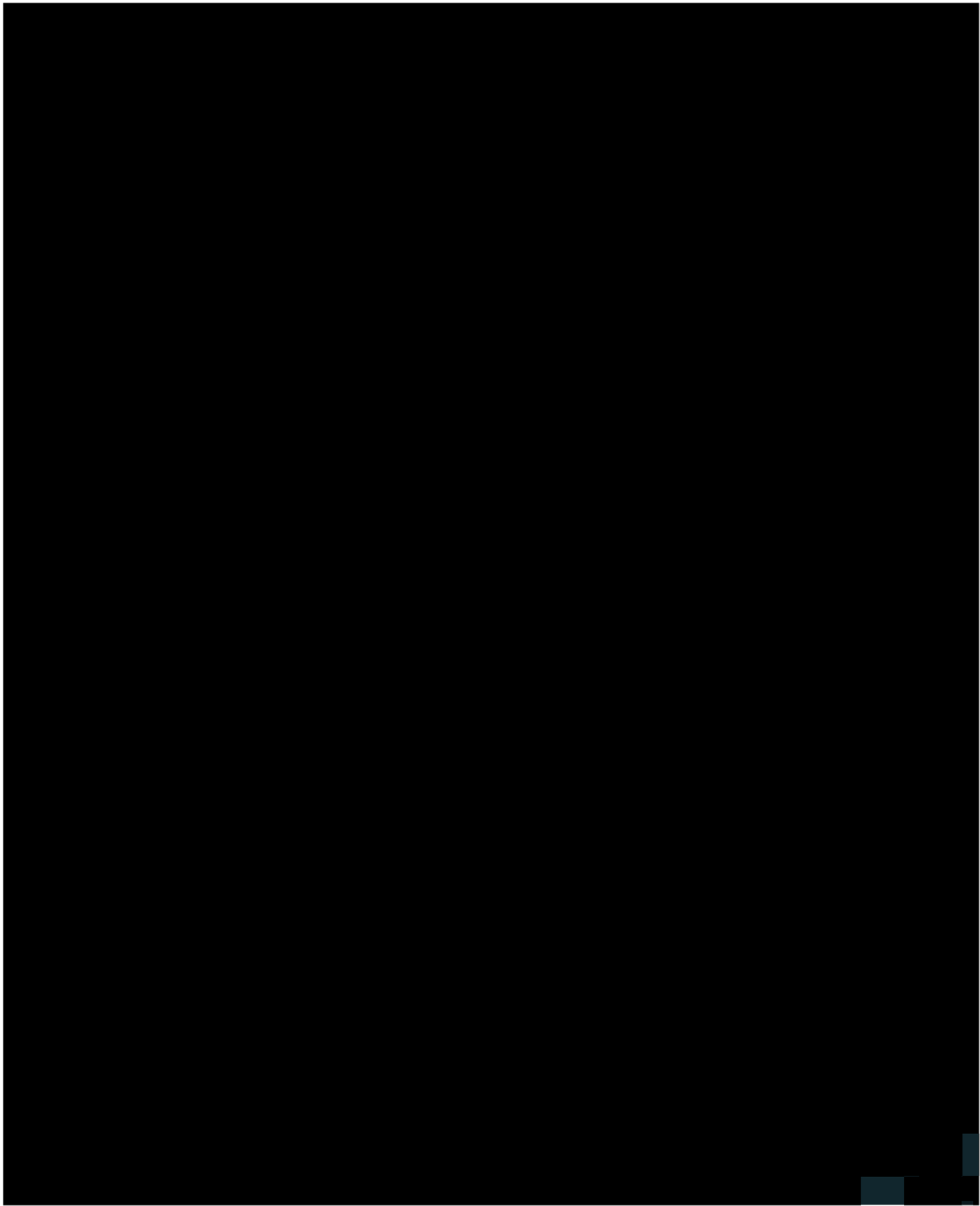


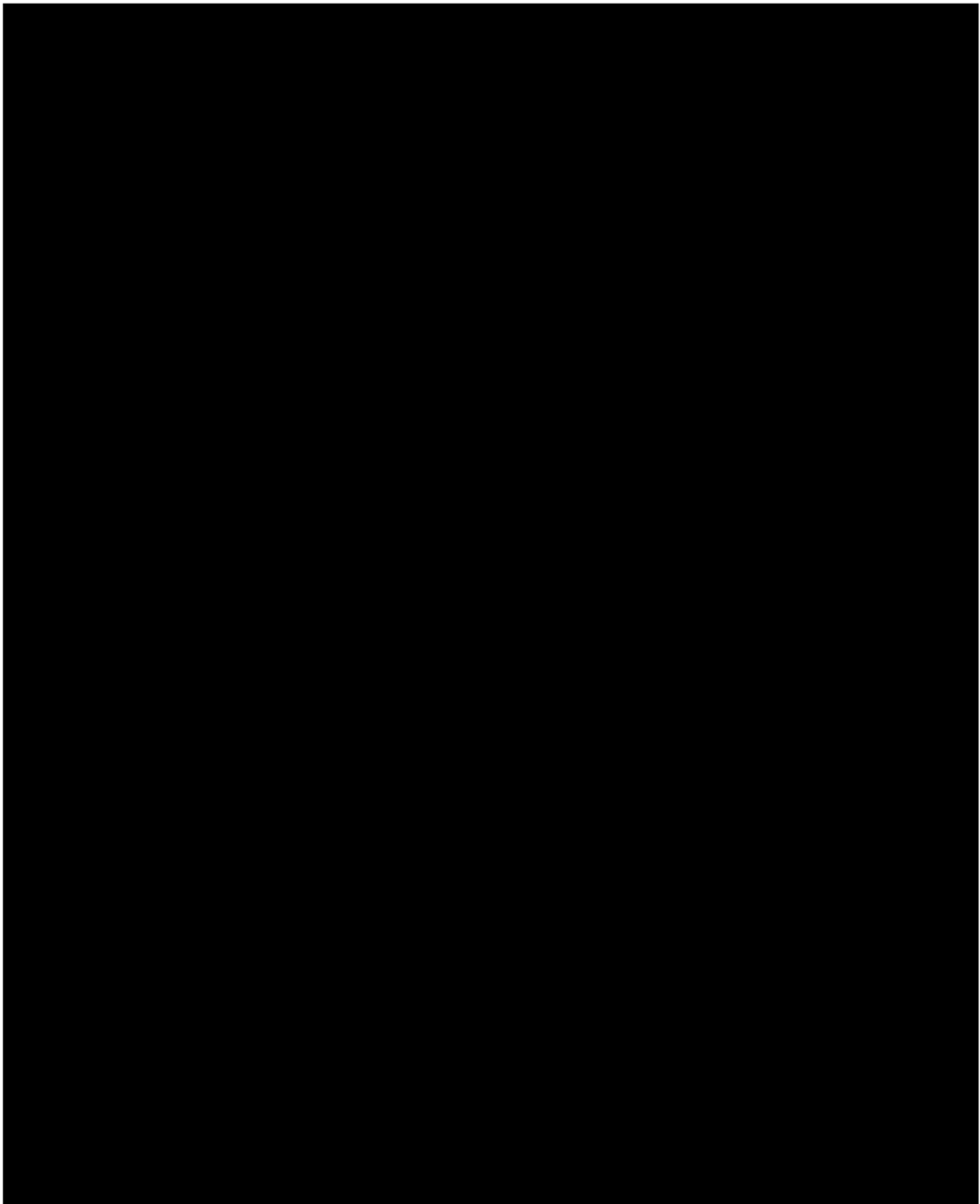


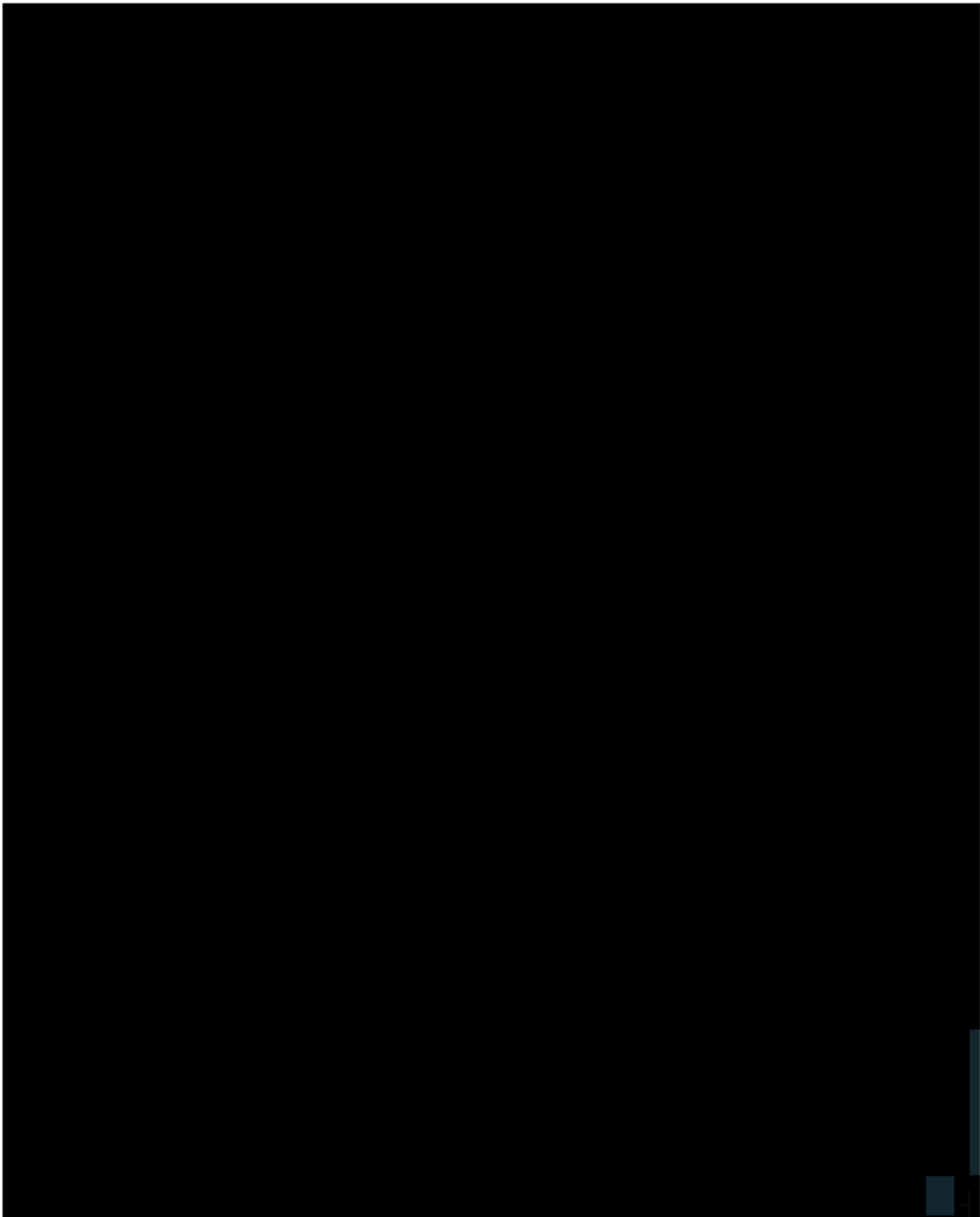


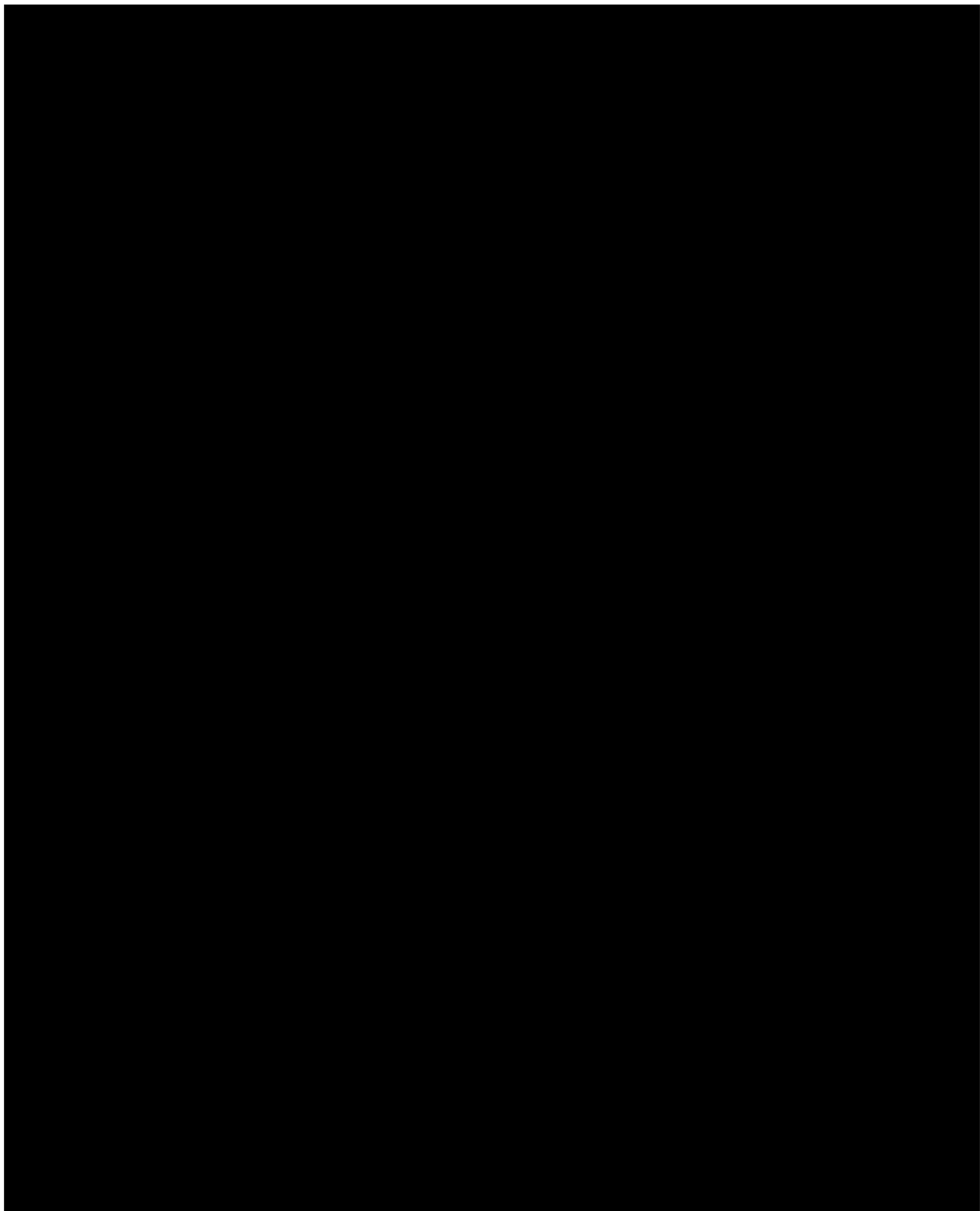






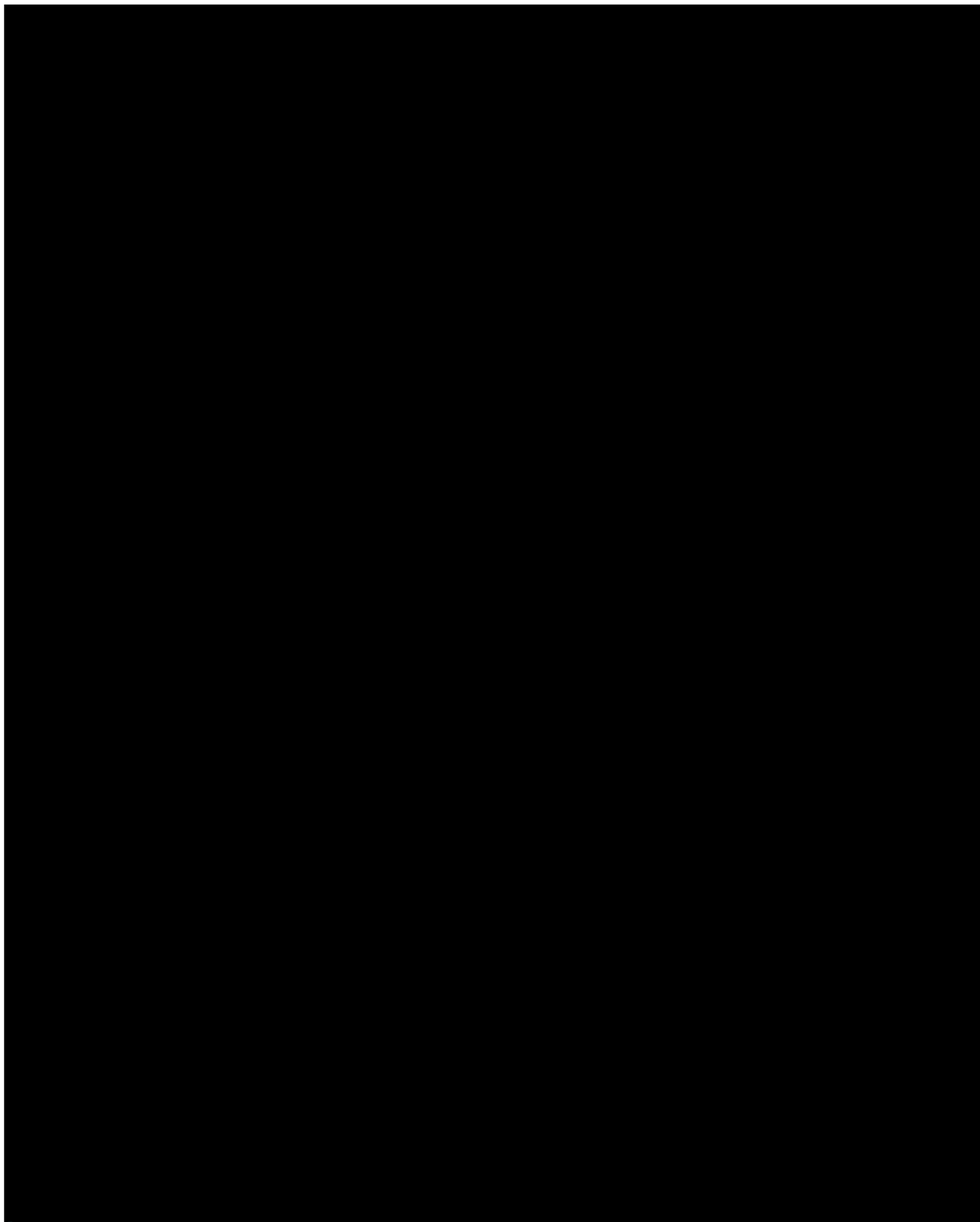


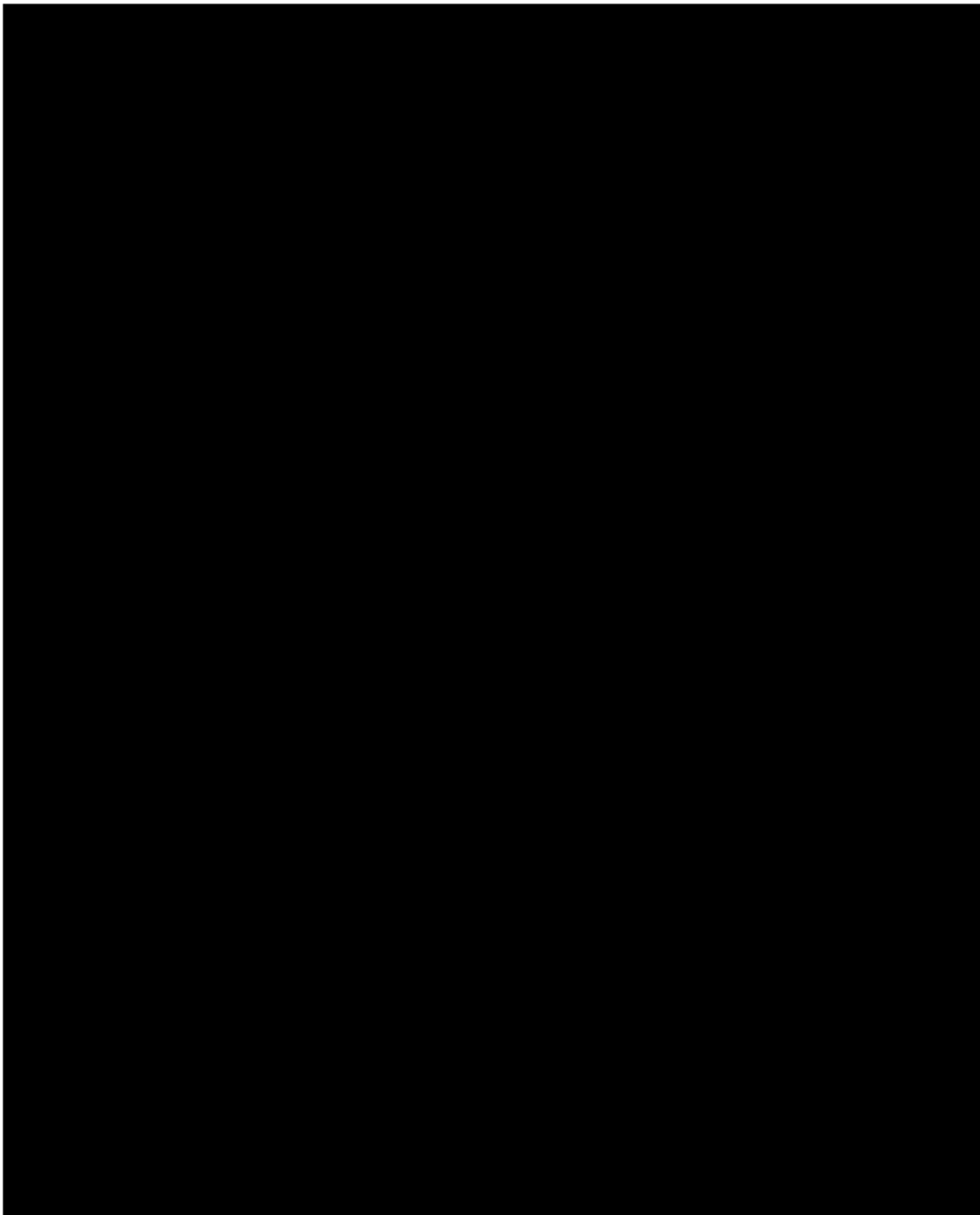


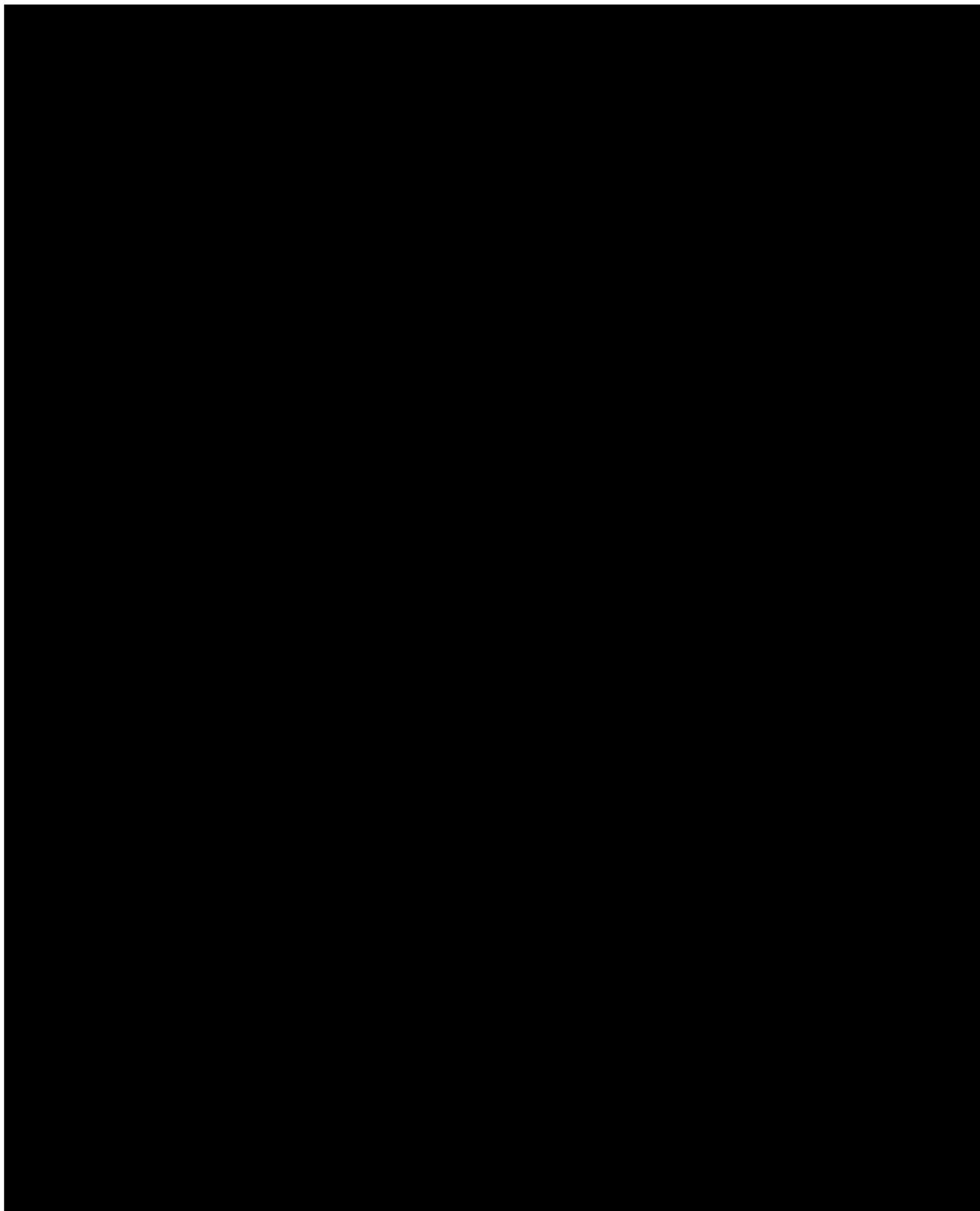


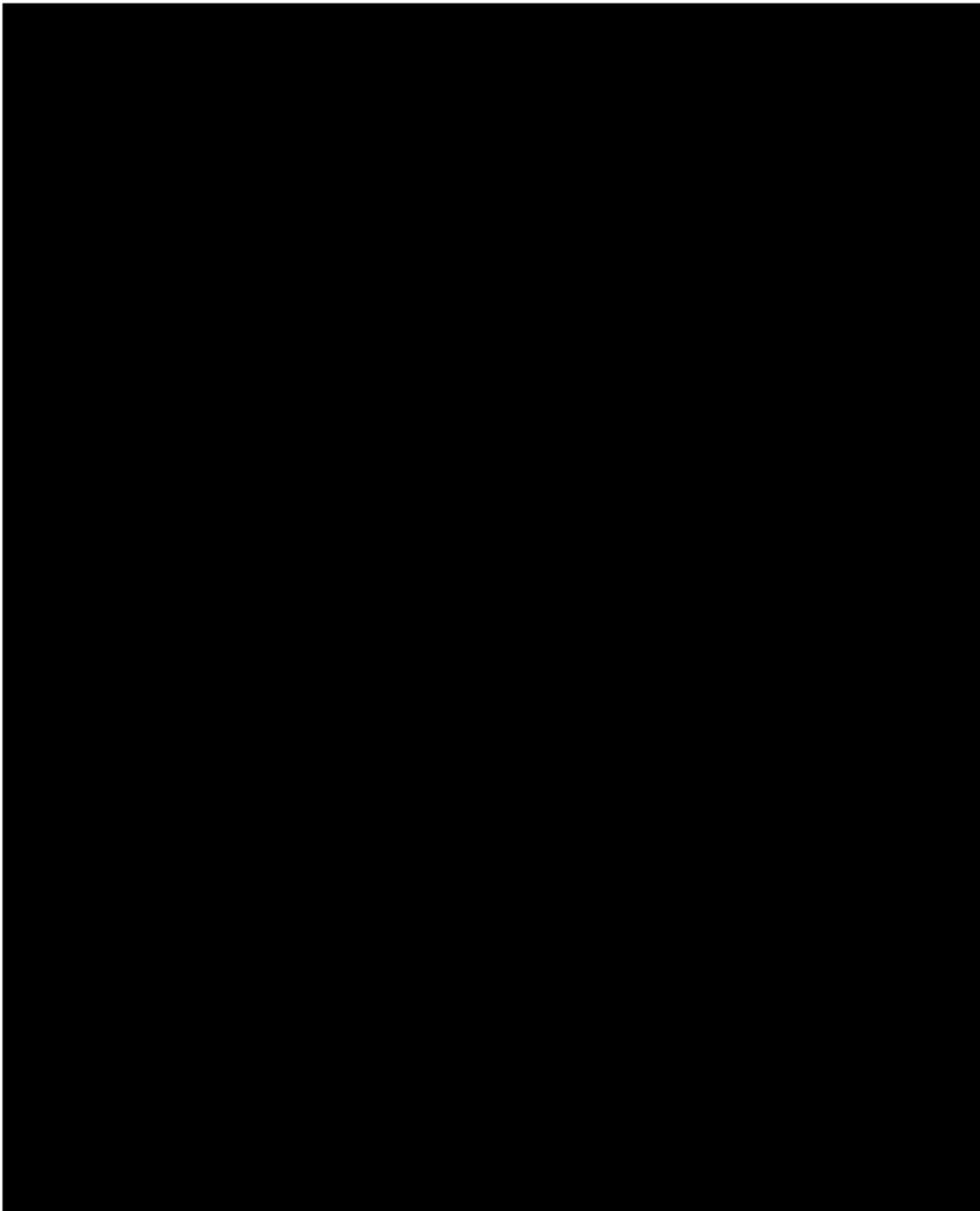
Support Staff

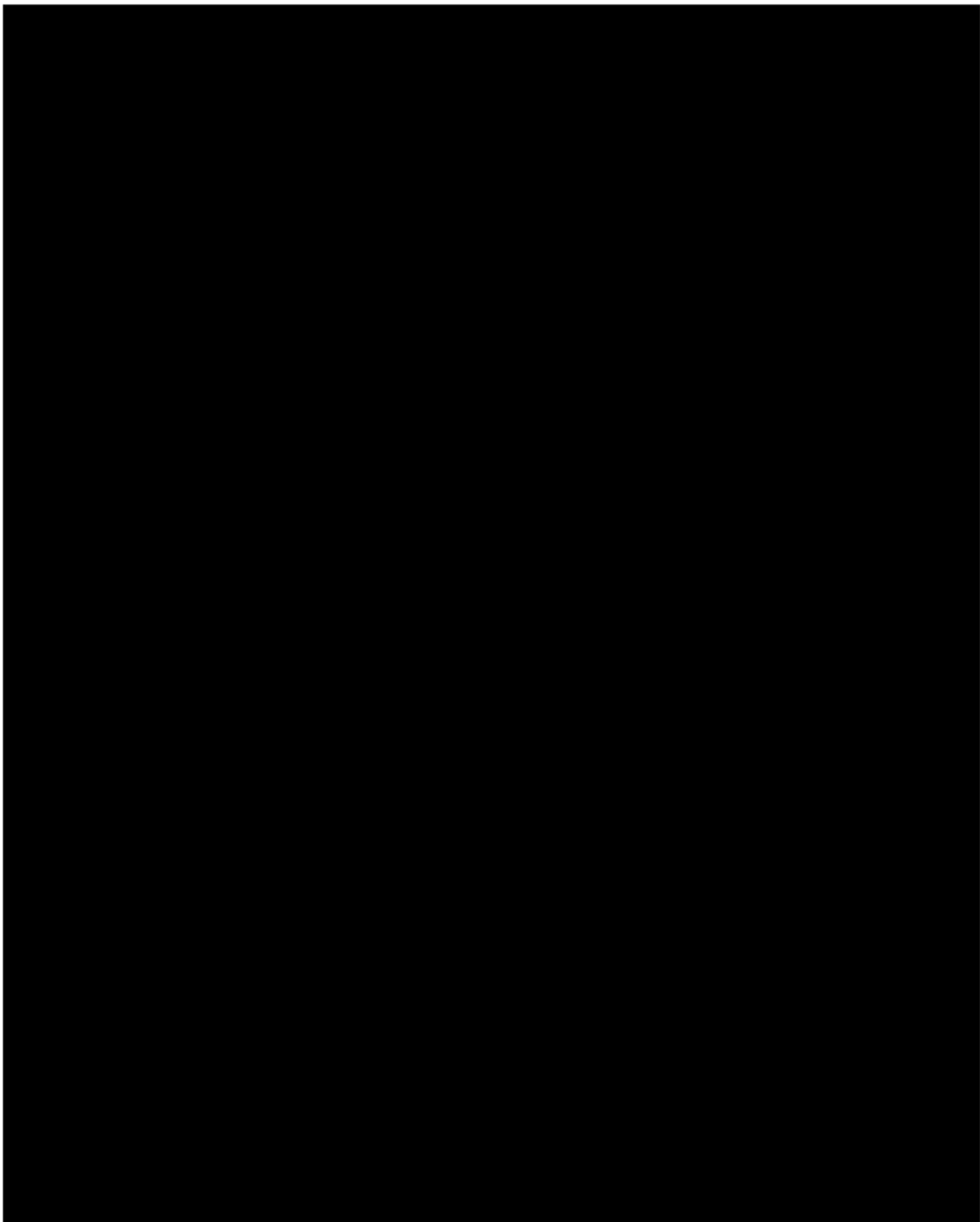
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

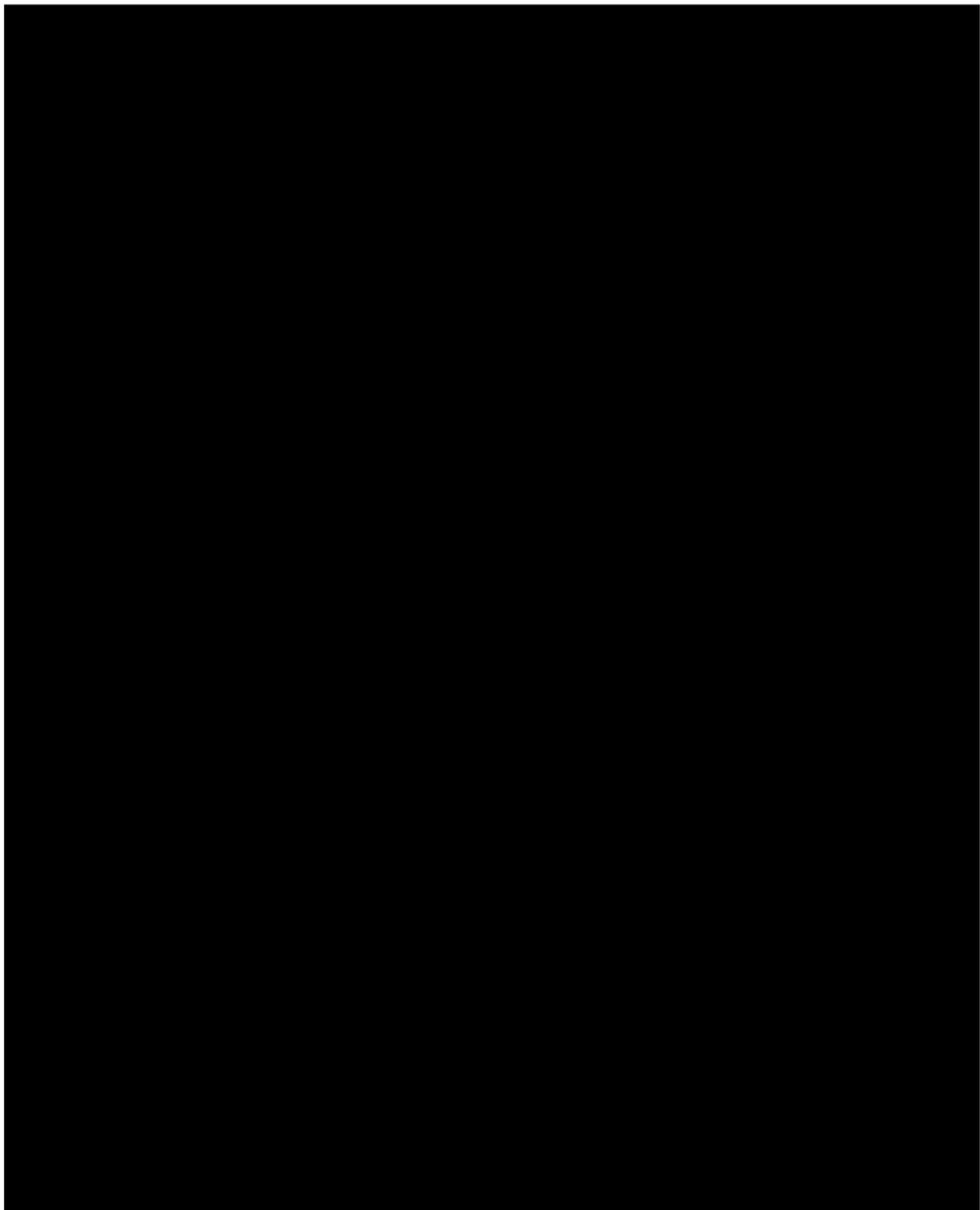


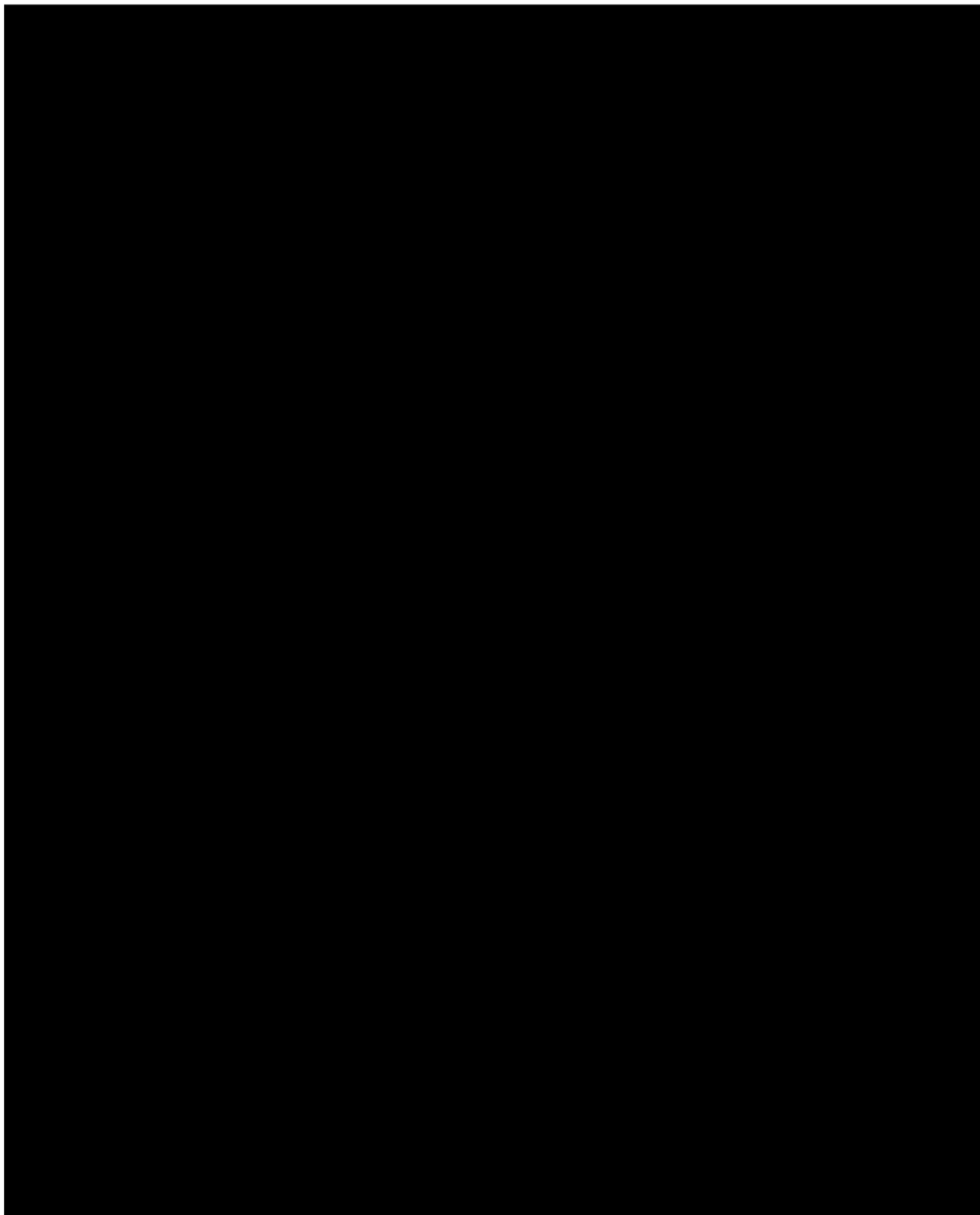


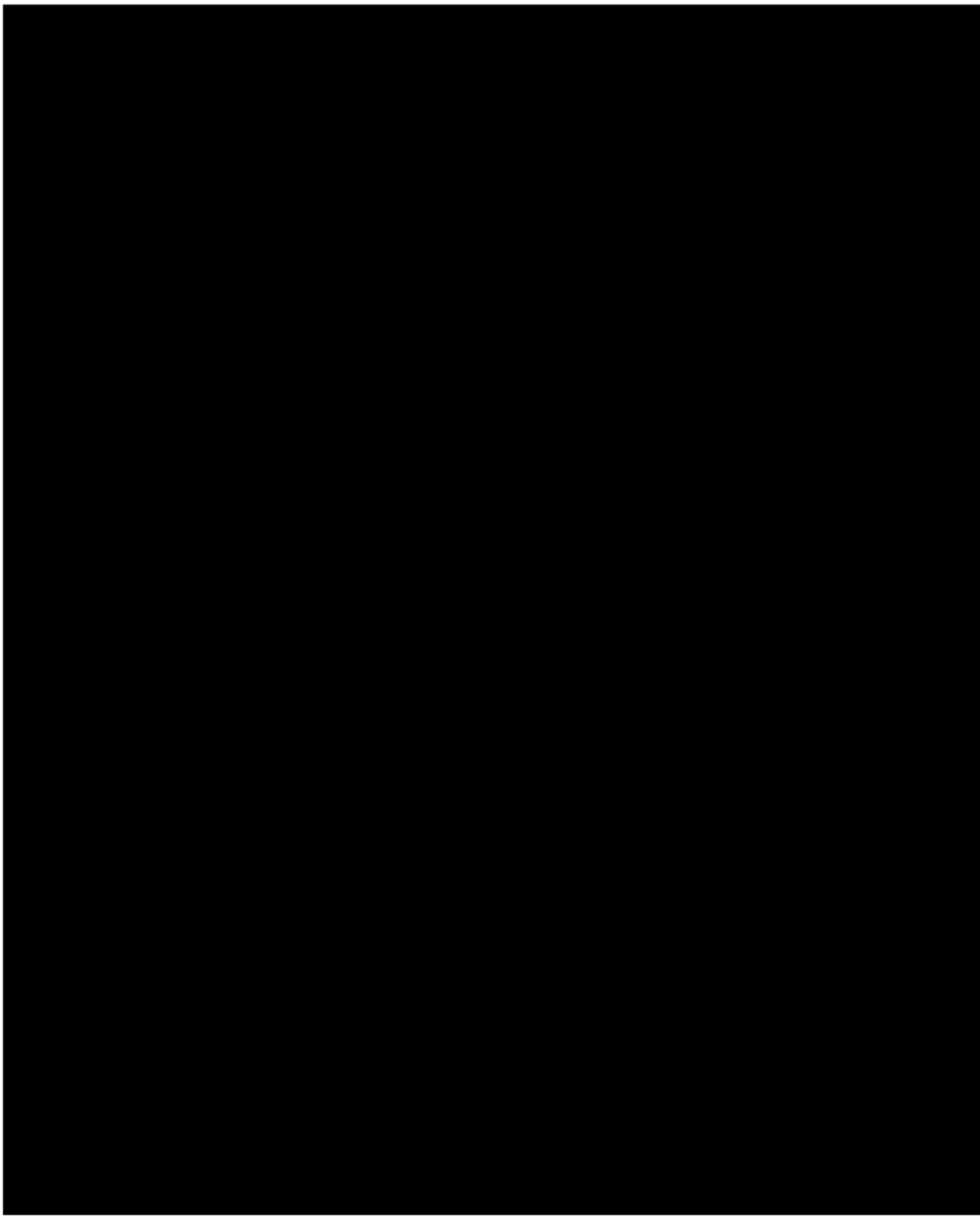


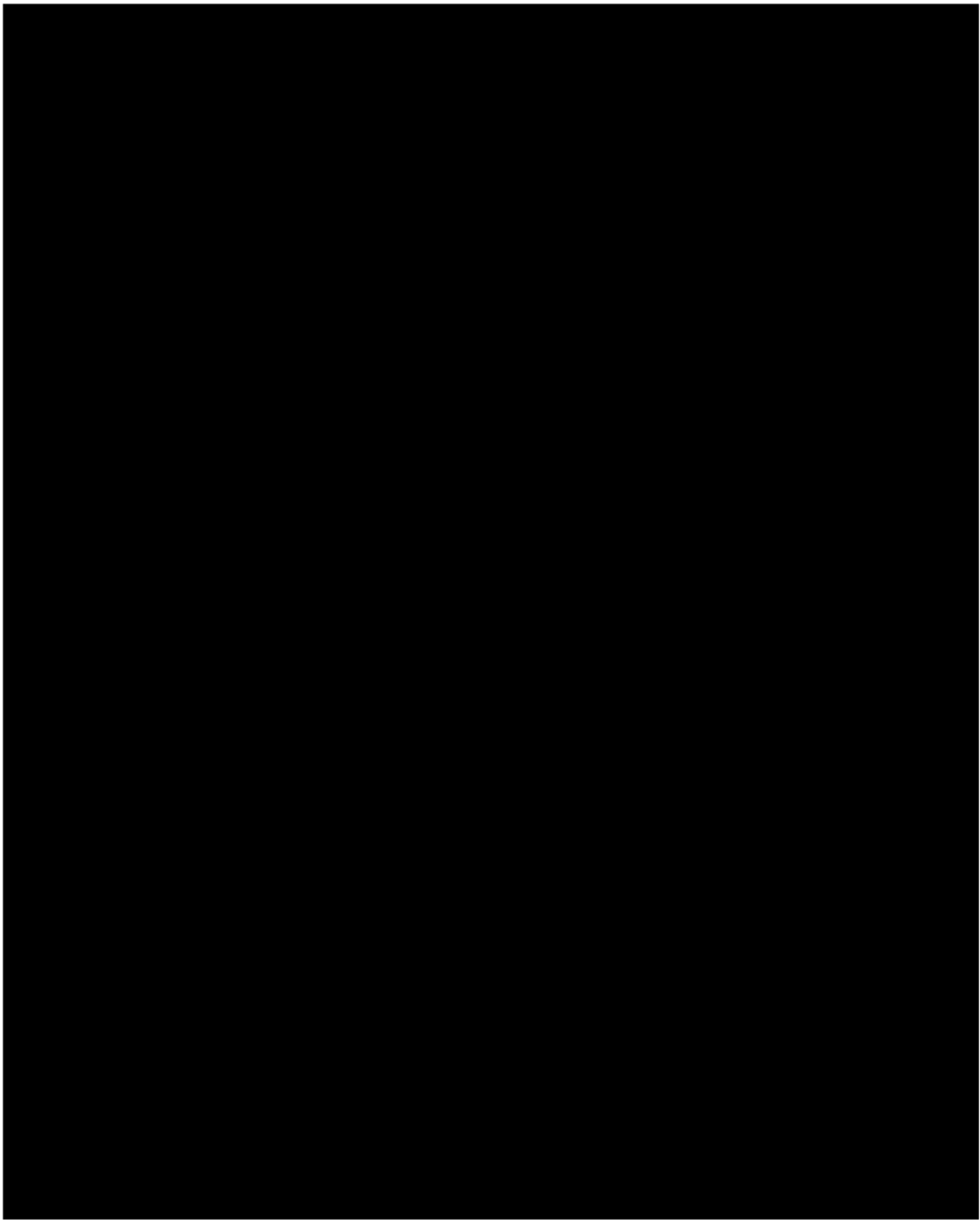


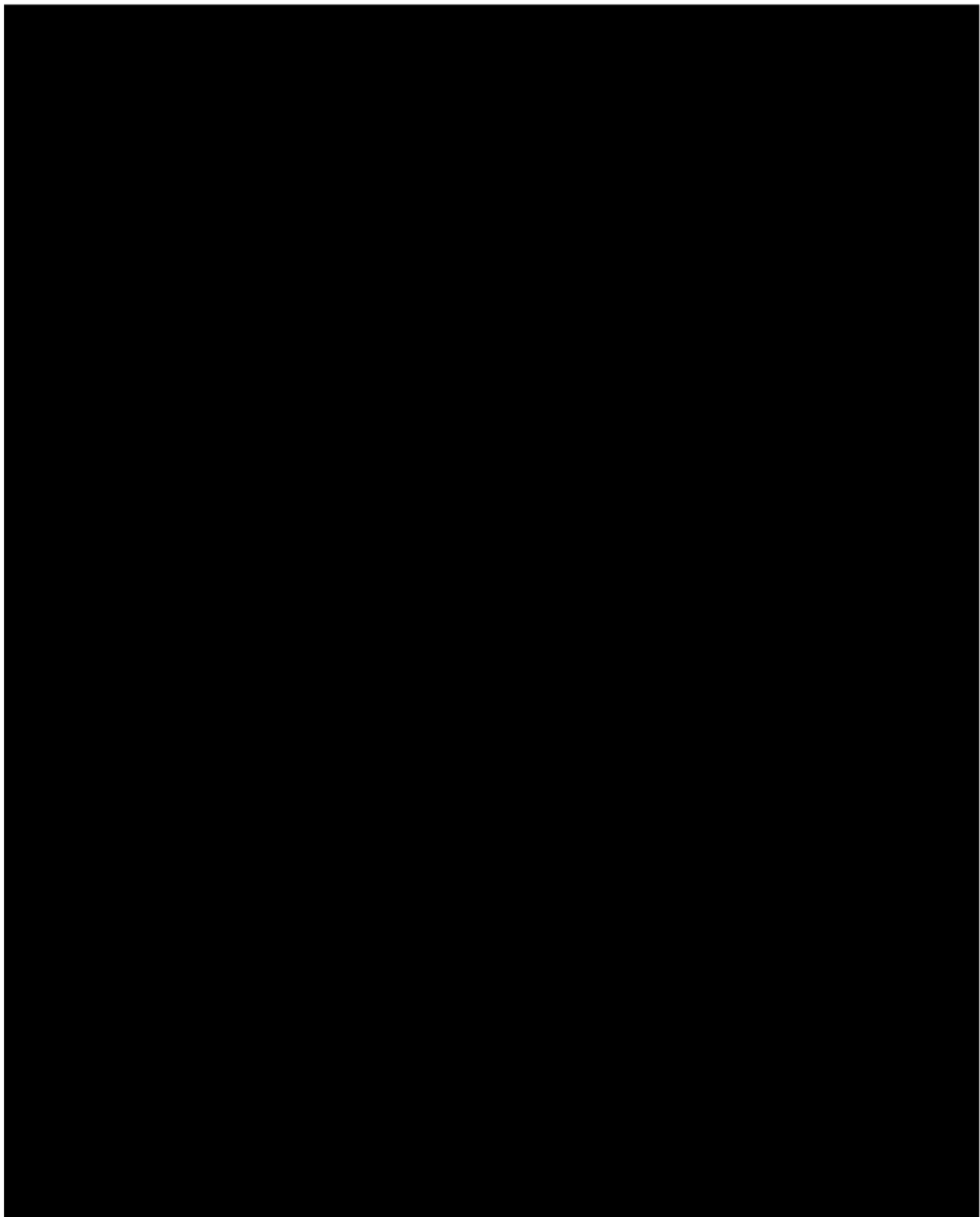


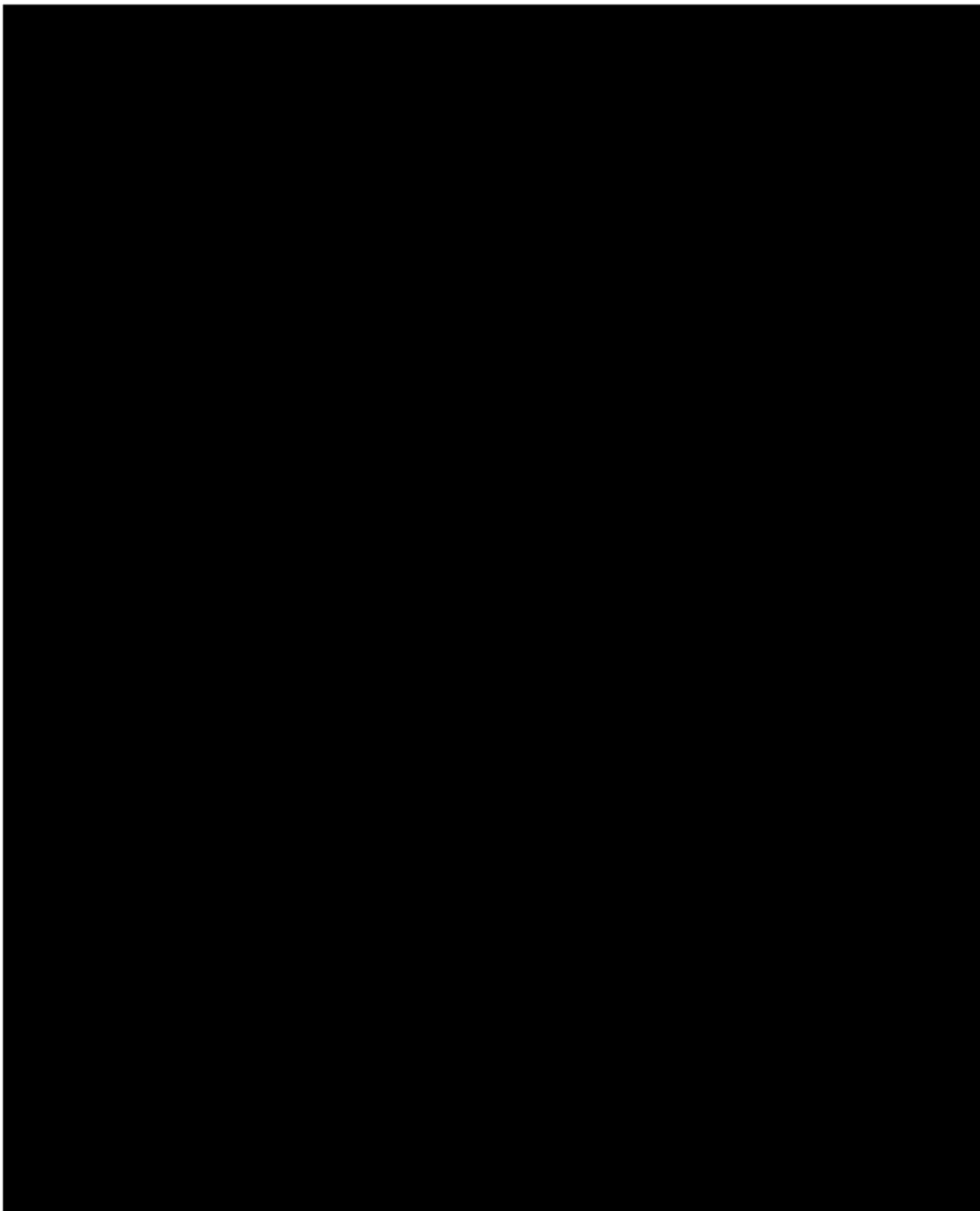


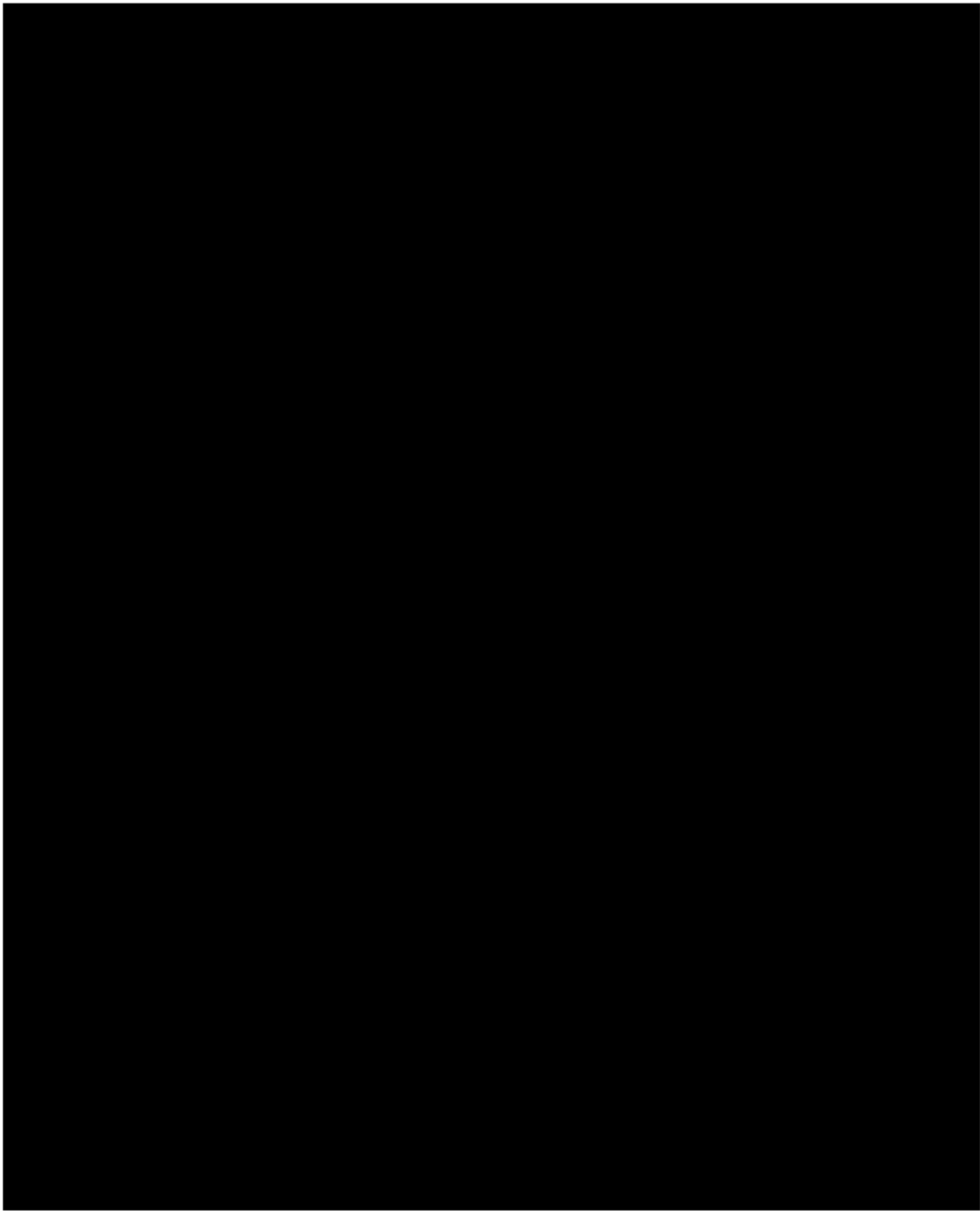


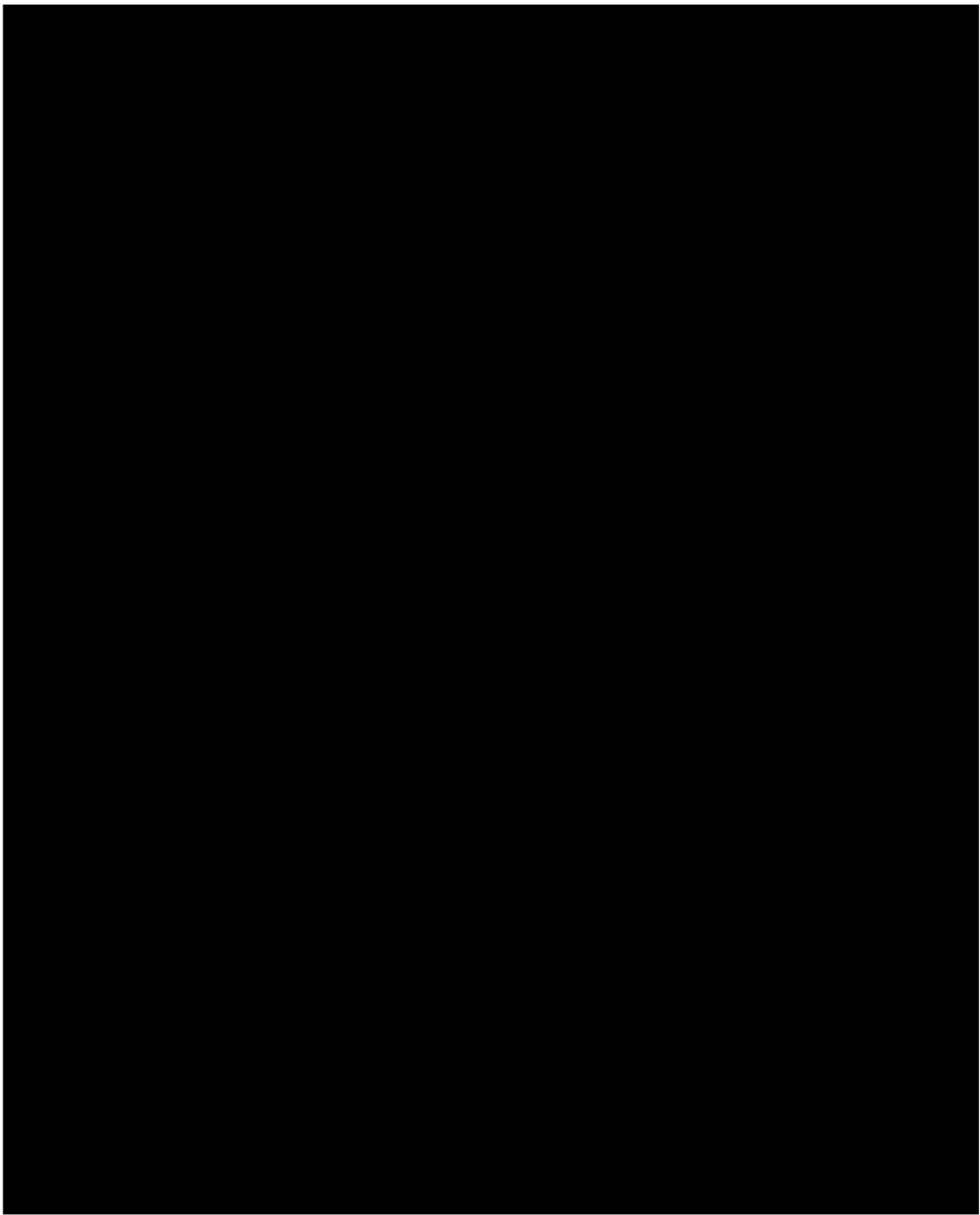


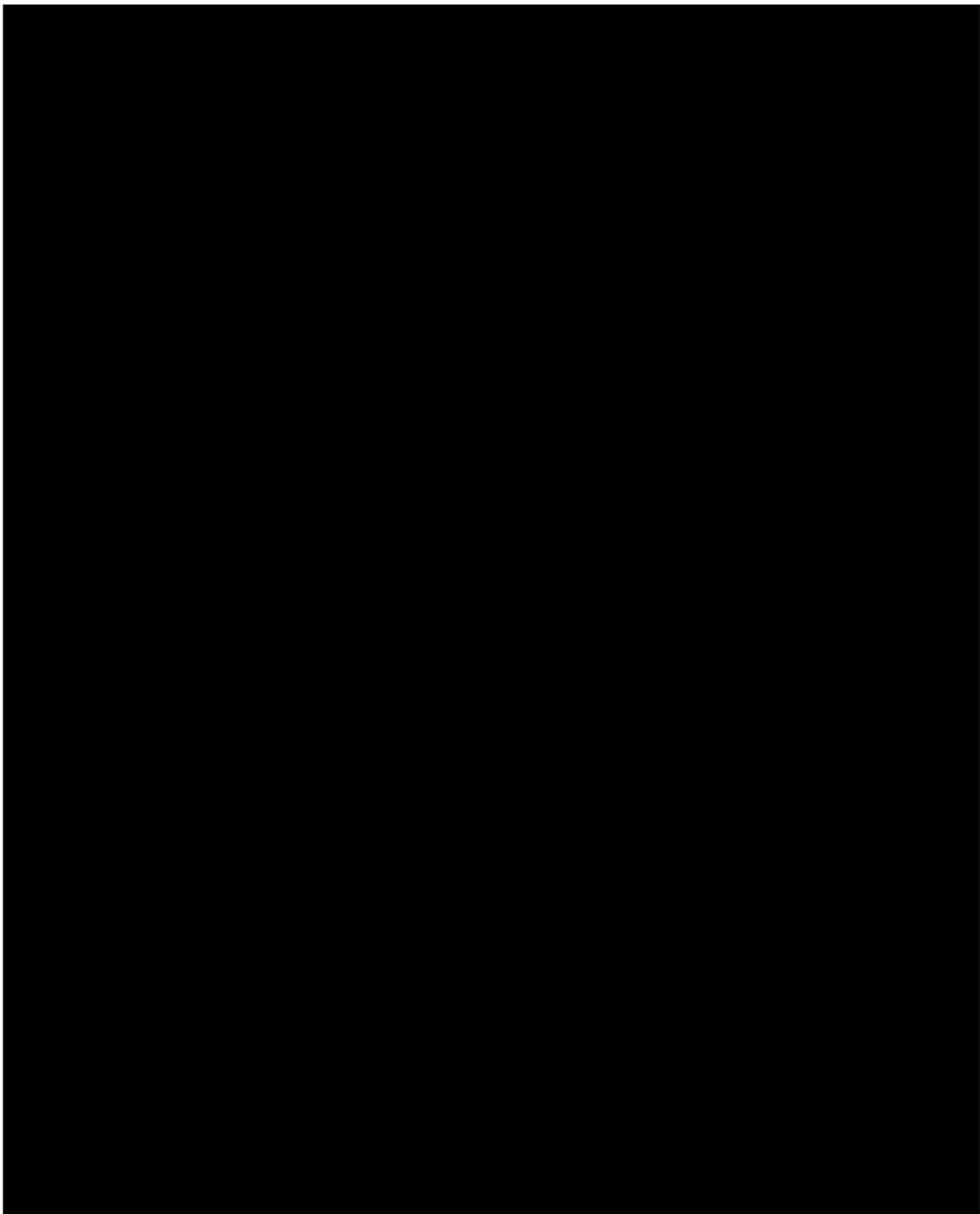


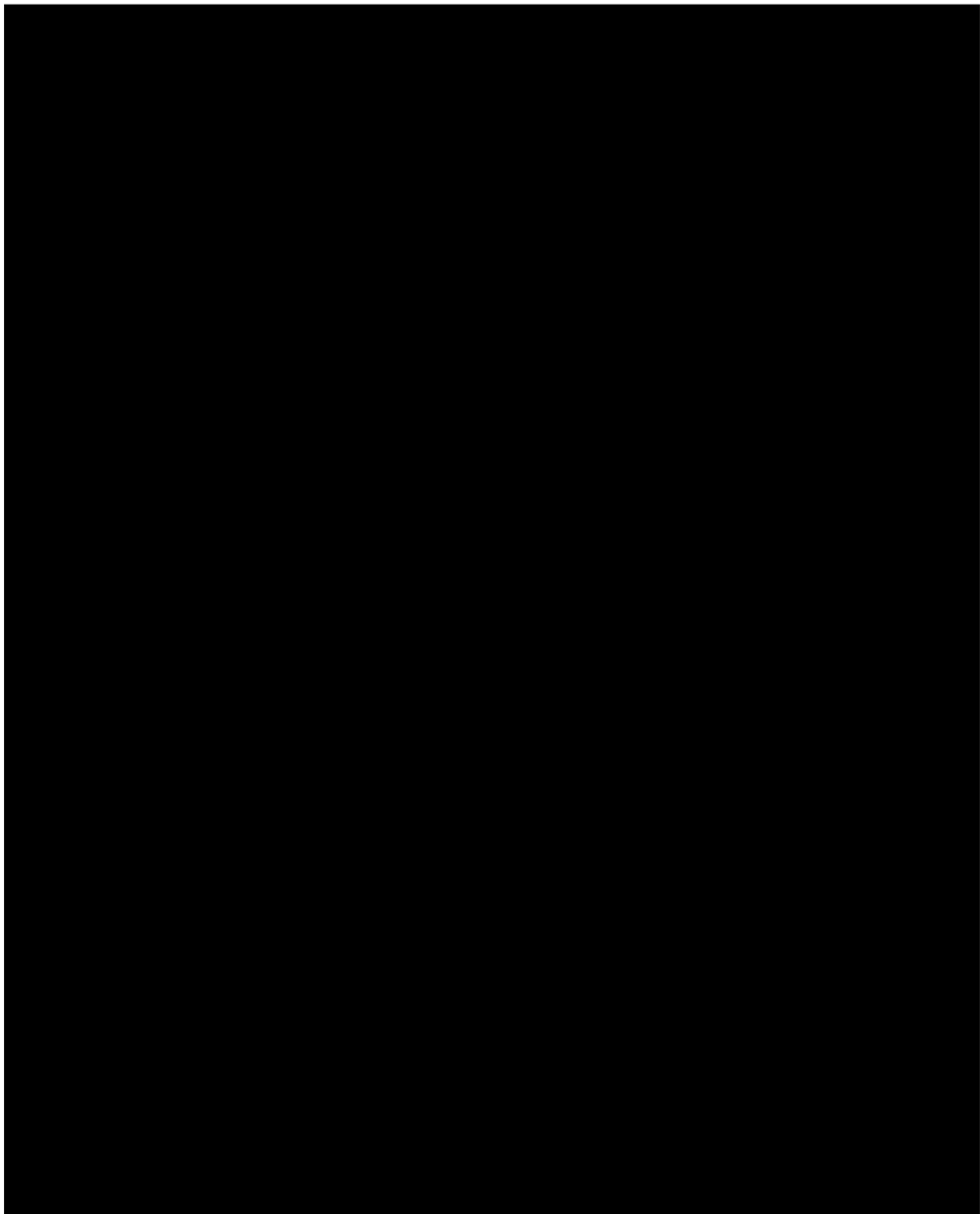


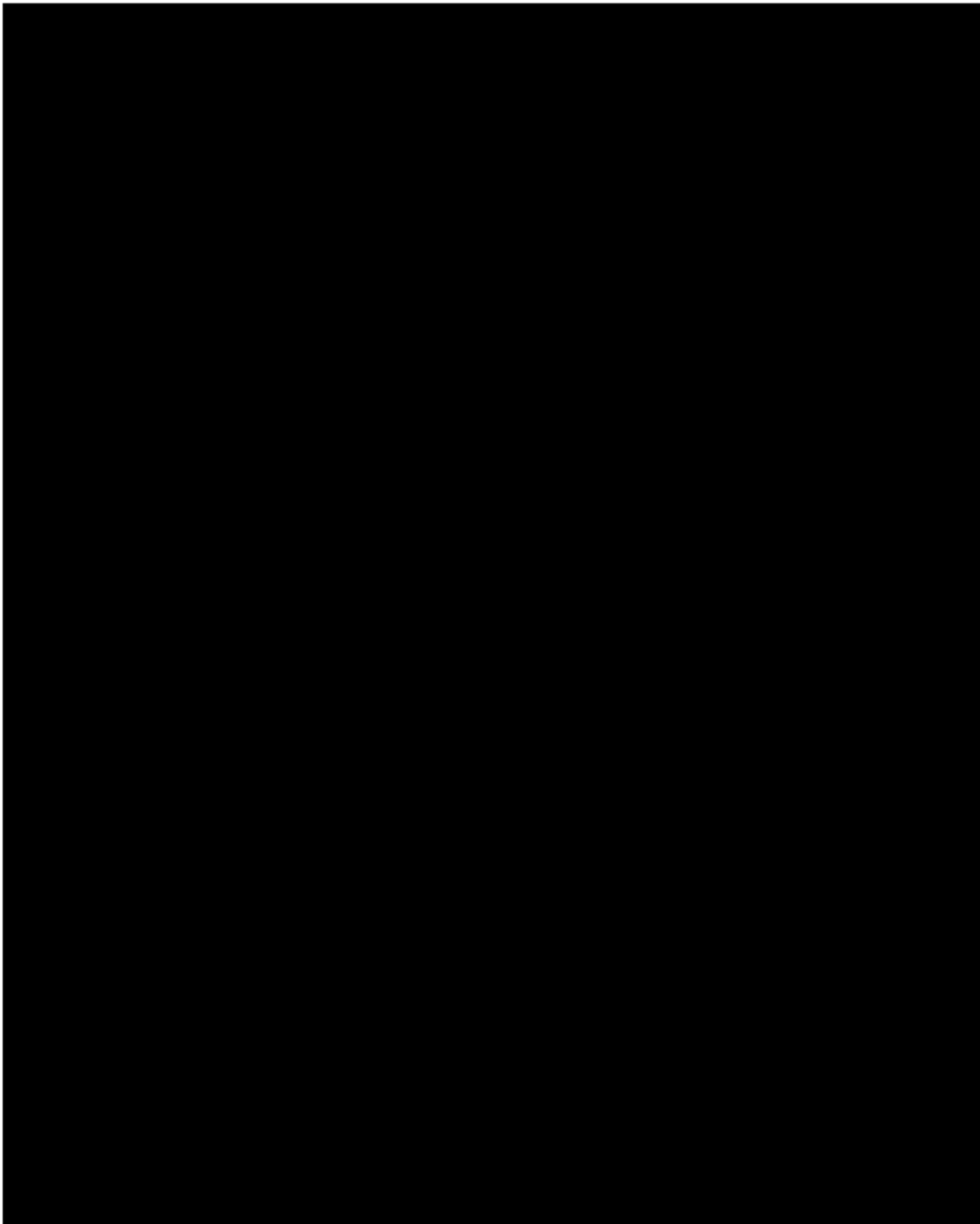


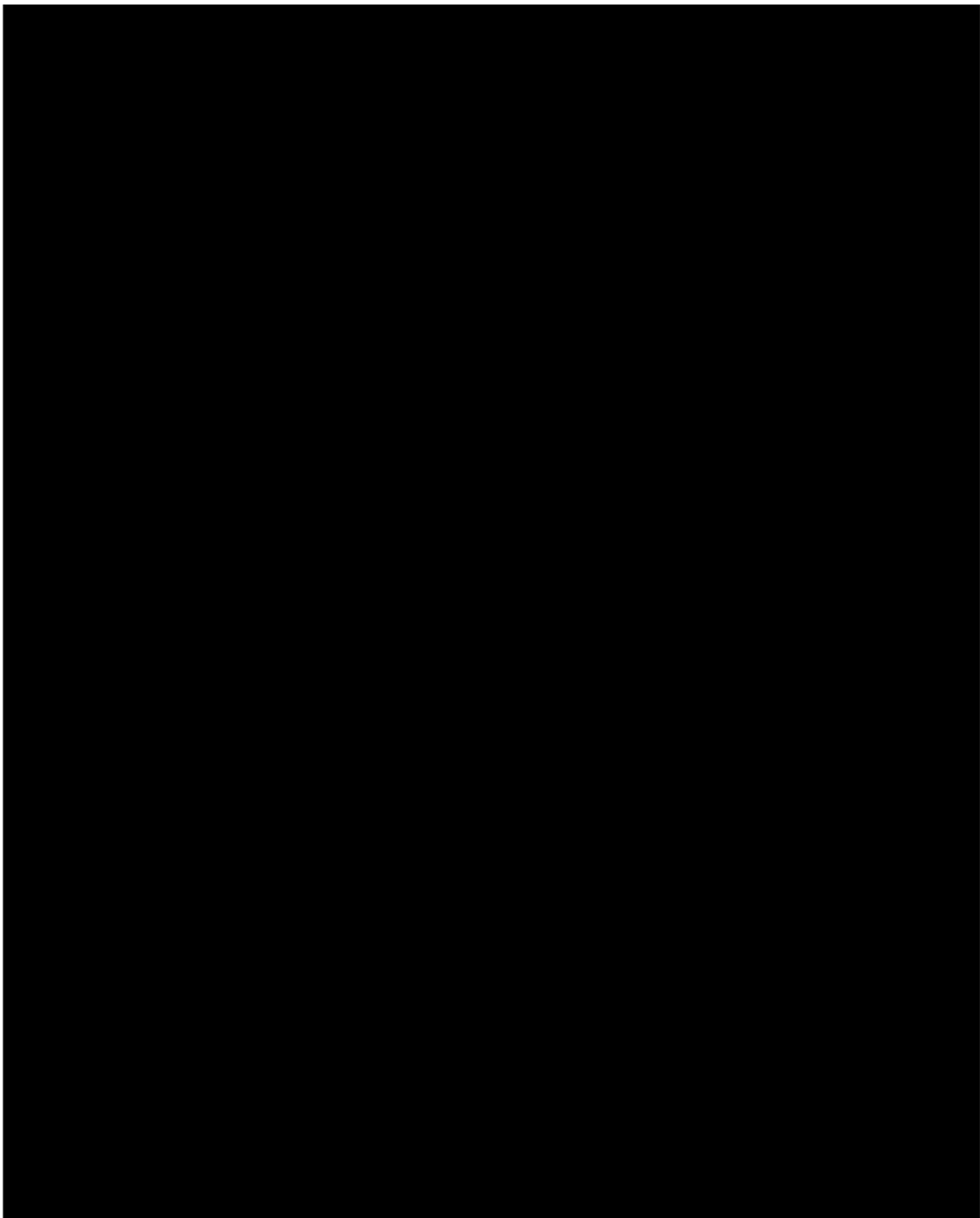


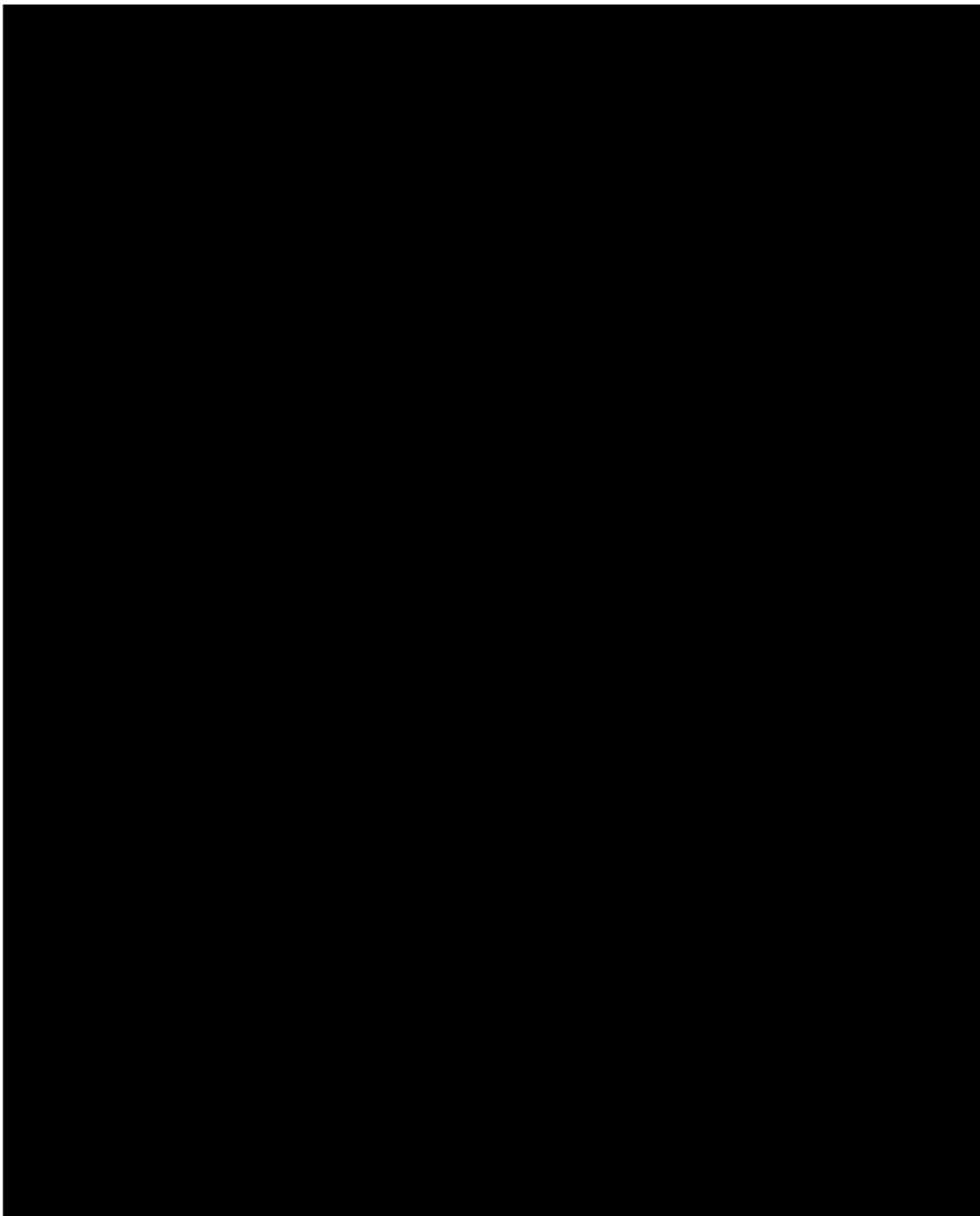


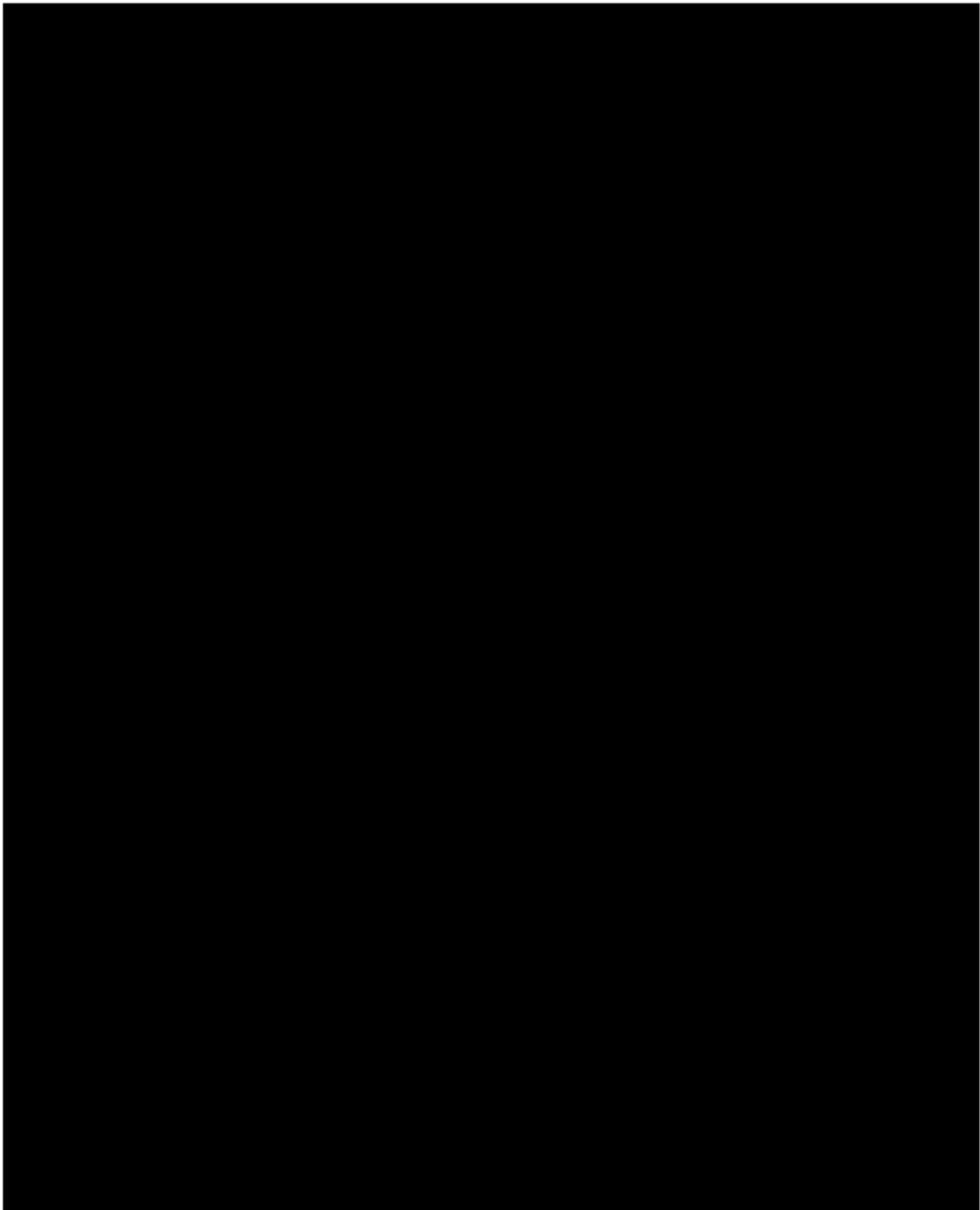


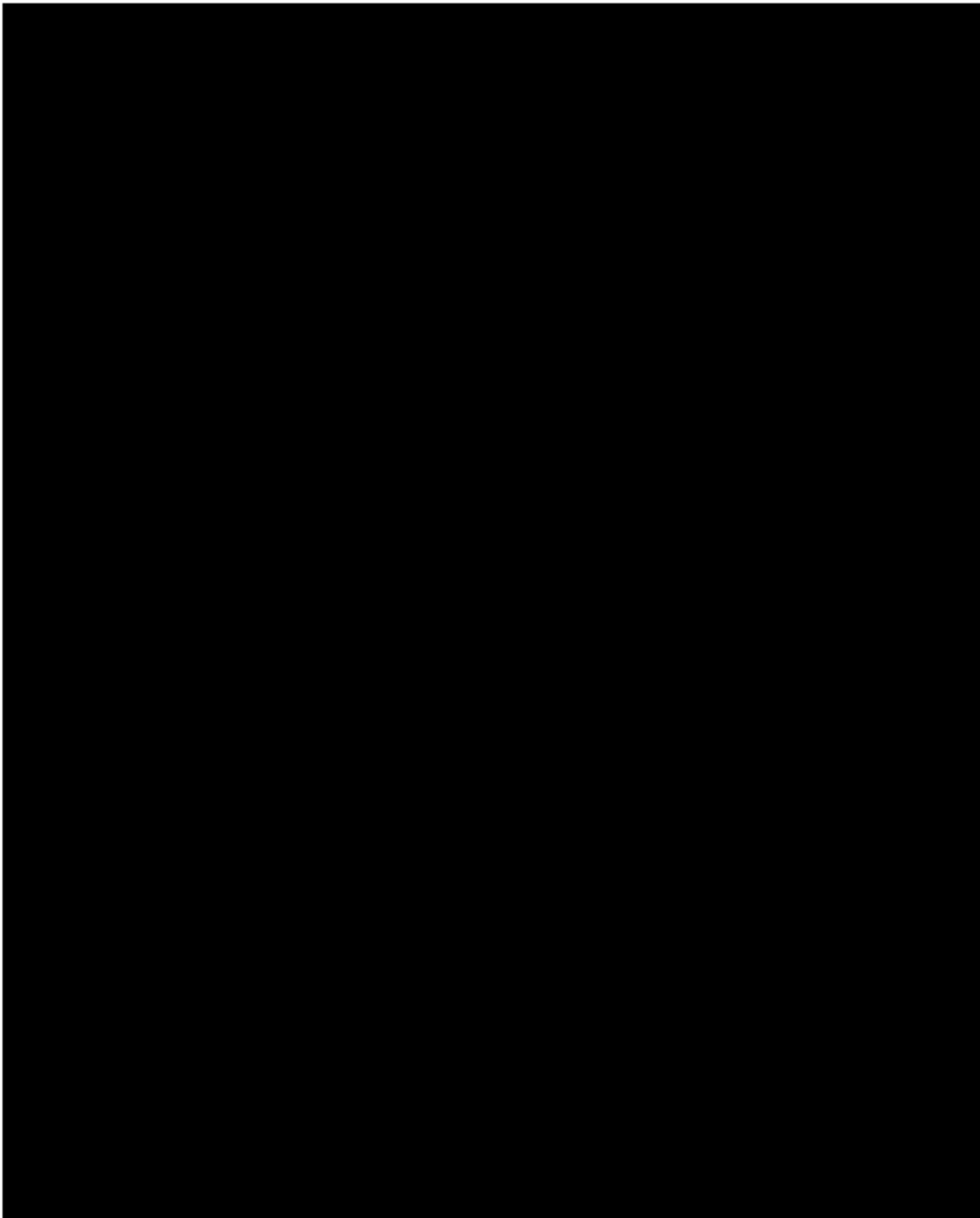


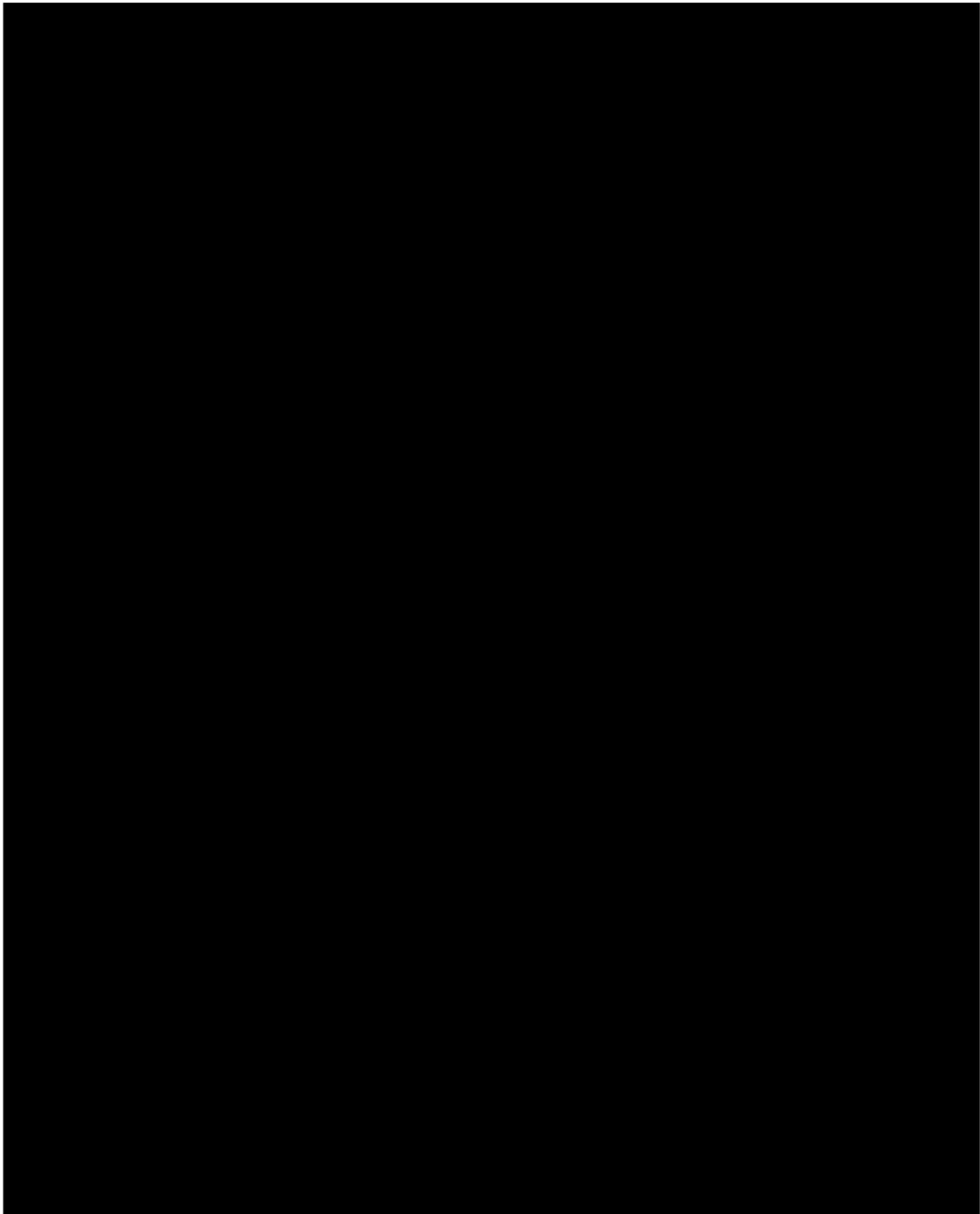


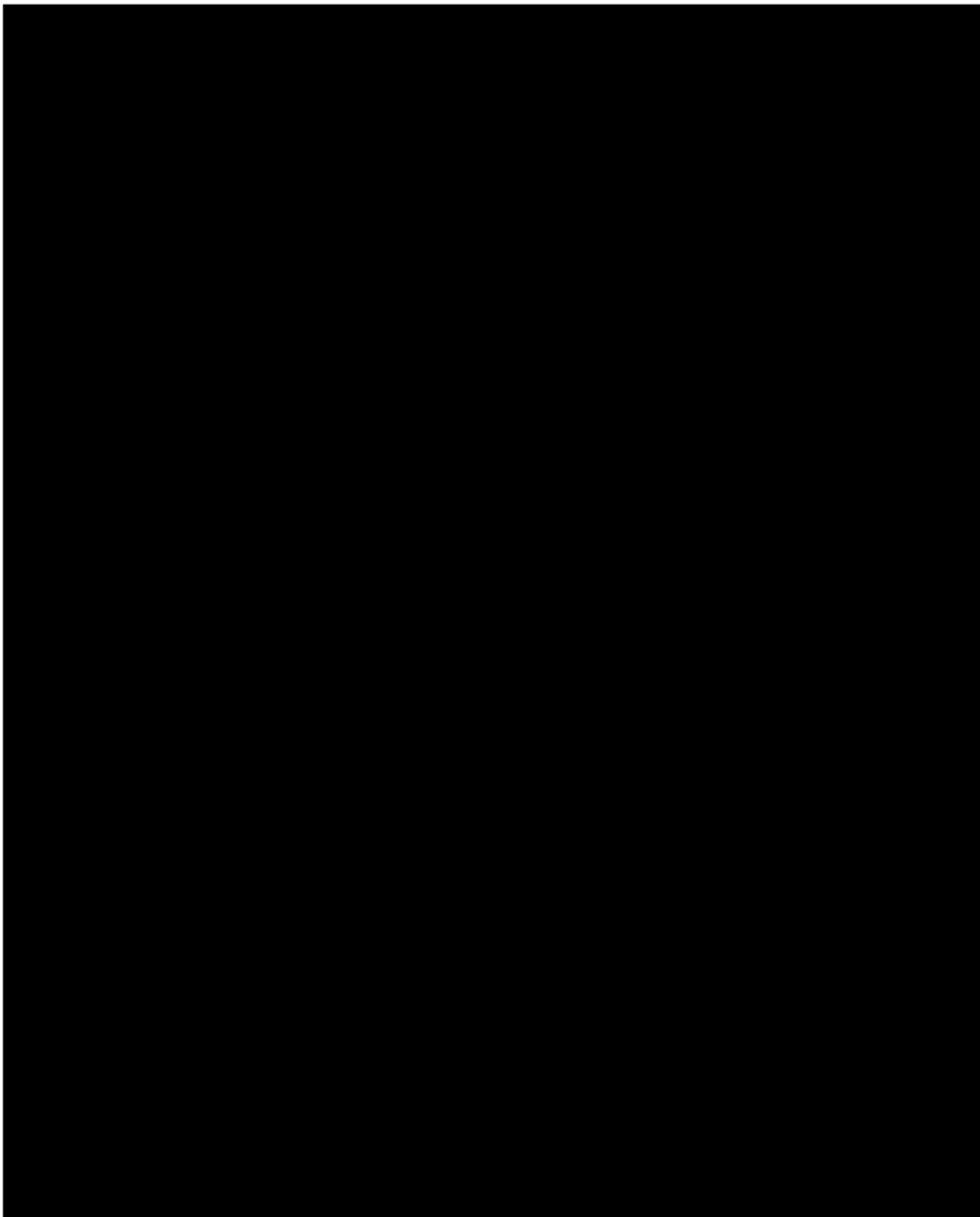


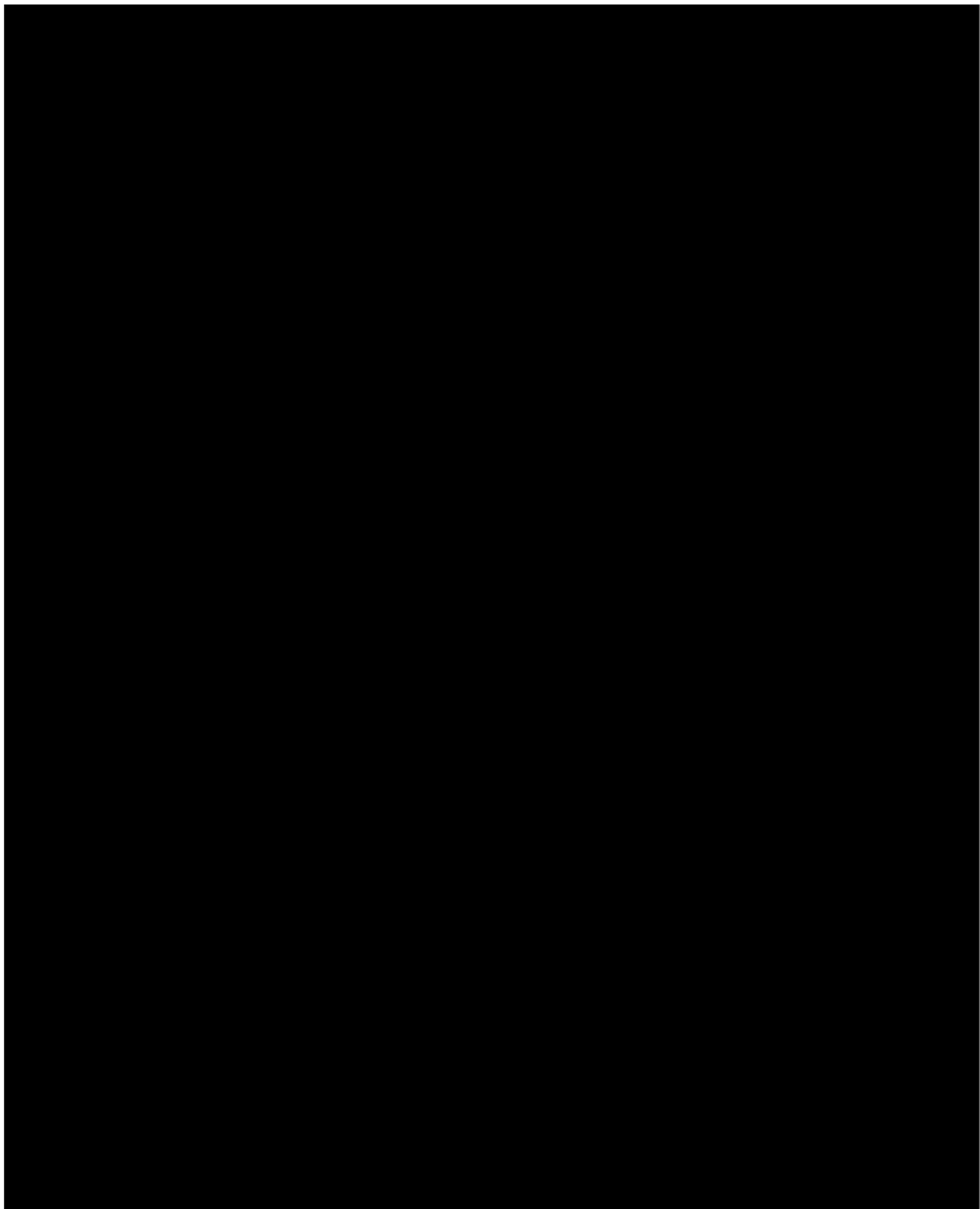


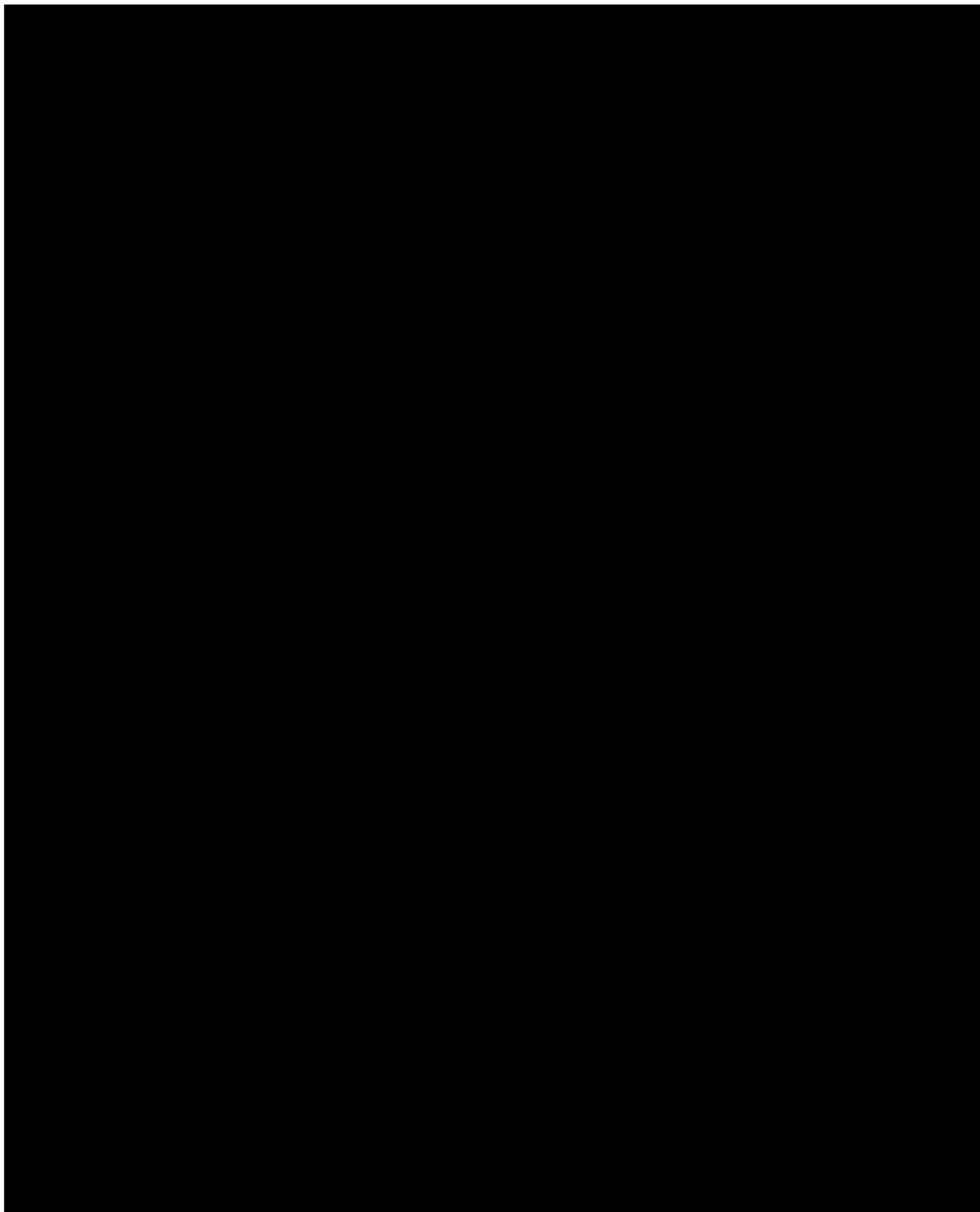


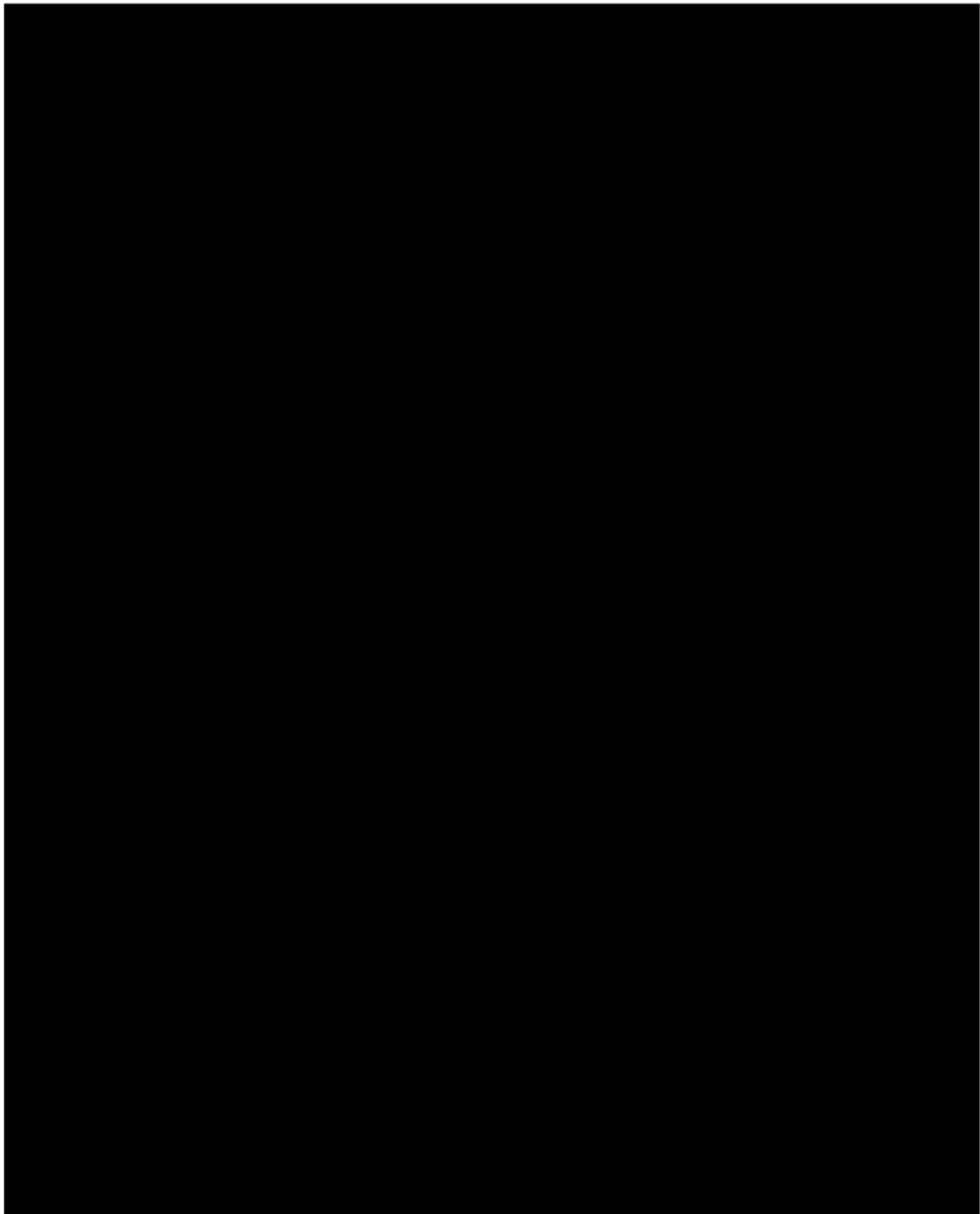


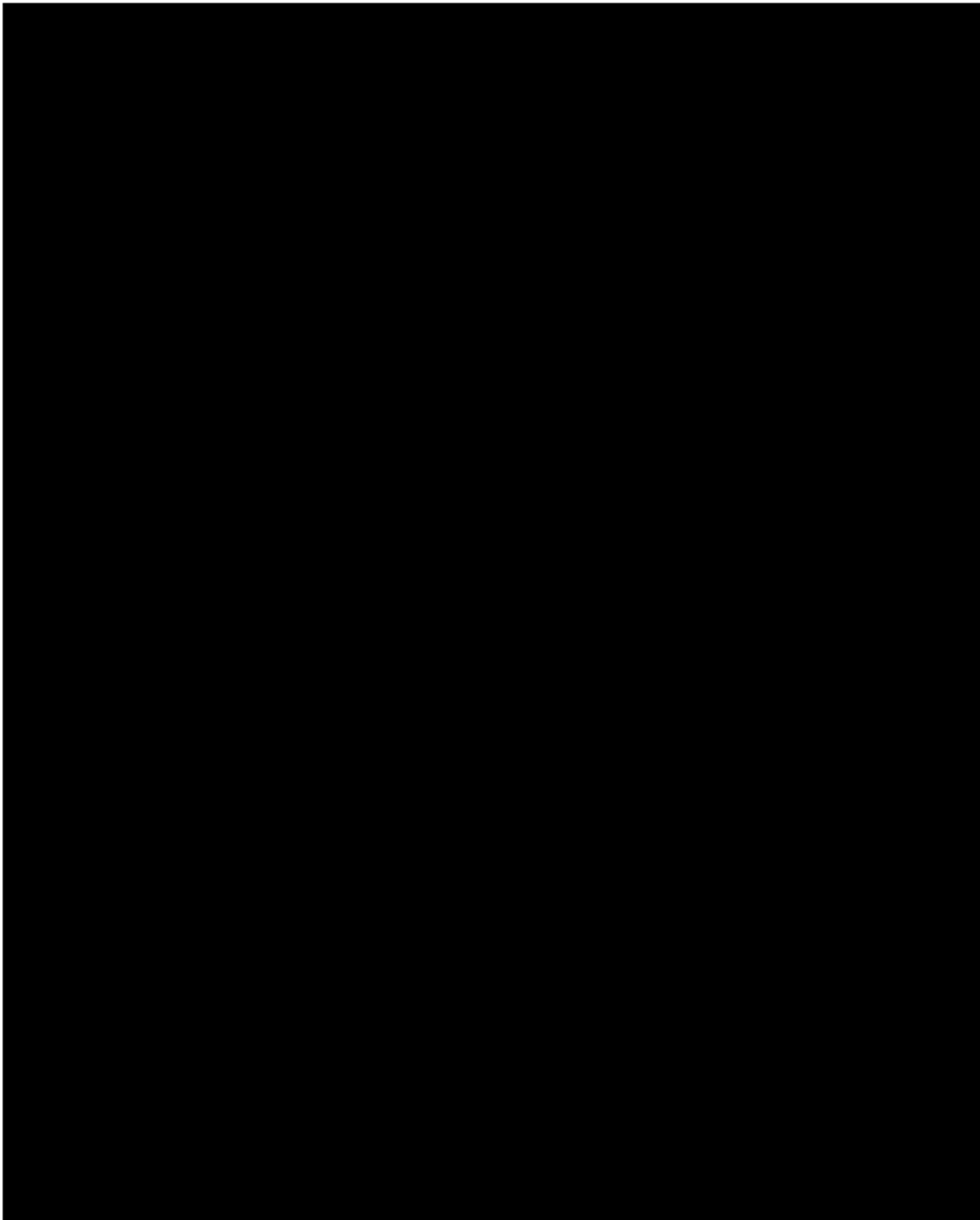


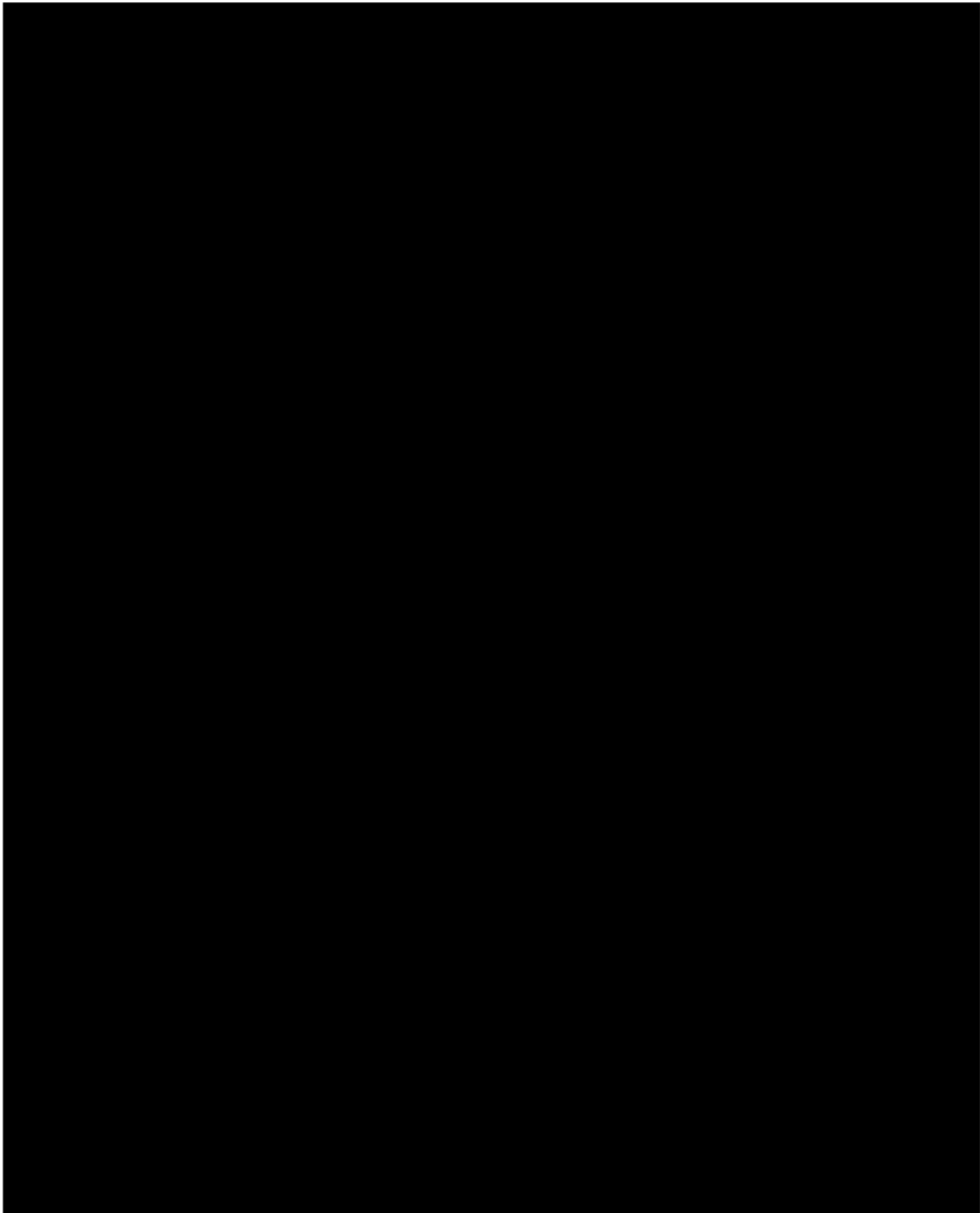


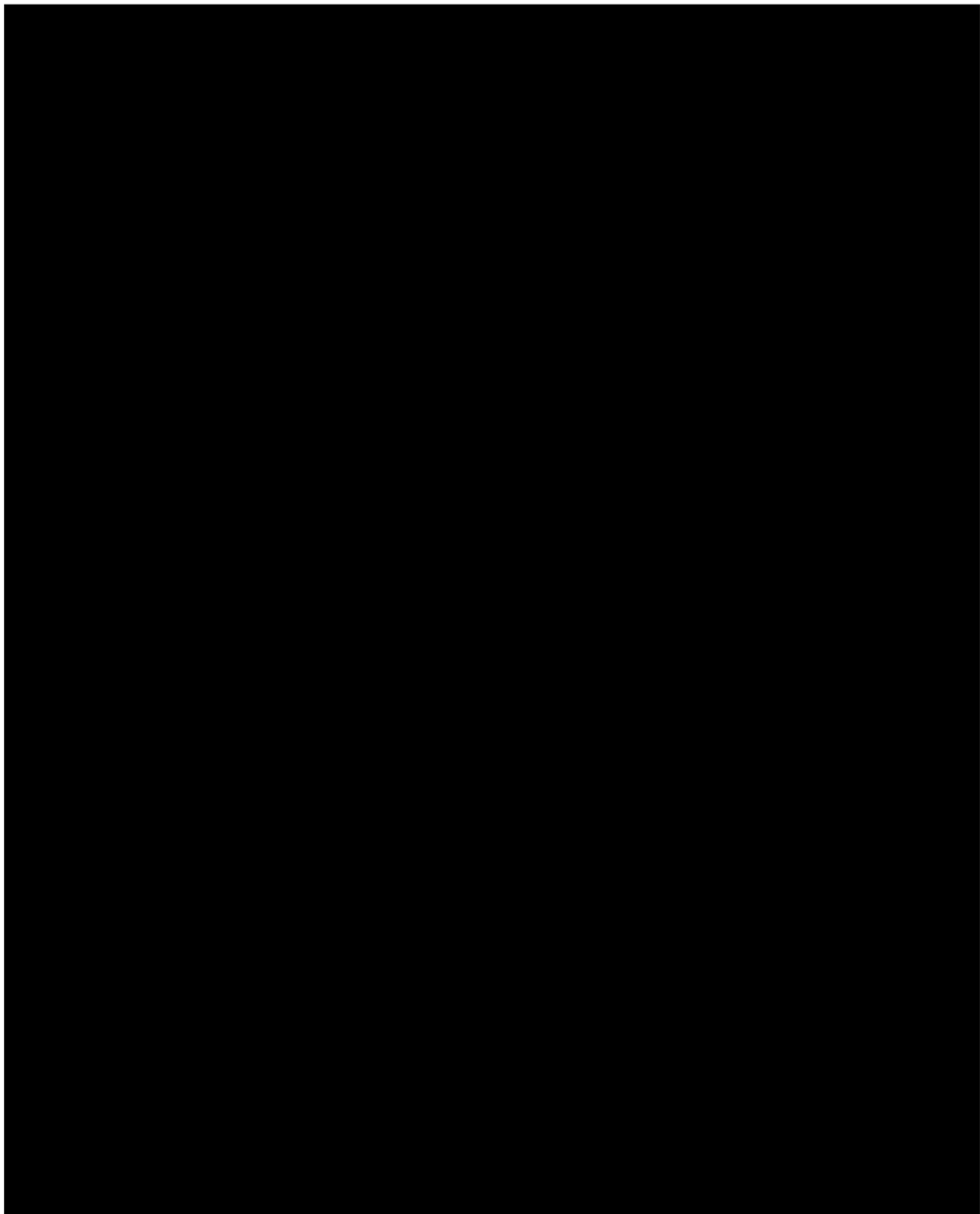


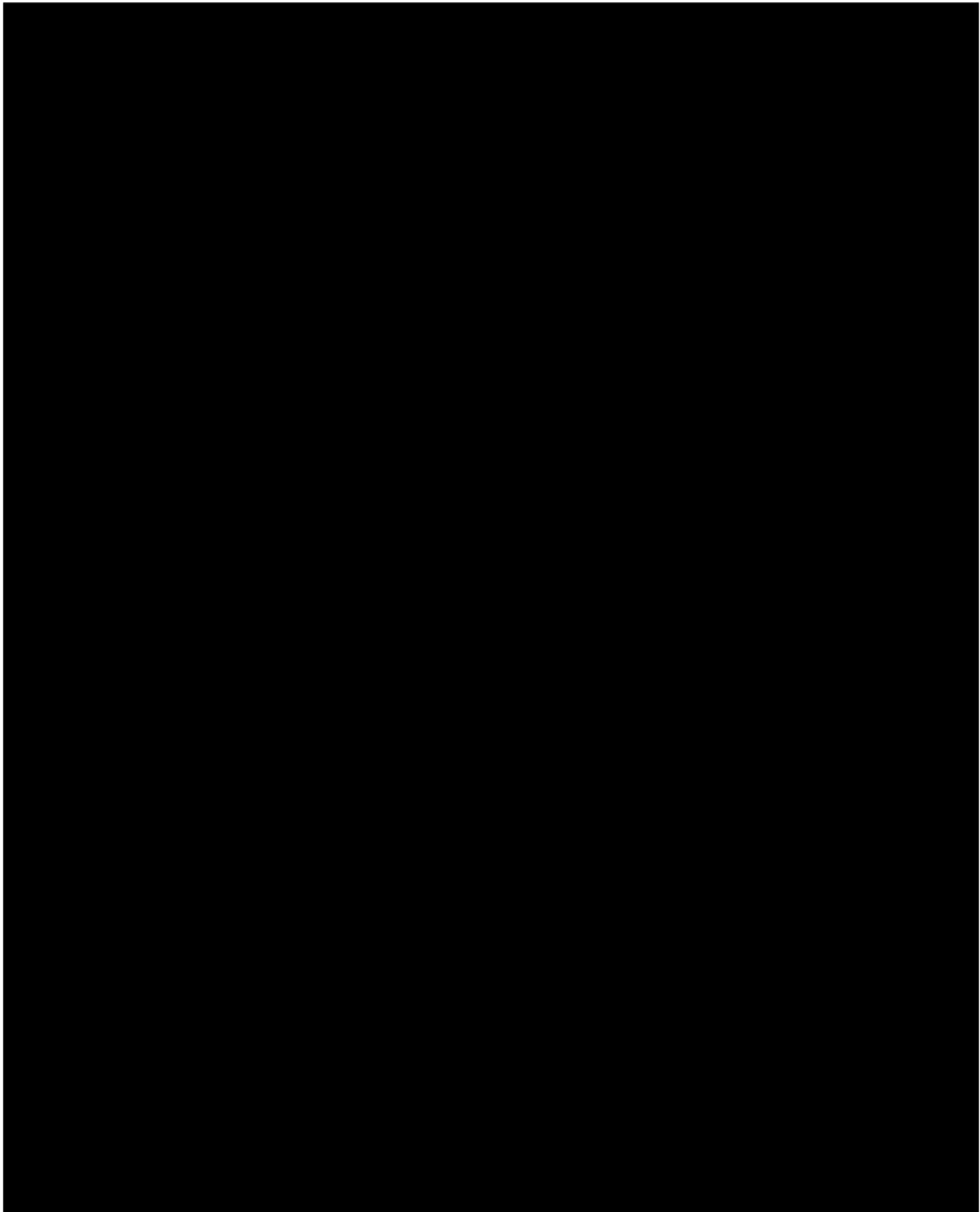


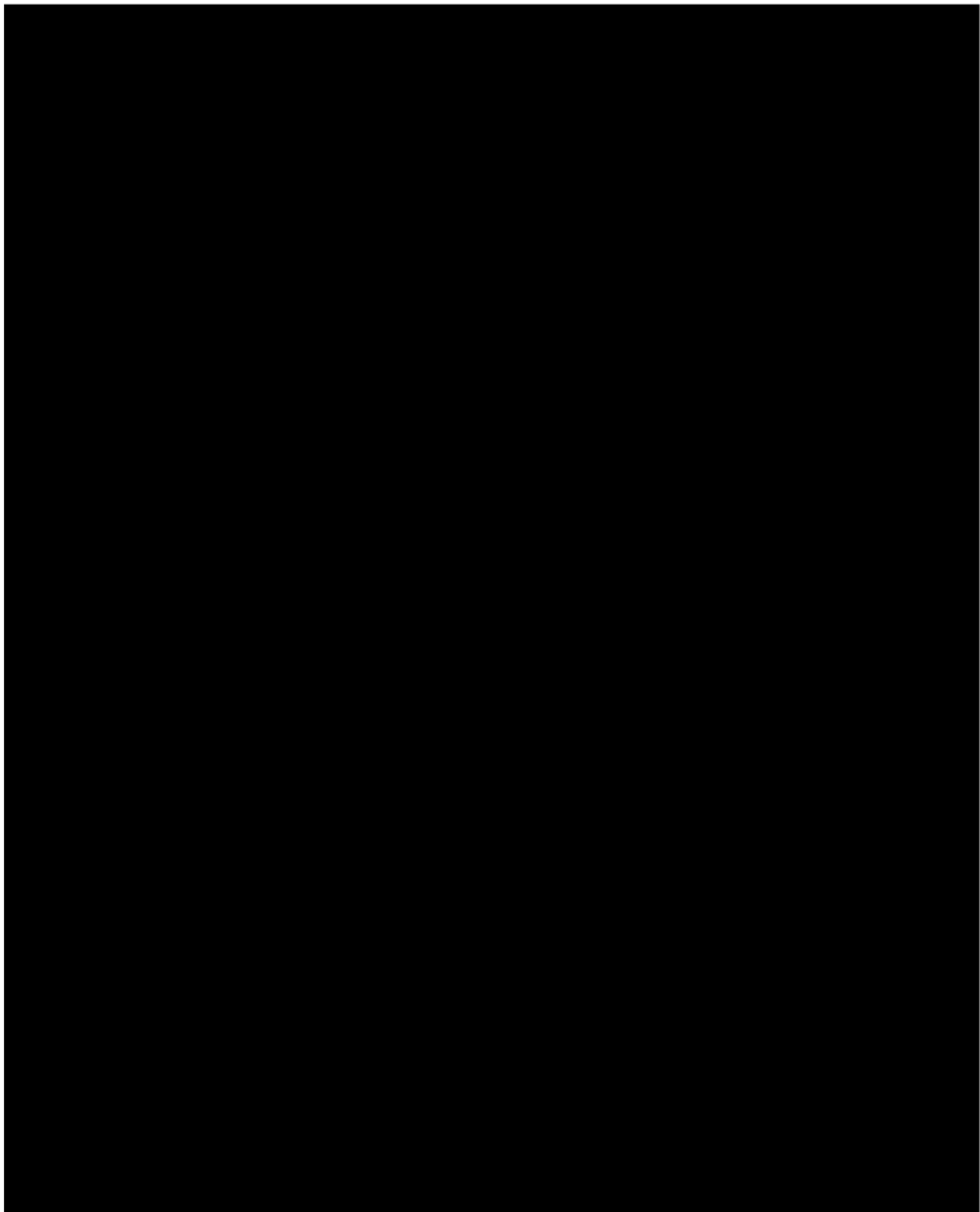


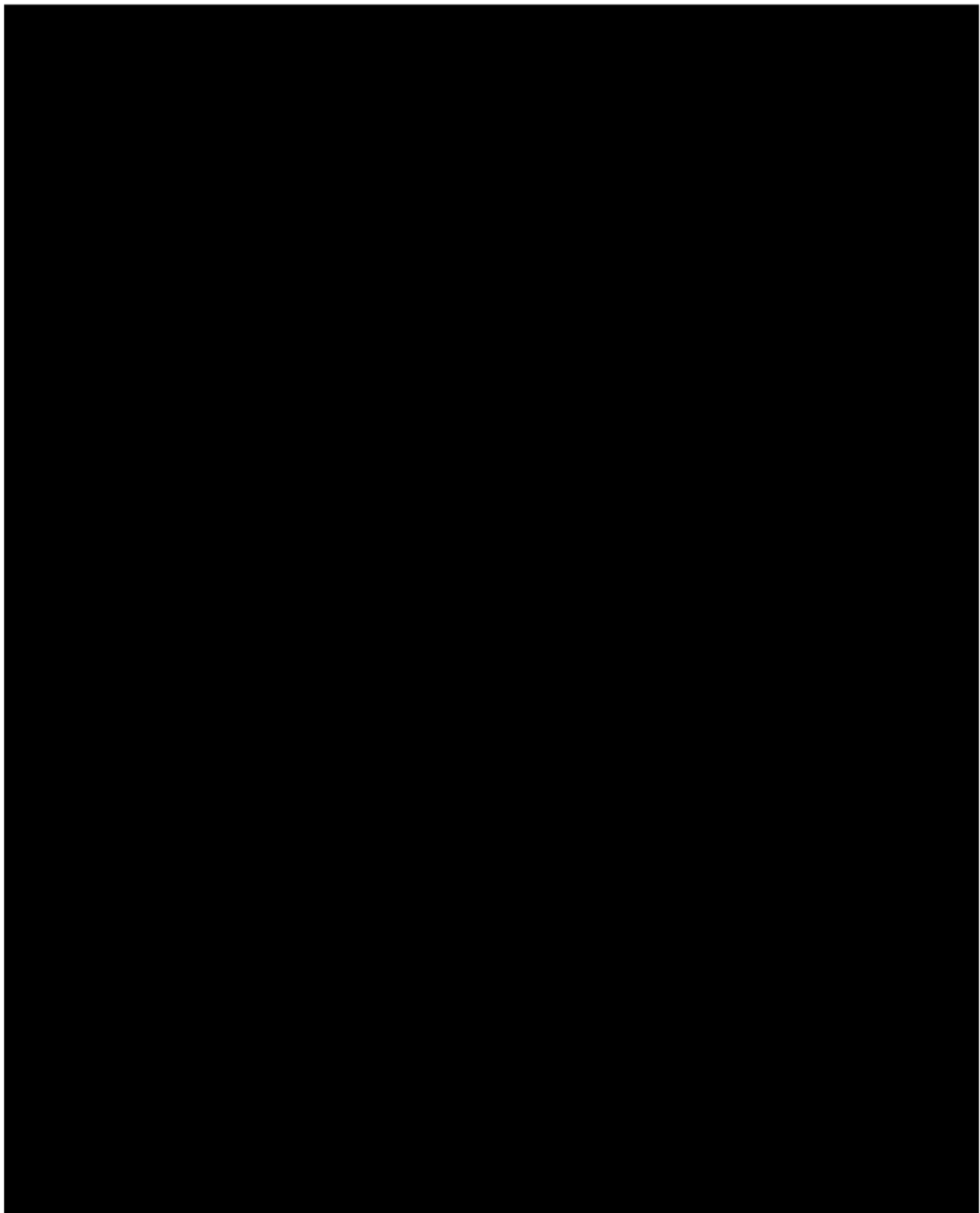


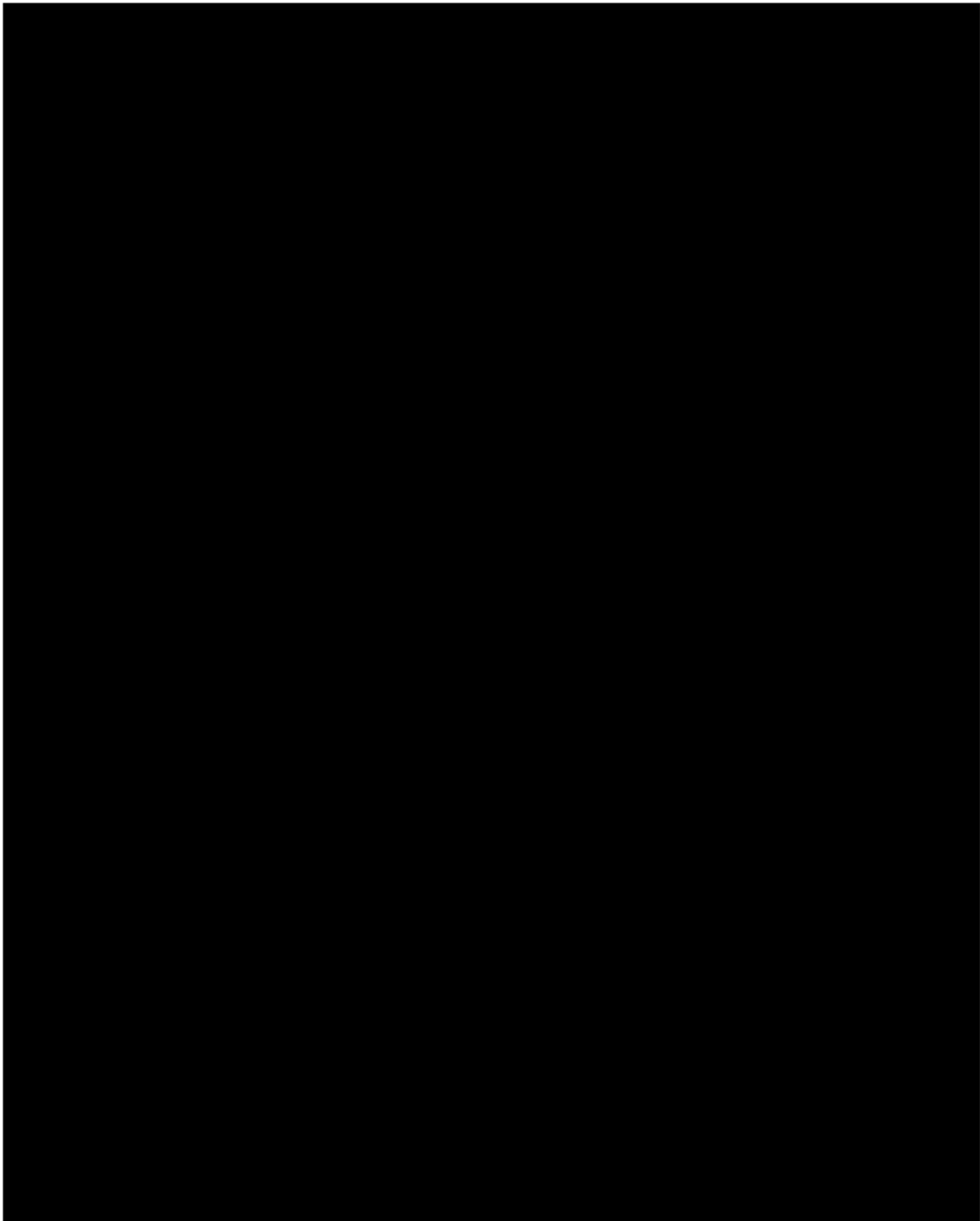


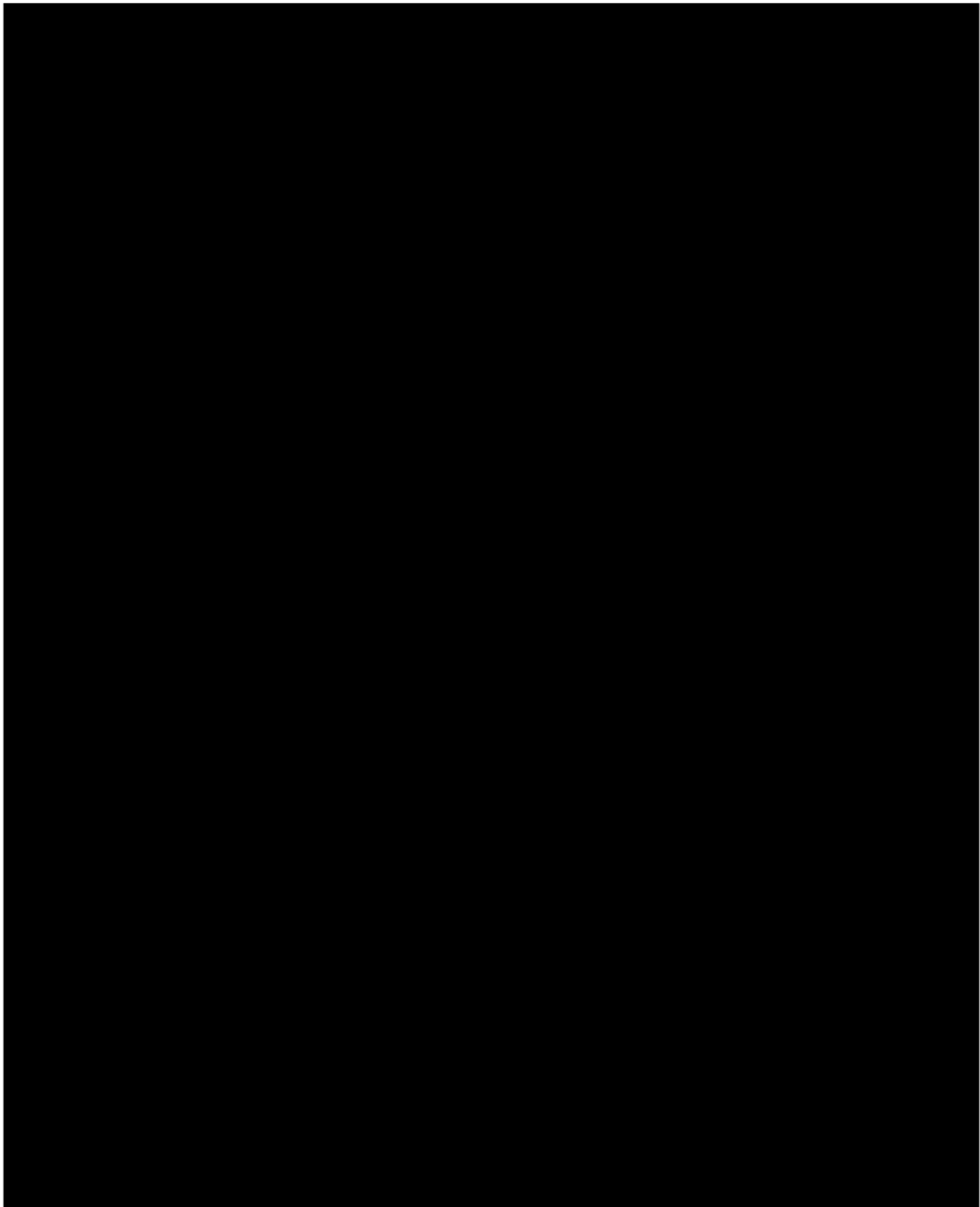


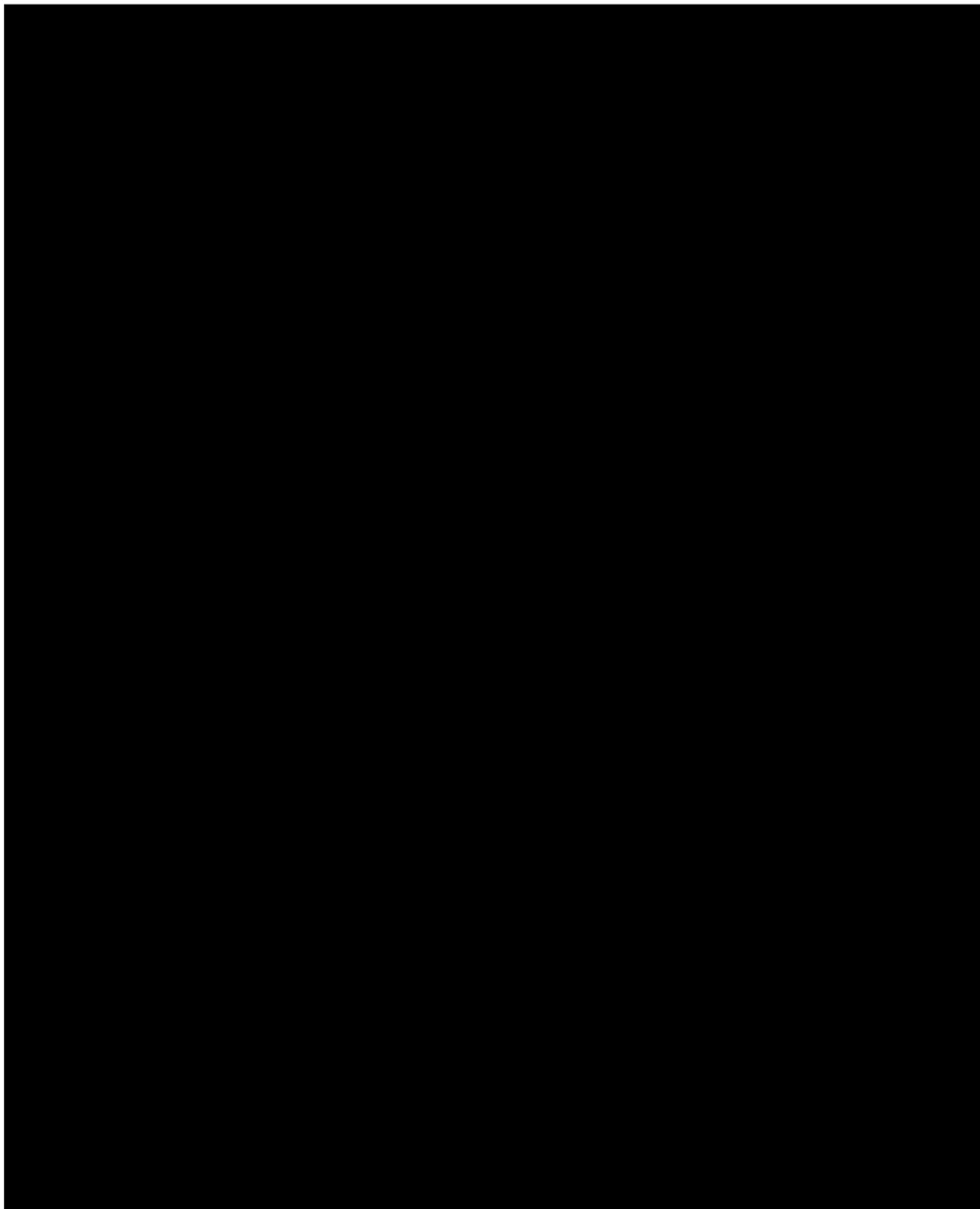












Examples of Projects of Similar Type and Size Performed Within the Last 5 Years (Attachment H)

Example 1	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 1	

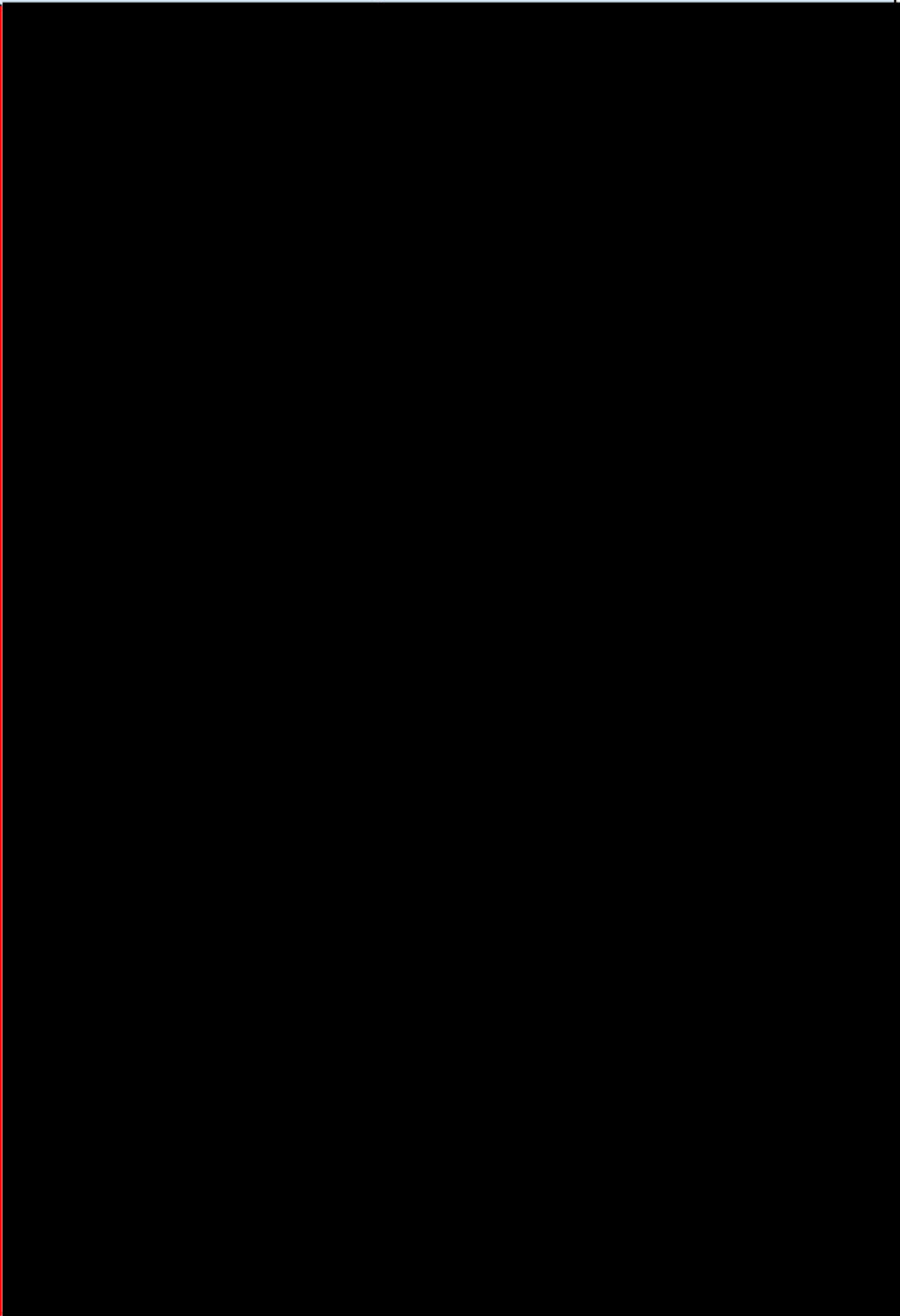
Example 2	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 2	

Example 3	
Client Name:	
Program:	

Example 3

Brief
Description
of Services
Rendered:



Example 4	
Client Name:	
Program:	
Brief Description of Services Rendered:	

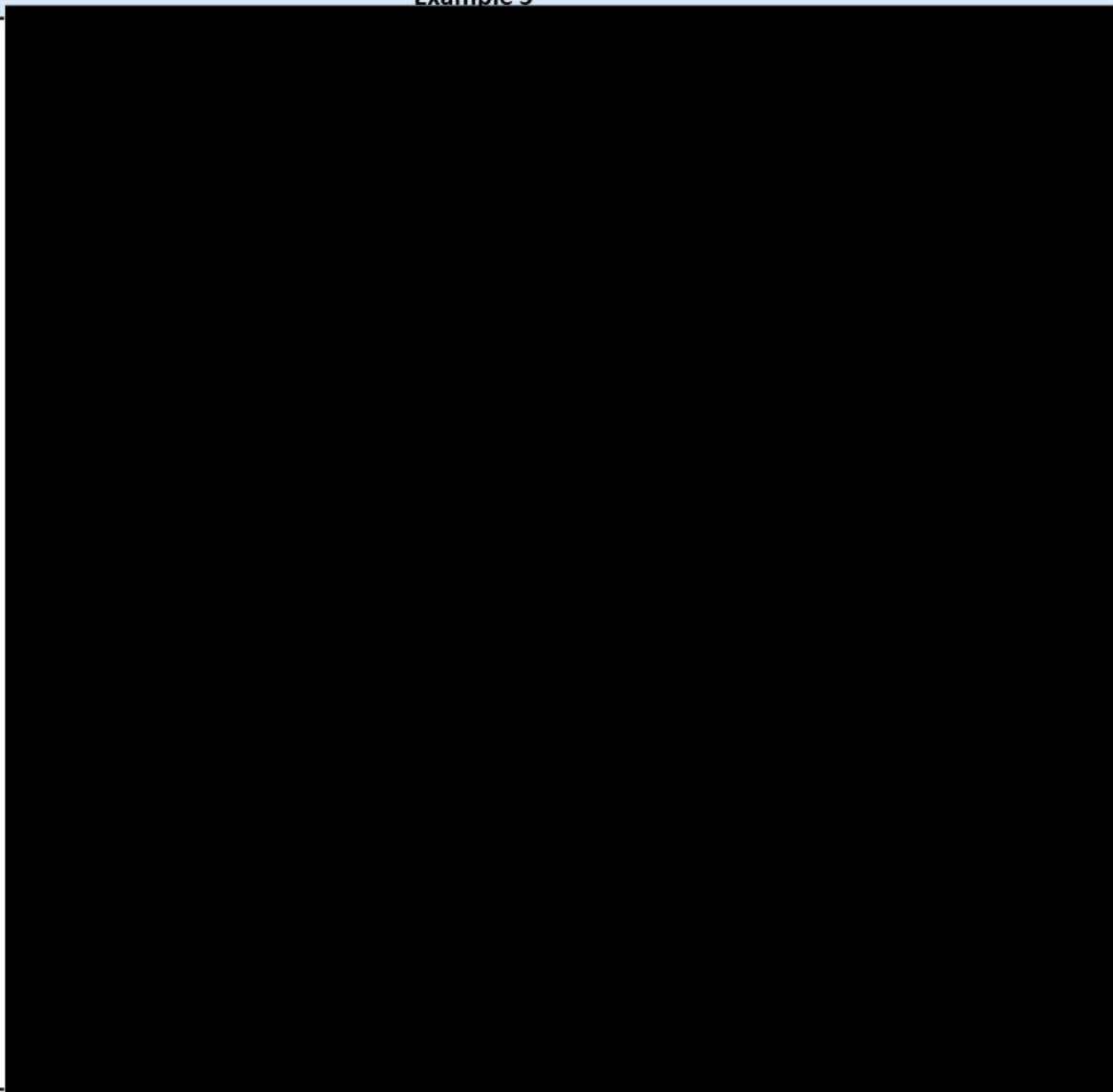
Example 4

--	--

Example 5

Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 5



Financial Information

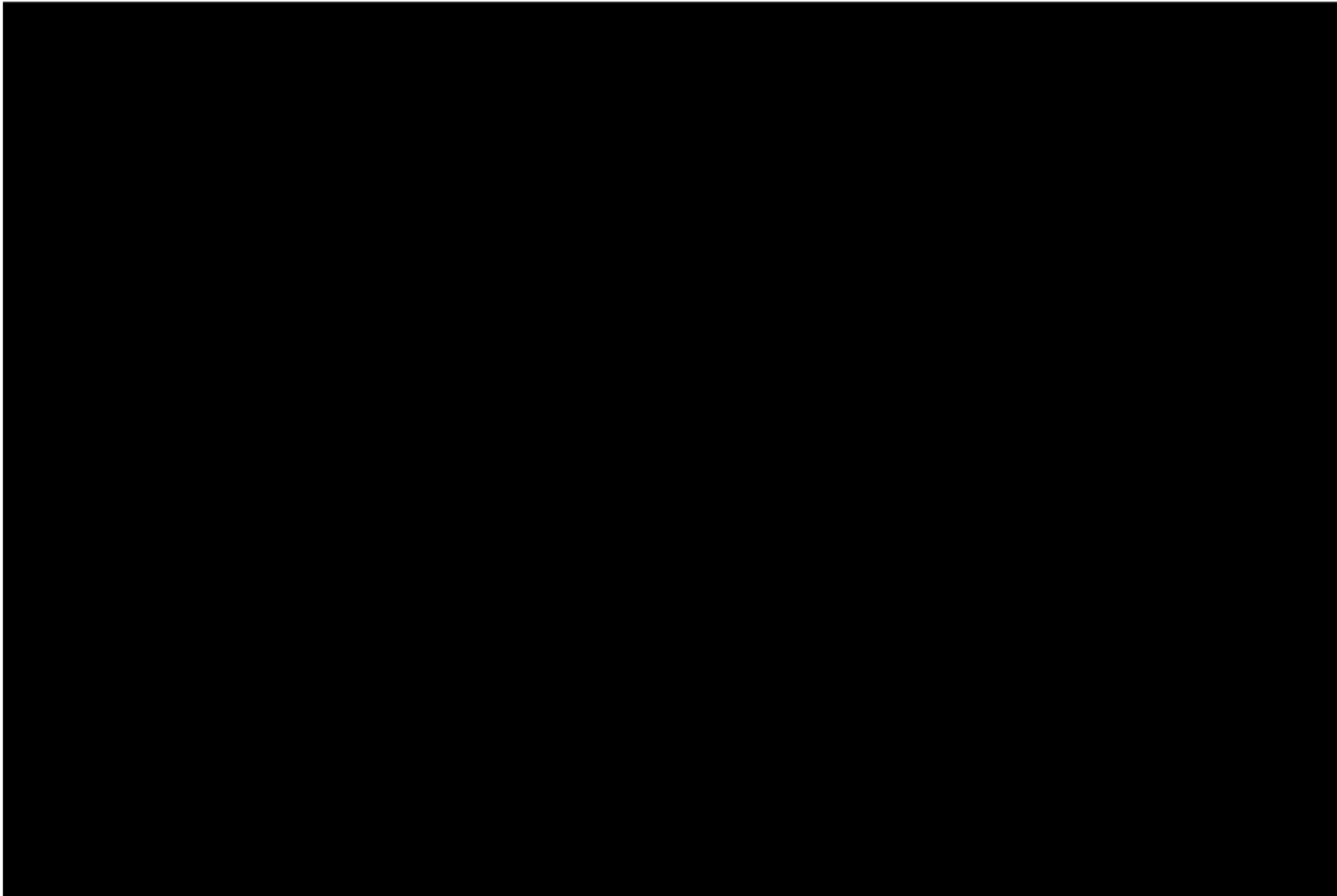
ICF affirms we are financially stable and possesses the resources to meet our obligations, debts, liabilities, payroll, and expenses. Further, ICF affirms we do not have any events, liabilities, or contingent liabilities that could affect our ability to perform the resulting contract. Below are links to ICF's publicly available financial documents that demonstrate ICF's financial stability. Due to size restrictions we've provided full text of these documents via portal upload Section 5.4 – Additional Documentation.

Annual Reports for 2022–2024 found at <https://investor.icf.com/financials#annual>

ICF Reports Second Quarter 2025 Reports found at <https://investor.icf.com/financials#annual>

Errata and Exceptions

ICF has reviewed and understands the terms and conditions provided in the RFP. If awarded, ICF would seek to negotiate the following terms and conditions to ensure a balanced and equitable allocation of risk via a best and final offer negotiation. ICF does not believe these proposed modifications would materially change the RFP and that they more closely align with industry standards and the nature of the services offered.





Appendix A: Required Attachments

Attachment A: Task Order Categories / Pricing

Proposal Number: Doc1677946894

Vendor: ICF Incorporated, L.L.C.

ATTACHMENT A: TASK ORDER CATEGORIES / PRICING

TASK ORDER CATEGORIES:

Per RFP Section 5.1 GENERAL, SCOPE OF WORK, Vendors may choose to submit an offer for all task order categories or only certain categories. Indicate below which task order category(s) Vendor would like to perform work. While Vendors may choose which task order category(s), DCR makes no guarantee of task order award, volume of task orders Vendors will receive, or the task order types Vendors will receive. Task Orders will not be made outside of the task order category(s) selected by the Vendor during this solicitation process.

- ☒ YES ☐ NO TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)
- ☒ YES ☐ NO TASK 2 – Financial Compliance, Oversight, and Fraud Prevention
- ☒ YES ☐ NO TASK 3 – Duplication of Benefits (DOB) Compliance
- ☒ YES ☐ NO TASK 4 – Procurement Compliance and Monitoring
- ☒ YES ☐ NO TASK 5 – Claims, Appeals, and Case Reviews
- ☒ YES ☐ NO TASK 6 – Action Plan Development and Amendments
- ☒ YES ☐ NO TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support
- ☒ YES ☐ NO TASK 8 – Program Performance Monitoring and Evaluation
- ☒ YES ☐ NO TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation
- ☒ YES ☐ NO TASK 10 – Audit Readiness and Monitoring Support
- ☒ YES ☐ NO TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects
- ☒ YES ☐ NO TASK 12 – Training, Technical Assistance, and Capacity Building
- ☒ YES ☐ NO TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support
- ☒ YES ☐ NO TASK 14 – Communication, Public Information, and Outreach Support
- ☒ YES ☐ NO TASK 15 – Grant Management
- ☒ YES ☐ NO TASK 16 – Technical Systems Specification & Project Management
- ☒ YES ☐ NO TASK 17 – Environmental Review

Attachment D: Location of Workers Utilized by Vendor

Proposal Number: Doc1677946894

Vendor: ICF Incorporated, L.L.C.

ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR

In accordance with NC General Statute 143-59.4, the Vendor shall detail the location(s) at which performance will occur, as well as the manner in which it intends to utilize resources or workers outside of the United States in the performance of this Contract. The State will evaluate the additional risks, costs, and other factors associated with such utilization prior to making an award. Please complete items a, b, and c below.

a) Will any work under this Contract be performed outside the United States? ☐ YES ☒ NO

If the Vendor answered "YES" above, Vendor must complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:

N/A

2. Describe the corporate structure and location of corporate employees and activities of the Vendor, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

N/A

b) The Vendor agrees to provide notice, in writing to the State, of the relocation of the Vendor, employees of the Vendor, sub-Contractors of the Vendor, or other persons performing services under the Contract outside of the United States ☒ YES ☐ NO

NOTE: All Vendor or sub-Contractor personnel providing call or contact center services to the State of North Carolina under the Contract shall disclose to inbound callers the location from which the call or contact center services are being provided.

c) Identify all U.S. locations at which performance will occur:

ICF staff will perform work in the following U.S. locations:

North Carolina, Massachusetts, New York, New Jersey, Virginia, Washington D.C., Puerto Rico, U.S. Virgin Islands, Georgia, Florida, Michigan, Iowa, Louisiana, Texas, Colorado, California, Washington

ICF subcontractors will perform work in the following U.S. locations:



Attachment E: Historically Underutilized Business Information

Proposal Number: Doc1677946894

Vendor: ICF Incorporated, L.L.C.

ATTACHMENT E: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

Historically Underutilized Businesses (HUBs) consist of minority, women and disabled business firms that are at least fifty-one percent owned and operated by an individual(s) of the categories. Also included in this category are disabled business enterprises and non-profit work centers for the blind and severely disabled.

Pursuant to G.S. 143B-1361(a), 143-48 and 143-128.4, the State invites and encourages participation in this procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. This includes utilizing subcontractors to perform the required functions in this RFP. Any questions concerning NC HUB certification, contact the [North Carolina Office of Historically Underutilized Businesses](#) at (919) 807-2330. The Vendor shall respond to question a) and b) below.

a) Is Vendor a Historically Underutilized Business? ☐ Yes ☒ No

b) Is Vendor Certified with North Carolina as a Historically Underutilized Business? ☐ Yes ☒ No

Attachment F: Certification for Contracts, Grants, Loans and Cooperative Agreements

Proposal Number: Doc1677946894

Vendor: ICF Incorporated, L.L.C.

ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and Contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Vendor, ICF Incorporated, L.L.C., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.



09/10/2025
Date

Attachment G: Disclosure of Lobbying Activities

Proposal Number: Doc1677946894

Vendor: ICF Incorporated, L.L.C.

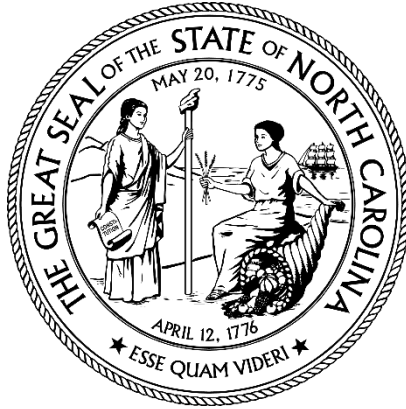
ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES

The Disclosure of Lobbying Activities form, is located at <https://www.doa.nc.gov/pandc/onlineforms/pc-omb-standard-form-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

ICF does not have lobbying activities to disclose.



Appendix B: Request for Proposal and Addenda



**STATE OF NORTH CAROLINA
DEPARTMENT OF COMMERCE**

Division of Community Revitalization

Request for Proposals #: Doc1677946894

Staff Augmentation

**Community Development Block Grant-Disaster Recovery
Expert Administrative Support**

Date of Issue: August 11, 2025

Proposal Opening Date: September 4, 2025, at 2:00 PM ET

Direct all inquiries concerning this RFP to:

Angie Dunaway
DCR Procurement Director
angela.dunaway@commerce.nc.gov
919-526-8340

STATE OF NORTH CAROLINA
Division of Community Revitalization (DCR)

Refer <u>ALL</u> Inquiries regarding this RFP to: angela.dunaway@commerce.nc.gov	Request for Proposals # Doc1677946894
	Proposals will be publicly opened: September 4, 2025, at 2:00 pm ET
Using Agency: North Carolina Department of Commerce, Division of Community Revitalization	Commodity No. and Description: 801016 Project management

EXECUTION

In compliance with this Request for Proposals (RFP), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are offered, at the prices set opposite each item within the time specified herein.

By executing this proposal, the undersigned Vendor understands that False certification is a Class I felony and certifies that:

- this proposal is submitted competitively and without collusion (G.S. 143-54),
- none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and
- it is not an ineligible Vendor as set forth in G.S. 143-59.1.

Furthermore, by executing this proposal, the undersigned certifies to the best of Vendor's knowledge and belief, that:

- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any State Employee associated with the preparing plans, specifications, estimates for public Contract; or awarding or administering public Contracts; or inspecting or supervising delivery of the public Contract of any gift from anyone with a Contract with the State, or from any person seeking to do business with the State. By execution of this response to the RFP, the undersigned certifies, for Vendor's entire organization and its employees or agents, that Vendor are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

By executing this proposal, Vendor certifies that it has read and agreed to the INSTRUCTIONS TO VENDORS and the NORTH CAROLINA GENERAL TERMS AND CONDITIONS. This procurement complies with the State's own procurement laws, rules and procedures per 2 CFR § 200.317.

Failure to execute/sign proposal prior to submittal may render proposal invalid and it MAY BE REJECTED. Late proposals shall not be accepted.

COMPLETE/FORMAL NAME OF VENDOR:		
STREET ADDRESS:	P.O. BOX:	ZIP:
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:		FAX NUMBER:
VENDOR'S AUTHORIZED SIGNATURE:	DATE:	EMAIL:

VALIDITY PERIOD

Offer valid for at least 90 days from date of proposal opening, or if extended by mutual agreement of the parties. Any withdrawal of this offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

ACCEPTANCE OF PROPOSAL

If your proposal is accepted, all provisions of this RFP, along with the written results of any negotiations, shall constitute the written agreement between the parties ("Contract"). The NORTH CAROLINA GENERAL TERMS AND CONDITIONS are incorporated herein and shall apply.

FOR STATE USE ONLY: Offer accepted and Contract awarded this _____ day of _____, 2025, as indicated on the attached certification, by _____ (Authorized Representative of Department of Commerce).

Contents

1.0	PURPOSE AND BACKGROUND – AGENCY SPECIFIC TERM CONTRACT	6
2.0	GENERAL INFORMATION	7
2.1	REQUEST FOR PROPOSALS AND TASK ORDERS	7
2.2	ePROCUREMENT FEE	7
2.3	NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS	7
2.4	RFP SCHEDULE	8
2.5	RFP QUESTIONS	8
2.6	RFP SUBMITTAL	8
2.7	PROPOSAL CONTENTS	9
2.8	DEFINITIONS, ACRONYMS, AND ABBREVIATIONS	10
3.0	METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS	11
3.1	METHOD OF AWARD	11
3.2	CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION	12
3.3	PROPOSAL EVALUATION PROCESS	12
3.4	EVALUATION CRITERIA	13
3.5	PERFORMANCE OUTSIDE THE UNITED STATES	14
3.6	INTERPRETATION OF TERMS AND PHRASES	14
4.0	REQUIREMENTS	14
4.1	TASK ORDER CATEGORIES	14
4.2	PRICING	15
4.3	PAYMENT STRUCTURE	15
4.4	INVOICES	15
4.5	HUB PARTICIPATION	15
4.6	BACKGROUND CHECKS	16
4.7	PERSONNEL	16
4.8	VENDOR’S REPRESENTATIONS	16
4.9	INSURANCE REQUIREMENTS	16
4.10	LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS	17
4.11	FINANCIAL INFORMATION	17
5.0	SCOPE OF WORK	18
5.1	GENERAL	18
5.2	TASKS / DELIVERABLES	19

5.3	TASK ORDER METHODOLOGY.....	24
5.4	TRANSITION ASSISTANCE.....	24
6.0	CONTRACT ADMINISTRATION	25
6.1	PROJECT MANAGER AND CUSTOMER SERVICE	25
6.2	PERFORMANCE.....	25
6.3	DISPUTE RESOLUTION	25
6.4	CONTRACT CHANGES	25
	ATTACHMENT A: TASK ORDER CATEGORIES / PRICING.....	26
	ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS	29
	ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS.....	38
	ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR.....	54
	ATTACHMENT E: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION	55
	ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS.....	56
	ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES.....	57
	ATTACHMENT H: EXPERIENCE.....	58

1.0 PURPOSE AND BACKGROUND – AGENCY SPECIFIC TERM CONTRACT

The Department of Commerce, Division of Community Revitalization (DCR) is looking to establish a pool of pre-qualified vendors eligible for future task orders to provide administrative, technical, programmatic, and project management support for CDBG-DR initiatives. Services will be provided on an as-needed basis, in coordination with existing State staff, and in accordance with the scope and terms outlined in this Request for Proposals (RFP). Vendors approved through this solicitation will be included in a pre-qualified vendor pool eligible to receive task orders as needs are identified. The individual task orders, combined with this RFP, the vendor's offer in response to this RFP, and any addenda and Best and Final Offer (BAFO), will constitute the contract (see Section 2.1 below). There is no guarantee of work for any vendor that becomes pre-qualified pursuant to this RFP.

Hurricane Helene made landfall in September 2024, bringing historic rainfall, strong winds, and tornadoes that caused widespread damage across North Carolina. Thousands of homes and small businesses were damaged or destroyed. On September 27, 2024, former Governor Roy Cooper requested a Major Disaster Declaration for thirty-nine (39) counties and the Eastern Band of Cherokee Indians. The President approved the request on September 28, authorizing Individual and Public Assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288) for 25 counties and the Eastern Band of Cherokee Indians. Twelve additional counties were added in the following weeks, bringing the total to 39 eligible counties.

In response to the disaster, the United States Department of Housing and Urban Development (HUD) allocated \$1,428,120,000 in Community Development Block Grant–Disaster Recovery (CDBG-DR) funds to the State of North Carolina to support long-term recovery. These funds are intended to address unmet housing, economic development, infrastructure, and mitigation needs that remain after all other assistance has been exhausted.

To manage these funds, the State established the Division of Community Revitalization (DCR) within the North Carolina Department of Commerce as the grantee agency for all Helene-related CDBG-DR awards. DCR is responsible for managing all aspects of these grants, including planning, policy development, program administration, compliance, monitoring, financial management, and grant closeout.

Programs that DCR may administer include, but are not limited to: single-family home repair, rehabilitation, and reconstruction; repair and reconstruction, small rental and multifamily housing; a business district revitalization program; infrastructure; and any other programs defined in the HUD-approved Action Plan and amendments, available at commerce.nc.gov/recovery. DCR may also receive and administer additional state and federal recovery funds. Any contract resulting from this solicitation may be used to support those funds at DCR's discretion.

1.1 CONTRACT TERM

Vendors approved through this solicitation will be included in the pre-qualified vendor pool for an initial term of three (3) years, beginning on the date of final approval by the Department (the "Effective Date"). Vendors may be selected from this pool to perform work on an as-needed basis at any time during the approved term.

At the end of the initial three-year period, the Department may, at its sole discretion, renew the prequalified contract for up to three (3) additional one-year terms under the same conditions. Written notice of any renewal will be provided to Vendors no later than thirty (30) days before the expiration of the then-current term.

2.0 GENERAL INFORMATION

2.1 REQUEST FOR PROPOSALS AND TASK ORDERS

This RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award, which are incorporated herein by reference. DCR will issue Task Orders as needs are identified to Vendors that are pre-qualified and awarded pursuant to this RFP. The specific Task Order will contain requirements, terms, and conditions particular to that project, which are intended to supplement the requirements, terms, and conditions herein.

2.2 ePROCUREMENT FEE

This RFP does not incorporate the eProcurement fee; however, the purchase order may be issued through the eProcurement System. See Paragraph 17 of the attached Terms and Conditions as amended. General information on the eProcurement Services can be found at: <http://eprocurement.nc.gov/>.

2.3 NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS

It is the Vendor's responsibility to read the Instructions to Vendors, the North Carolina General Terms and Conditions, all relevant exhibits and attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP.

If Vendors have questions or issues regarding any component of this RFP, those must be submitted as questions in accordance with the instructions in the RFP QUESTIONS Section. If the State determines that any changes will be made as a result of the questions asked, then such decisions will be communicated in the form of an RFP addendum. The State may also elect to leave open the possibility for later negotiation of specific provisions of the Contract that have been addressed during the question-and-answer period, prior to contract award.

Other than through the process of negotiation under 01 NCAC 05B .0503, the State is not required to evaluate or consider any additional or modified terms and conditions submitted with Vendor's proposal or otherwise. This applies to any language appearing in or attached to the document as part of the Vendor's proposal that purports to vary any terms and conditions or instructions herein or to render the proposal non-binding or subject to further negotiation.

The State may exercise its discretion to consider Vendor proposed modifications. By execution and delivery of this RFP Response, the Vendor agrees that any additional or modified terms and conditions, whether submitted purposely or inadvertently, shall have no force or effect, and will be disregarded unless expressly agreed upon through negotiation and incorporated by way of a Best and Final Offer (BAFO). Proposed modifications must be clearly identified in the offer by listing all proposed modifications in the offer in a section titled "Errata and Exceptions."

2.4 RFP SCHEDULE

The table below shows the *intended* schedule for this RFP. The State will make every effort to adhere to this schedule.

Event	Responsibility	Date and Time
Issue RFP	State	August 11, 2025
Submit Written Questions	Vendor	August 18, 2025, by 5:00 pm ET
Provide Response to Questions	State	August 25, 2025
Submit Proposals	Vendor	September 4, 2025, BEFORE 2:00 pm ET (by 1:59:59)
Oral Presentation (optional)	Vendor	TBD (if needed)
Contract Award	State	As soon as possible after evaluation of offers.

2.5 RFP QUESTIONS

Upon review of the RFP documents, Vendors may have questions to clarify or interpret the RFP in order to submit the best proposal possible. To accommodate the RFP Questions process, Vendors shall submit any such questions by the "Submit Written Questions" date and time indicated in the RFP SCHEDULE Section above, unless modified by Addendum.

Written questions related to the content of this solicitation, shall be emailed to angela.dunaway@commerce.nc.gov by the date and time specified above. Vendors should enter "Vendor Name_Staff Aug_Questions" as the subject of the email. Question submittals should include a reference to the applicable RFP section and be submitted in the format shown below:

Reference	Vendor Question
RFP Section Number and Section Title	
RFP Page Number	

Questions received prior to the submission deadline date and time, the State's response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to the *electronic Vendor Portal (eVP)*, <https://evp.nc.gov>, and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Vendors shall rely *only* on written material contained in the RFP and an addendum to this RFP.

Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET.

2.6 RFP SUBMITTAL

IMPORTANT NOTE: Late submissions, regardless of cause, will not be opened or considered, and will be automatically disqualified from further consideration. Vendor shall bear the sole risk of late submission due to unintended or unanticipated delay. It is the Vendor's sole responsibility to ensure its proposal has been received as described in this RFP by the specified time and date of opening. The time and date of receipt will be marked on each proposal when received. Any proposal or portion thereof received after the proposal deadline will be rejected.

Offers to be submitted through eProcurement Sourcing. For training on how to use eProcurement Sourcing, <https://eprocurement.nc.gov/training/vendor-training>. Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET.

If confidential and proprietary information is included in the proposal, also submit one (1) signed, **REDACTED** copy of the proposal. Such information may include trade secrets defined by N.C. Gen. Stat. § 66-152 and other information exempted from the Public Records Act pursuant to N.C. Gen. Stat. §132- 1.2. Vendor may designate information, Products, Services or appropriate portions of its response as confidential, consistent with and to the extent permitted under the statutes and rules set forth above. By so redacting any page, or portion of a page, the Vendor warrants that it has formed a good faith opinion, having received such necessary or proper review by counsel and other knowledgeable advisors, that the portions determined to be confidential and proprietary and redacted as such, meet the requirements of the Rules and Statutes set forth above. However, under no circumstances shall price information be designated as confidential. Redacted refers to the “*blacking out*” of information so it is not visible.

If the Vendor does not provide a redacted version of the proposal with its RFP submission, the Department may release an unredacted version if a record request is received. Also, final contracts must be posted on the DCR website per HUD rules, and DCR will post the redacted version of the contract.

Critical updated information may be included in Addenda to this RFP. It is important that all Vendors responding to this RFP periodically check the State’s eVP website for any Addenda that may be issued prior to the proposal opening date. All Vendors shall be deemed to have read and understood all information in this RFP and all Addenda thereto.

The public proposal opening will be held via Microsoft Teams. Below is the information regarding the public solicitation opening. Only Vendor names will be announced at the opening.

Date: September 4, 2025
Time: 2:00 pm ET
Virtual via Teams: [Join the meeting now](#) **CLICK the Link to Join the Meeting**
Meeting ID: 210 925 726 471 1
Passcode: HW6Ns2FS

Dial in by phone: 984-204-1487
Phone conference ID: 465 443 050#

2.7 PROPOSAL CONTENTS

Vendor shall populate all attachments of this RFP that require the Vendor to provide information and include an authorized signature where requested. Failure to provide all required items, or Vendor’s submission of incomplete items, may result in the State rejecting Vendor’s proposal, in the State’s sole discretion.

All pages of the RFP should be returned.

Proposal shall include the following components:

1. Title Page

The title page shall include:

- Vendor’s name, business address, and phone number

- Name and title of an authorized representative
- RFP number
- A disclosure of any actual or potential conflicts of interest involving the Vendor or its key personnel. If no conflicts exist, the Vendor should state that explicitly.

2. Signed Execution Pages and signed Addenda, if applicable.

3. Table of Contents

4. Narrative Response: Vendor Qualifications and Approach

This section should demonstrate the Vendor's qualifications and capacity to support DCR through future task orders. At a minimum, it should include:

- A brief history of the organization
- Relevant experience with HUD-funded programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or other disaster recovery work
- The Vendor's approach to fulfilling task orders, including how qualified personnel will be identified and assigned
- Internal systems for quality assurance, regulatory compliance, and project oversight
- A summary of staffing capacity, including the ability to scale quickly for both short-term and long-term assignments
- Clear alignment of proposed staff with the type of work to be performed

5. Resumes and Bios

Resumes or biographies must be provided for all key personnel proposed. Vendors are encouraged to submit at least two qualified candidates per position or labor category, where applicable.

6. Examples

Provide at least three examples of projects of similar type and size performed within the last five years, preferably for state and/or local government entities (see Attachment H)

2.8 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

Relevant definitions for this RFP are provided in 01 NCAC 05A .0112 and in the Instructions to Vendors found below which are incorporated herein by this reference.

The following definitions, acronyms, and abbreviations are also relevant to this RFP:

- a) **ACTION PLAN:** the State's Community Development Block Grant-Disaster Recovery (also referred to as the CDBG-DR) Funding Action Plan in Response to Hurricane Helene impacted Counties in Western North Carolina.

- b) **BAFO:** Best and Final Offer, submitted by a Vendor to alter its initial offer, made in response to a request by the issuing agency.
- c) **CDBG-DR:** Community Development Block Grant for Disaster Recovery grant.
- d) **CONTRACT LEAD:** The Procurement Contracting Officer listed in the RFP.
- e) **CONTRACT ADMINISTRATOR:** The Division of Community Revitalization program administrator.
- f) **DCR:** The North Carolina Division of Community Revitalization
- g) **DRGR:** Disaster Recovery Grant Reporting System
- h) **ePROCUREMENT SERVICE(S):** The program, system, and associated Services through which the State conducts electronic procurement.
- i) **HUD:** U.S. Department of Housing and Urban Development
- j) **OFFER:** Vendor entire response to this Solicitation, including all documents and information requested in this Solicitation.
- k) **PRINCIPAL PLACE OF BUSINESS:** The principal place from which the overall trade or business of the Vendor is directed or managed.
- l) **PROGRAM:** Division of Community Revitalization Hurricane Helene Recovery Program.
- m) **QUALIFIED PROPOSAL:** A responsive proposal submitted by a responsible Vendor.
- n) **RFP:** Request for Proposals
- o) **SERVICES or SERVICE DELIVERABLES:** The tasks and duties undertaken by the Vendor to fulfill the requirements and specifications of this solicitation.
- p) **SOLICITATION:** This RFP.
- q) **SOP:** Standard Operating Procedures
- r) **SOR:** System of Record
- s) **STATE:** The State of North Carolina, including any of its sub-units recognized under North Carolina law.
- t) **STATE AGENCY:** Any of the more than 400 sub-units within the executive branch of the State, including its departments, boards, commissions, institutions of higher education and other institutions.
- u) **TASK ORDER:** The document that will be issued for specific work to an awarded Vendor and will contain specific requirements, terms, and conditions. The Task Order will incorporate by reference the Contract resulting from this RFP.
- v) **VENDOR:** Supplier, bidder, proposer, company, firm, corporation, partnership, individual or other entity submitting a response to a Request for Proposal.

3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS

3.1 METHOD OF AWARD

This RFP is to establish a pre-qualified pool of vendors that may be considered for future task orders at DCR's discretion, based on program needs.

North Carolina G.S. 143-52 provides a general list of criteria the State shall use to award contracts, as supplemented by the additional criteria herein. All award decisions shall be in the State's best interest. All qualified proposals will be evaluated, and awards will be made to the Vendors meeting the specific RFP Specifications and achieving the highest

and best final evaluation. Prospective Vendors shall not be discriminated against on the basis of any prohibited grounds as defined by Federal or State law.

While the intent of this RFP is to award a Contract to multiple Vendors, the State reserves the right to make separate awards to different Vendors for one or more Task Order types, to not award one or more Task Order types, or to cancel this RFP in its entirety without awarding a Contract, if it is considered to be most advantageous to the State to do so. The State makes no guarantees as to whether awarded Vendors will receive task orders, the volume of task order, or the task order types.

The State reserves the right to waive any minor informality or technicality in proposals received.

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

While this RFP is under evaluation, the responding Vendor, including any subcontractors and suppliers, is prohibited from engaging in conversations intended to influence the outcome of the evaluation. See Paragraph 28 of the Instructions to Vendors entitled COMMUNICATIONS BY VENDORS.

Each Vendor submitting a proposal to this RFP, including its employees, agents, subcontractors, suppliers, subsidiaries and affiliates, is prohibited from having any communications with any person inside or outside the using agency; issuing agency; other government agency office or body (including the purchaser named above, any department secretary, agency head, members of the General Assembly and Governor's office); or private entity, if the communication refers to the content of Vendor's proposal or qualifications, the content of another Vendor's proposal, another Vendor's qualifications or ability to perform a resulting contract, and/or the transmittal of any other communication of information that could be reasonably considered to have the effect of directly or indirectly influencing the evaluation of proposals, the award of a contract, or both.

Any Vendor not in compliance with this provision shall be disqualified from evaluation and award. A Vendor's proposal may be disqualified if its subcontractor and/or supplier engage in any of the foregoing communications during the time that the procurement is active (*i.e.*, the issuance date of the procurement until the date of contract award or cancellation of the procurement). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFP or inquiries directed to the purchaser named in this RFP regarding requirements of the RFP (prior to proposal submission) or the status of the award (after submission) are excepted from this provision.

3.3 PROPOSAL EVALUATION PROCESS

Only responsive submissions will be evaluated.

The State will conduct a One-Step evaluation of Proposals:

Proposals will be received as described in the RFP Submittal Section above.

All proposals must be received by the issuing agency not later than the date and time specified in the RFP SCHEDULE Section above, unless modified by Addendum. Vendors are cautioned that this is a request for offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.

At the date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum, the proposal from each responding Vendor will be opened publicly and all offers (except those that have been previously withdrawn, or voided bids) will be tabulated. The tabulation shall be made public at the time it is created. Only the names of offerors

and the Goods and Services offered shall be tabulated at the time of opening. Negotiation is anticipated, therefore cost and price shall become available for public inspection at the time of the award.

At their option, the evaluators may request oral presentations or discussions with any or all Vendors for clarification or to amplify the materials presented in any part of the proposal. Vendors are cautioned, however, that the evaluators are not required to request presentations or other clarification—and often do not. Therefore, all proposals should be complete and reflect the most favorable terms available from the Vendor.

Pursuant to 01 NCAC 05B .0503, the State reserves the right to negotiate with one or more vendors, or to reject all original offers and negotiate with one or more sources of supply that may be capable of satisfying the requirement. Upon completion of the evaluation the State will post the award(s) to the State's eVP website under the RFP number for this solicitation.

3.4 EVALUATION CRITERIA

It is the intention of DCR to identify qualified vendors on the basis of demonstrated competence and qualification for the type of task order categories defined herein.

DCR will evaluate responsive proposals based on the following criteria, which are listed in order of importance:

1. Experience
 - a. Experience with CDBG-DR programs
 - b. Experience with relevant policies and requirements
 - c. Years of experience in the business
 - d. Examples of projects of similar type and size performed within the last five years (see Attachment H)
2. Firm Qualifications
 - a. Conformity with the specifications and ability to meet minimum requirements
 - b. Financial stability and solvency
 - i. Ability to meet short-term obligations, debts, liabilities, payroll, and expenses
 - ii. Sufficient cash flow and/or available financing from a financial institution to perform the proposed contract until receiving payment from the state
 - c. Ability and capacity to perform the work
3. Proposed Methodology and Technical Proposal
 - a. Staffing plan
 - b. How Vendor will ensure quality and timely services
 - c. How Vendor will ramp up services across the task order categories
4. Cost
 - a. Hourly rate per position per task order category

DCR will evaluate proposals using a narrative evaluation method, where it identifies strengths and weaknesses of each proposal, and it will select vendors using a Best Value evaluation methodology, which is defined in statute as the selection of vendors based on "the best trade-off between price and performance, where quality is considered an integral performance factor. The award decision is made based on multiple factors, including: total cost of ownership, meaning the cost of acquiring, operating, maintaining, and supporting a product or service over its projected lifetime; the evaluated technical merit of the vendor's proposal; the vendor's past performance; and the evaluated probability

of performing the requirements stated in the solicitation on time, with high quality, and in a manner that accomplishes the stated business objectives and maintains industry standards compliance.” N.C.G.S. § 143-135.9

DCR reserves the right to take any of the following actions: cancel this RFP if determined to be in the best interest of the state; disqualify any responses to this RFP for nonconformance to the terms described herein; negotiate with specific Vendors to achieve the best value; establish a timeline during the negotiation phase for the submission of a best and final offer; and extend the time to respond to this RFP.

3.5 PERFORMANCE OUTSIDE THE UNITED STATES

Complete ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR. In addition to any other evaluation criteria identified in this RFP, the State may also consider, for purposes of evaluating proposed or actual contract performance outside of the United States, how that performance may affect the following factors to ensure that any award will be in the best interest of the State:

- a) Total cost to the State
- b) Level of quality provided by the Vendor
- c) Process and performance capability across multiple jurisdictions
- d) Protection of the State’s information and intellectual property
- e) Availability of pertinent skills
- f) Ability to understand the State’s business requirements and internal operational culture
- g) Particular risk factors such as the security of the State’s information technology
- h) Relations with citizens and employees
- i) Contract enforcement jurisdictional issues

3.6 INTERPRETATION OF TERMS AND PHRASES

This RFP serves two functions: (1) to advise potential Vendors of the parameters of the solution being sought by the State; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. The use of phrases such as “shall,” “must,” and “requirements” are intended to create enforceable contract conditions. In determining whether proposals should be evaluated or rejected, the State will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the State’s needs as described in the RFP. Except as specifically stated in the RFP, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement may result in the State exercising its discretion to reject a proposal in its entirety.

4.0 REQUIREMENTS

This Section lists the requirements related to this RFP. By submitting a proposal, the Vendor agrees to meet all stated requirements in this Section as well as any other specifications, requirements, and terms and conditions stated in this RFP. If a Vendor is unclear about a requirement or specification, or believes a change to a requirement would allow for the State to receive a better proposal, the Vendor is urged to submit these items in the form of a question during the question-and-answer period in accordance with the RFP Questions Section above.

4.1 TASK ORDER CATEGORIES

For each task order category that Vendor wishes to be considered Vendor proposal should demonstrate specific proof of experience and qualifications to carry out the respective task. Task Order Categories:

TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

TASK 3 – Duplication of Benefits (DOB) Compliance

TASK 4 – Procurement Compliance and Monitoring

TASK 5 – Claims, Appeals, and Case Reviews

TASK 6 – Action Plan Development and Amendments

TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support

TASK 8 – Program Performance Monitoring and Evaluation

TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

TASK 10 – Audit Readiness and Monitoring Support

TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects

TASK 12 – Training, Technical Assistance, and Capacity Building

TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support

TASK 14 – Communication, Public Information, and Outreach Support

TASK 15 – Grant Management

TASK 16 – Technical Systems Specification & Project Management

TASK 17 – Environmental Review

4.2 PRICING

In Attachment A: Pricing Vendor shall provide a not-to-exceed hourly rate for each position proposed for each task order category for which it is bidding.

4.3 PAYMENT STRUCTURE

Payment will be a fixed fee for services based on the scope of work for each task order.

4.4 INVOICES

Vendors will send monthly task order invoices to DCR.Finance@commerce.nc.gov for payment.

- a) Vendor must submit one monthly invoice within fifteen (15) calendar days following the end of each month in which work was performed pursuant to a task order.
- b) Invoices must be submitted in electronic format on the Vendor's official letterhead stationery and must be identified by a unique invoice number unless otherwise directed.
- c) Invoices must bear the correct contract number (this solicitation number), the respective task order number, and purchase order number to ensure prompt payment. Vendor's failure to include the correct purchase order number may cause delay in payment.
- d) Invoices must include an accurate description of the work for which the invoice is being submitted in DCR-approved format, the services provided, the hourly rate per position, the number of hours billed per position, the invoice date, the period of time covered, the amount of fees due to Vendor.

4.5 HUB PARTICIPATION

Pursuant to North Carolina General Statute G.S. 143-48, it is State policy to encourage and promote the use of small, minority, physically handicapped, and women contractors in purchasing Goods and Services. As such, this RFP will

serve to identify those Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT E: HUB SUPPLEMENTAL VENDOR INFORMATION.

4.6 BACKGROUND CHECKS

Any personnel or agent of Vendor performing Services under any Contract arising from this RFP may be required to undergo a background check at the expense of the Vendor, if so requested by the State.

4.7 PERSONNEL

Vendor warrants that qualified personnel shall provide Services under this Contract in a professional manner. "Professional manner" means that the personnel performing the Services will possess the skill and competence consistent with the prevailing business standards in the industry. Vendor will serve as the prime contractor under this Contract and shall be responsible for the performance and payment of all subcontractor(s) that may be approved by the State. Names of any third-party Vendors or subcontractors of Vendor may appear for purposes of convenience in Contract documents; and shall not limit Vendor's obligations hereunder. Vendor will retain executive representation for functional and technical expertise as needed in order to incorporate any work by third party subcontractor(s).

Should the Vendor's proposal result in an award, the Vendor may be required to agree that it will not substitute key personnel assigned to the performance of the Contract, and designated in any task order, without prior written approval by the Contract Lead. Vendor may further agree that it will notify the Contract Lead of any desired substitution, including the name(s) and references of Vendor's recommended substitute personnel. The State will approve or disapprove the requested substitution in a timely manner. The State may, in its sole discretion, terminate the Services of any person providing Services under this Contract and/or Task Order. Upon such termination, the State may request acceptable substitute personnel or terminate the contract Services provided by such personnel.

4.8 VENDOR'S REPRESENTATIONS

If Vendor's Proposal results in an award, Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under the Contract. If any Services, deliverables, functions, or responsibilities not specifically described in this solicitation are required for Vendor's proper performance, provision and delivery of the Service and deliverables under a resulting Contract/Task Order, or are an inherent part of or necessary sub-task included within such Service, they will be deemed to be implied by and included within the scope of the Contract/Task Order to the same extent and in the same manner as if specifically described in the Contract/Task Order. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Vendor to provide and deliver the Services and/or other Deliverables.

4.9 INSURANCE REQUIREMENTS

Insurance requirements are indicated in ATTACHEMENT C: NORTH CAROLINA GENERAL TERM AND CONDITIONS, Paragraph 15 (b)(3) Contracts valued in excess of \$1,000,000.

For the duration of any contract resulting from this Solicitation and potential Task Order, Vendor shall acquire insurance with financially sound and reputable independent insurers, in the type and amount specified in this RFP. Work on any contract/task order shall not begin until after Vendor has submitted acceptable evidence of insurance. Failure to maintain insurance coverage or acceptable alternative methods of insurance shall be deemed a breach of contract. Vendor shall submit acceptable evidence of insurance with each task order.

4.10 LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS

Federal law prohibits recipients of federal funds, whether through grants, contracts, or cooperative agreements, from using those funds to influence or attempt to influence (lobby) a federal official in connection with obtaining, extending, or modifying any federal contract, grant, loan, or cooperative agreement. Further, federal law requires that applicants for federal funds certify:

- That they abide by the above restriction;
- That they disclose any permissible (non-federal) paid lobbying on the Federal Awards being applied for; and
- That such certification requirements will also be included in any subawards meeting the applicable thresholds.

All Vendors must complete and submit ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS. If applicable, vendors must also submit ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES (OMB STANDARD FORM LLL) when responding to this solicitation.

4.11 FINANCIAL INFORMATION

Submitting financial information is an absolute requirement, and it is a material requirement of this RFP. Failure to submit this information shall result in the offer being deemed non-responsive, and the offer will not be considered.

If Vendor is an entity that is required to prepare audited financial statements, Vendor shall submit:

- a) Last three years of audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet;
- b) If applicable, last three years of consolidated statements for any holding companies or affiliates;
- c) An audited or un-audited accrual-basis financial statement of the most recent quarter of operation; and
- d) A full disclosure of any events, liabilities, or contingent liabilities that could affect Vendor's financial ability to perform this contract.

If Vendor is a privately-owned entity or sole proprietorship, Vendor shall submit:

- a) Last three years of audited or un-audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet;
- b) An audited or un-audited accrual-basis financial statement of the most recent quarter of operation; and
- c) A full disclosure of any events, liabilities, or contingent liabilities that could affect Vendor's financial ability to perform this contract.

Financial information, statements and/or documents submitted with a Proposal shall be evaluated to determine: whether the Vendor has sufficient ability to perform the Contract; whether the Vendor is able to meet its short term obligations, debts, liabilities, payroll, and expenses; whether Vendor has provided complete, reliable and accurate financial information regarding its business operation; whether the Vendor is financially solvent; and whether Vendor has sufficient cash flow and/or available financing from a financial institution to perform the proposed contract for an extended period without receiving payment from the State. Financial information of non-public entities may be marked as confidential in accordance with the Paragraph of the Instructions to Vendors entitled Confidential Information (and should be redacted in the redacted version of the offer submitted per Section 2.6).

5.0 SCOPE OF WORK

5.1 GENERAL

The North Carolina Department of Commerce, Division of Community Revitalization (DCR) is seeking Statements of Qualifications and pricing from experienced Vendors to provide administrative, technical, and programmatic support for CDBG-DR initiatives, delivered in coordination with existing State staff. Vendors must demonstrate the capabilities, expertise, and staffing necessary to fulfill the requirements outlined in this solicitation. Personnel, officers, executives, and subcontractors performing work under any contract or task order resulting from this RFP shall not be considered employees of the State. Furthermore, any resulting agreement shall not establish a joint venture, partnership, trust, agency, or any other similar business relationship between the Vendor and the State.

Vendors must clearly describe how they meet the qualifications outlined in this RFP and how they will measure performance and success in completing potential future task orders. Vendor personnel must be available to support DCR staff between the hours of 8:00 AM and 5:00 PM Eastern Time Monday through Friday. Depending on program needs, DCR may require certain roles to report in person to office space provided by the State. While DCR's main offices are based in Raleigh, NC, certain positions may require fieldwork or in-person support at intake centers in disaster-impacted areas of Western North Carolina. Intake centers are located in Asheville, Boone, and Marion, in coordination with Horne LLP, the Implementation Vendor for the Single-Family Housing Program.

DCR will utilize a System of Record (SOR) for CDBG-DR grant activities, which has not yet been finalized as of the date of this Solicitation. DCR will manage the system, and selected Vendors will be required to use the State's designated SOR. DCR may also implement separate systems for financial management and reporting. Selected Vendors may be asked to support the setup and administration of these systems.

The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs. DCR anticipates issuing task orders as priorities shift and may adjust the scope or required level of involvement accordingly.

Vendor responses should identify proposed personnel, including a description of the team structure servicing DCR, individual roles, and areas of responsibility. Proposed personnel should be clearly aligned with the specific tasks outlined in the Task Order Categories. Resumes and professional biographies must be provided for all proposed staff. Vendors must demonstrate that they have sufficient qualified personnel available to support any task orders issued under this RFP.

Vendor responses should include evidence of relevant qualifications and experience in the disciplines required by this RFP. Additional information on current and planned projects is available at: commerce.nc.gov/recovery.

By submitting a response to this RFP, Vendors affirm the following: *"The personnel included in this response are not subject to any non-competition agreement that would prevent them from accepting an offer of employment from the North Carolina Division of Community Revitalization"*.

Vendors may choose to submit an offer for all task order categories or only certain categories, as designated in Attachment A: Pricing. While Vendors may choose which task order categories, DCR makes no guarantee of any task order award, volume of task orders Vendors will receive, or the task order types Vendors will receive. Vendors must clearly state in their response to this RFP (in Attachment A) which task order category(ies) the Vendor will perform work. Task Orders will not be made outside of the task order category(ies) selected by the Vendor during this solicitation process.

5.2 TASKS / DELIVERABLES

Vendors selected for inclusion in the pre-qualified pool may be considered for task orders to perform one or more of the following service areas (categories) on an as-needed basis. Tasks may include, but are not limited to:

5.2.1 TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)

If ordered, the Vendor may assist in developing, updating, and maintaining written policies, procedures, and SOPs to support consistent, compliant administration of any DCR CDBG-DR program or effort, including but not limited to:

- Single-Family Housing Repair, Rehabilitation, and Reconstruction
- Multifamily Rental Housing Construction, Rehabilitation, and Mitigation
- Commercial District Revitalization Programs
- Community Infrastructure and Resilience Projects
- Private Roads and Bridges
- Small Rental Programs
- General administration of CDBG-DR funds

Anticipated Deliverables:

- Program-specific policies
- Program-specific SOPs detailing required workflows, documentation standards, and quality control processes
- Templates, forms, and checklists to guide eligibility determinations, benefit calculations, procurement activities, and records management
- Standardized reporting structures for HUD, state, and federal reporting requirements (e.g., DRGR, QPRs, Section 3, Fair Housing)
- Written closeout procedures outlining project completion, financial reconciliation, and grant closeout documentation

5.2.2 TASK 2 – Financial Compliance, Oversight, and Fraud Prevention

If ordered, the Vendor may assist with developing financial management tools and providing oversight to ensure compliance with federal and state requirements.

Anticipated Deliverables:

- Written policies for fund tracking, separation of CDBG-DR funds, and proper accounting
- Fraud, waste, and abuse prevention protocols and detection tools
- Monitoring plans and tools for financial oversight of subrecipients, and contractors
- Federal and State compliance reviews, including, but not limited to, inspecting award approvals, reimbursement requests and completed monitoring visits.
- Financial performance dashboards, KPI tracking systems, and corrective action procedures

5.2.3 TASK 3 – Duplication of Benefits (DOB) Compliance

If ordered, the Vendor may assist with establishing, maintaining, and implementing DOB prevention and monitoring processes, including

Anticipated Deliverables:

- Written DOB prevention policies aligned with HUD guidance
- Data matching tools to detect and mitigate potential DOB risks
- Templates, forms, and workflows to support consistent eligibility determinations and benefit calculations
- DOB processing and compliance management

5.2.4 TASK 4 – Procurement Compliance and Monitoring

If ordered, the Vendor may assist DCR and/or subrecipients with developing procurement policies and providing oversight to ensure transparent, fair, and compliant procurement.

Anticipated Deliverables:

- Procurement policies and SOPs consistent with federal and state requirements
- Documentation standards for solicitations, contracts, procurement records, and cost reasonableness
- Monitoring tools and workflows for procurement oversight and compliance tracking

5.2.5 TASK 5 – Claims, Appeals, and Case Reviews

If ordered, the Vendor may assist with standardizing processes for managing applications, appeals, exceptions, and other case-specific requests.

Anticipated Deliverables:

- Written procedures for case reviews, escalation protocols, and decision-making workflows
- Standardized documentation tools, including review checklists, decision logs, and applicant notification templates
- Staff training materials to support consistent application of review procedures Support for audit readiness and responding to HUD, state, or other oversight inquiries related to case determinations

5.2.6 TASK 6 – Action Plan Development and Amendments

If ordered, the Vendor may assist with preparing, revising, and submitting CDBG-DR Action Plans and amendments.

Anticipated Deliverables:

- Draft Action Plan language, supporting documentation, and HUD submission packages;
- Create/maintain public comment documentation and records of stakeholder engagement.

5.2.7 TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support

If ordered, the Vendor may provide data analysis to inform program design and resource allocation.

Anticipated Deliverables:

- Unmet needs assessments, market studies, gap analyses, and resource allocation reports
- Geospatial data products, including maps, visualizations, and dashboards to support decision-making and public reporting
- Data integration from multiple sources (e.g., FEMA, SBA, NFIP, local government data) to support comprehensive needs assessments

5.2.8 TASK 8 – Program Performance Monitoring and Evaluation

If ordered, the Vendor may assist with performance tracking and program evaluation activities.

Anticipated Deliverables:

- Program-specific timelines, milestone tracking tools, and progress reporting templates
- Performance metric tracking systems and compliance monitoring tools
- Disaster Recovery Grants Reporting (DRGR) support and execution

5.2.9 TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation

If ordered, the Vendor may assist with technical assistance, monitoring, and documentation to maintain compliance with applicable requirements, including but not limited to civil rights, fair housing, labor standards, and historic preservation.

Anticipated Deliverables:

- Section 3 compliance tracking tools and reporting templates
- Fair Housing, civil rights, and Affirmatively Furthering Fair Housing documentation
- Labor standards monitoring tools, wage verification processes, and Davis-Bacon/Copeland Act compliance resources
- Documentation to support compliance with National Objectives, including LMI benefit, slum/blight prevention, or urgent need
- Historic preservation compliance documentation, including Section 106 consultation records, project review forms, coordination with the State Historic Preservation Office (SHPO), and mitigation agreements where applicable

5.2.10 TASK 10 – Audit Readiness and Monitoring Support

If ordered, the Vendor may assist with preparing for monitoring visits, audits, and corrective action implementation.

Anticipated Deliverables:

- Readiness review tools and checklists for program files, systems, and documentation
- Draft responses to monitoring reports, audit findings, or compliance inquiries
- Corrective action plans and tracking tools

5.2.11 TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects

If ordered, the Vendor may provide technical expertise to support project development, review, and compliance.

Anticipated Deliverables:

- Reviews of engineering plans prepared by subrecipients
- Review or development of cost estimates
- Review or development of feasibility studies
- Compliance assessments for infrastructure and mitigation projects
- Feasibility analysis of infrastructure, economic development, and housing projects
- Construction progress inspections of infrastructure, economic development, and housing projects

5.2.12 TASK 12 – Training, Technical Assistance, and Capacity Building

If ordered, the Vendor may provide targeted training and technical assistance to support program implementation.

Anticipated Deliverables:

- Regulatory compliance training sessions for DCR staff, subrecipients, and partners
- Updated training materials, guidance documents, and instructional resources
- Application intake support, eligibility review assistance, and program interpretation resources
- Tools to promote transparency, reporting, and accountability

5.2.13 TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support

If ordered, the Vendor may assist with developing, implementing, and overseeing relocation programs, including compliance with the Uniform Relocation Act (URA) and Optional Relation Assistance.

Anticipated Deliverables:

- Relocation policies, procedures, SOPs, and workflows

- Technical guidance to inform SOR system workflows (excluding software development)
- Application review tools for relocation eligibility and benefit determinations
- Required relocation notices, compliance monitoring tools, and corrective action resources Training materials and sessions for staff and program partners

5.2.14 TASK 14 – Communication, Public Information, and Outreach Support

If ordered, the Vendor may assist with developing and implementing communication materials, public information resources, and outreach tools to promote program awareness, transparency, and accessibility.

Anticipated Deliverables:

- Public information materials, including fact sheets, flyers, FAQs, and website content
- Standardized templates for press releases, stakeholder notices, and public updates
- Outreach materials tailored for impacted communities, including language translation and accessibility accommodations
- Guidance documents to support consistent external messaging and branding
- Communication protocols for crisis communication, public inquiries, and media responses
- Support for public meetings, stakeholder engagement, and community outreach events

5.2.15 TASK 15 – Grant Management

If ordered, the Vendor may assist with managing and implementing programs described in the State's CDBG-DR Action Plan.

Anticipated Deliverables:

- Facilitate subrecipient contracting, compliance, and closeout activities
- Provide tools to facilitate subrecipient compliance and reporting

5.2.16 TASK 16 – Technical Systems Specification & Project Management

If ordered, the Vendor may assist with designing and detailing technical specifications for DCR's System of Record.

Anticipated Deliverables:

- Workflow and technical specification documentation
- Project management and monitoring of the SOR

5.2.17 TASK 17 – Environmental Review

The selected Vendor(s) will perform, or cause to be performed, NEPA compliant HUD environmental reviews for projects that receive subrecipient awards under programs including infrastructure, economic revitalization, multi-family, workforce housing, and hazard mitigation set aside programs. The awarded Vendor(s) will support the responsible entity and local communities identifying the appropriate environmental review level and preparing the subsequent environmental review compliant with 24 CFR 58. Vendors must provide a unit cost price for each of the following levels of environmental review which may be necessary under these programs:

- Exempt
 - Categorically Excluded Not Subject to §58.5
 - Categorically Excluded Subject to §58.5
 - Environmental Assessment
 - Environmental Impact Statements
- Additionally, the selected Vendor(s) must provide a reevaluation cost for each of the aforementioned environmental review levels.

Anticipated Deliverables

- Environmental Review Level Identification and Environmental Review Completion Timeline
 - DCR will work with awarded subrecipients under the program and the selected Vendor(s) to determine the necessary level of environmental review and a completion timeline for the environmental review. Depending on the level of review and the scope of the project being reviewed, project timelines may be identified as subject to assumptions by the selected Vendor(s).
- Environmental Review Completion
 - Environmental reviews will be completed in compliance with the laws and authorities outlined in 24 CFR 58 and any relevant local and/or state requirements. Any and all studies required to complete the compliant environmental review are the responsibility of the selected Vendor(s).
- Reevaluation of Reviews as Necessary

When reevaluation is required for a previously completed environmental review, the Vendor is expected to provide a separate rate for reevaluation of each type/level of environmental review.

5.3 TASK ORDER METHODOLOGY

DCR will issue task orders, as the need arises, to at least two vendors qualified in that category and seek responses. The vendor will be selected based on best value to the State, considering qualifications, pricing, proposed methodology for completing the task, and total not-to-exceed amount. DCR may request and consider references for Vendors' previous work, updated financial information, litigation history, and any other information it deems relevant. Information submitted as part of this RFP should not need to be resubmitted. All task orders shall be in writing, and shall include a scope of services, a list of tasks to be performed by the Vendor, a time schedule, a list of deliverables, if any, and such other information or special conditions as may be necessary for the work requested.

5.4 TRANSITION ASSISTANCE

If the contract, or any part thereof, is not renewed or is terminated for any reason, or as part of the closeout process, the Vendor shall provide, at DCR's sole discretion, immediate and ongoing transition assistance to the new Vendor until the project (task order) is complete.

6.0 CONTRACT ADMINISTRATION

6.1 PROJECT MANAGER AND CUSTOMER SERVICE

The Vendor shall designate and make available to the State a Project Manager. The project manager shall be the State's point of contact for contract related issues and issues concerning performance, progress review, scheduling, and service. The services of the Project Manager will not be invoiced. The Project Manager will be a representative of the Vendor authorized to make decisions on its behalf.

6.2 PERFORMANCE

The Contract Administrator for the State will conduct quarterly performance reviews of performance under the contract. The format and content of the quarterly review will be shared with the Vendor Project Manager. The quarterly performance reviews will assess the Vendor's compliance with the Scope of Work (task order) and the individual performance of contract staff as needed. The performance reviews may include requirements of the Vendor to take corrective action related to staff performance.

6.3 DISPUTE RESOLUTION

The parties agree that it is in their mutual interest to resolve disputes informally. A claim by the Vendor shall be submitted in writing to the State's Contract Administrator for resolution. A claim by the State shall be submitted in writing to the Vendor's Project Manager for resolution. The Parties shall negotiate in good faith and use all reasonable efforts to resolve such dispute(s). During the time the Parties are attempting to resolve any dispute, each shall proceed diligently to perform their respective duties and responsibilities under this Contract. If a dispute cannot be resolved between the Parties within thirty (30) days after delivery of notice, either Party may elect to exercise any other remedies available under this Contract, or at law. This term shall not constitute an agreement by either party to mediate or arbitrate any dispute.

6.4 CONTRACT CHANGES

Contract changes, if any, over the life of the contract shall be implemented by contract amendments agreed to in writing by the State and Vendor.

ATTACHMENT A: TASK ORDER CATEGORIES / PRICING

TASK ORDER CATEGORIES:

Per RFP Section 5.1 GENERAL, SCOPE OF WORK, Vendors may choose to submit an offer for all task order categories or only certain categories. Indicate below which task order category(s) Vendor would like to perform work. While Vendors may choose which task order category(s), DCR makes no guarantee of task order award, volume of task orders Vendors will receive, or the task order types Vendors will receive. Task Orders will not be made outside of the task order category(s) selected by the Vendor during this solicitation process.

- ☐ YES ☐ NO **TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)**
- ☐ YES ☐ NO **TASK 2 – Financial Compliance, Oversight, and Fraud Prevention**
- ☐ YES ☐ NO **TASK 3 – Duplication of Benefits (DOB) Compliance**
- ☐ YES ☐ NO **TASK 4 – Procurement Compliance and Monitoring**
- ☐ YES ☐ NO **TASK 5 – Claims, Appeals, and Case Reviews**
- ☐ YES ☐ NO **TASK 6 – Action Plan Development and Amendments**
- ☐ YES ☐ NO **TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support**
- ☐ YES ☐ NO **TASK 8 – Program Performance Monitoring and Evaluation**
- ☐ YES ☐ NO **TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation**
- ☐ YES ☐ NO **TASK 10 – Audit Readiness and Monitoring Support**
- ☐ YES ☐ NO **TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects**
- ☐ YES ☐ NO **TASK 12 – Training, Technical Assistance, and Capacity Building**
- ☐ YES ☐ NO **TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support**
- ☐ YES ☐ NO **TASK 14 – Communication, Public Information, and Outreach Support**
- ☐ YES ☐ NO **TASK 15 – Grant Management**
- ☐ YES ☐ NO **TASK 16 – Technical Systems Specification & Project Management**
- ☐ YES ☐ NO **TASK 17 – Environmental Review**

PRICING:

Vendor to replicate the table below and provide an hourly not-to-exceed rate per position for each task order category(s) offered with its solicitation response. Rates shall be inclusive of salary, overhead, administrative and other similar fees, travel and other expenses. Vendor is responsible for providing cell phones, computers/laptops, and all IT support related thereto.

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 2 – Financial Compliance, Oversight, and Fraud Prevention			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 3 – Duplication of Benefits (DOB) Compliance			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 4 – Procurement Compliance and Monitoring			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 5 – Claims, Appeals, and Case Reviews			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 6 – Action Plan Development and Amendments			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 8 – Program Performance Monitoring and Evaluation			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 10 – Audit Readiness and Monitoring Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects			
<i>Vendor to Indicate All Position Title(s) HERE</i>			

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
TASK 12 – Training, Technical Assistance, and Capacity Building			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 14 – Communication, Public Information, and Outreach Support			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 15 – Grant Management			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 16 – Technical Systems Specification & Project Management			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Initial Environmental Review:			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			
Reevaluation Environmental Review:			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			

*For Environmental Review provide a unit cost for each of the below levels of environmental review, as well as a unit cost for environmental review **reevaluation**.

- Exempt
- Categorically Excluded Not Subject to §58.5
- Categorically Excluded Subject to §58.5
- Environmental Assessment
- Environmental Impact Statements

ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS

I. READ, REVIEW AND COMPLY

It shall be the Vendor's responsibility to read this entire document; review all enclosures, attachments, and any Addenda; and comply with all requirements specified, whether appearing in these Instructions to Vendors or elsewhere in the Solicitation document.

Any gender-specific pronouns used herein, whether masculine or feminine, shall be read and construed as gender neutral, and the singular of any word or phrase shall be read to include the plural and vice versa.

II. REQUEST FOR OFFERS

Vendors are cautioned that this is a request for Offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all bids at any time if such rejection is deemed to be in the best interest of the State.

By submitting Your Bid or Proposal, You are offering to enter into a contract with the State.

The Contract is a separate document that represents the Vendor's and the State's entire agreement. If Your bid is accepted and results in a Contract, You will be expected to accept the North Carolina General Terms And Conditions included in the Solicitation document as part of the Contract. Depending upon the good or service being offered, other terms and conditions may apply.

III. DUTY TO INQUIRE

Offeror, by submitting an Offer, represents that it has read and understands the Solicitation and that its Offer is made in compliance with the Solicitation. Offerors are expected to examine the Solicitation thoroughly and should request an explanation for any ambiguities, discrepancies, errors, omissions, or conflicting statements in the Solicitation. Failure to do so will be at the Offeror's risk. All ambiguities, discrepancies, errors, omissions, or conflicting statements in the Solicitation shall be interpreted to require the better quality or greater quantity of work and/or materials, unless otherwise directed by Addendum. Offeror assumes responsibility for any patent ambiguity in the Solicitation that Offeror does not bring to the State's attention.

IV. DEFINITIONS, ACRONYMS AND ABBREVIATIONS

The following definitions, acronyms, and abbreviations may be used within the Solicitation document.

1. **AGENCY SPECIFIC TERM CONTRACT:** A contract generally intended to cover all normal requirements for a commodity for a specified period of time based on estimated quantities for a single entity.
2. **ADDENDUM:** a document issued to supplement or modify the original Solicitation document. Addenda may be issued following a pre-bid/pre-proposal conference or as a result of a specification or work scope changes to the Solicitation.
3. **BAFO:** Best and Final Offer, submitted by a Vendor to alter its initial bid, made in response to a request by the issuing agency.
4. **BUYER:** The employee of the State or Other Eligible Entity that places an order with the Vendor.
5. **COMMUNITY COLLEGE:** Any of the fifty-eight (58) public North Carolina Community Colleges.
6. **CONTRACT:** A contract resulting from or arising out of Vendor responses to this Solicitation.

7. **CONTRACT ADMINISTRATOR:** A representative of the Agency who is responsible for the functions that are performed after all parties have signed a contract, including any modifications to the contract.
8. **CONTRACT MANAGER:** A representative of the agency or awarded vendor who ensures compliance with the contract terms and conditions while giving attention to the achievement of the stated output and outcome of the contract.
9. **ELECTRONIC VENDOR PORTAL (eVP):** System for vendors to do business with the State of North Carolina, including registering to do business, responding to bid opportunities, and certifying as a HUB and/or NCSBE.
10. **E-PROCUREMENT SERVICES:** The program, system, and associated services through which the State conducts electronic procurement.
11. **FOB-DESTINATION:** Title changes hand from Vendor to purchaser at the destination point of the shipment; Vendor owns the commodity in transit and files any claims. Vendor pays all freight and any related transportation charges. A Solicitation may request that a Vendor separately identify freight charges in its bid, but no amount or charge not included as part of the total bid price will be paid.
12. **HUB:** Historically Underutilized Business <https://ncadmin.nc.gov/businesses/hub>
13. **IFB:** Invitation for Bids (a type of Solicitation document)
14. **LOT:** A grouping of similar products within this Solicitation document.
15. **OFFER:** the bid or proposal submitted in response this Solicitation. The terms Bid and Proposal are used interchangeably with the term Offer.
16. **OFFEROR:** the single legal entity submitting the Offer. The term Bidder is used interchangeably with the term Offeror. See bidding provisions entitled Signing Your Offer and Bid/Proposal As Offer To Contract.
17. **ON-TIME DELIVERY:** The delivery of all items within a single order to the receiving point designated by the ordering entity within the delivery time required.
18. **PROCUREMENT LEAD:** Representative of the agency identified on the first page of the Solicitation document who will correspond with potential Vendors concerning Solicitation issues, will contract with the Vendor providing the best offer to the State, and is the individual who will administer the Contract for the State.
19. **QUALIFIED BID/PROPOSAL:** A responsive bid submitted by a responsible Vendor.
20. **RESPONSIBLE:** Refers to a Vendor who demonstrates in its Offer that it has the capability to perform the requirements of the Solicitation.
21. **RESPONSIVE:** Refers to an Offer that conforms to the Requirements of the Solicitation in all respects to be considered by the State for award.
22. **RFI:** Request for Information (an information gathering tool that does not result in a contract)
23. **RFP:** Request for Proposals (a type of Solicitation document)
24. **RFP:** Request for Pre-Qualifications (a type of Solicitation document)

26. **STATE:** The State of North Carolina, including any of its sub-units recognized under North Carolina law.
27. **STATE AGENCY:** Any of the more than 400 sub-units within the executive branch of the State, including its departments, institutions, boards, commissions, universities, and units of the State.
28. **STATE DEPARTMENTS:** Department of Administration, Department of Agriculture and Consumer Services, Department of Commerce, Department of Natural and Cultural Resources, Department of Environmental Quality, Department of Health and Human Services, Department of Information Technology, Department of Insurance, Department of Justice, Department of Labor, Department of Military and Veteran Affairs, Department of Public Instruction, Department of Public Safety, Department of Revenue, Department of State Treasurer, Office of the Secretary of the State, Department of Transportation, Wildlife Resources Commission, Office of Budget and Management, Office of the Governor, Office of the Lieutenant Governor, Office of The State Auditor, Office of the State Controller.
29. **VENDOR:** The supplier, bidder, proposer, company, firm, corporation, partnership, individual or other entity submitting a response to a Solicitation document. Following award of a contract, the term refers to an entity receiving such an award.
30. **WORK:** All labor, materials, equipment, services, or property of any type, provided or to be provided by the Contractor to fulfill the Contractor's obligations under the Contract.
31. **YOU and YOUR:** Offeror.

V. INTERPRETATION OF TERMS AND PHRASES

The Solicitation document serves to advise potential Vendors of the parameters of the solution being sought by the State. The use of phrases such as “shall,” “must,” and “requirements” are intended to create enforceable contract conditions. In determining whether bids should be evaluated or rejected, the State will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the State’s needs as described in the Solicitation. Except as specifically stated in the Solicitation, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement, if determined to be essential under the circumstances then existing, may result in the State exercising its discretion to reject a bid in its entirety.

VI. BID SUBMISSION

1. **VENDOR’S REPRESENTATIVE:** Each Vendor shall submit with its bid the name, address, and telephone number of the person(s) with authority to bind the Vendor and answer questions or provide clarification concerning the Vendor’s bid.
2. **SIGNING YOUR OFFER:** Every Offer must be signed by an individual with actual authority to bind the Offeror.
 - a) If the Offeror is an individual, the Offer must be signed by that individual. If the Offeror is an individual doing business as a firm, the Offer must be submitted in the firm name, signed by the individual, and state that the individual is doing business as a firm.
 - b) If the Offeror is a partnership, the Offer must be submitted in the partnership name, followed by the words by its Partner, and signed by a general partner.
 - c) If the Offeror is a corporation, the Offer must be submitted in the corporate name, followed by the signature and title of the person authorized to sign.

d) An Offer may be submitted by a joint venture involving any combination of individuals, partnerships, or corporations. If the Offeror is a joint venture, the Offer must be submitted in the name of the Joint Venture and signed by every participant in the joint venture in the manner prescribed in paragraphs (a) through (c) above for each type of participant.

e) If an Offer is signed by an agent, other than as stated in subparagraphs(a)through (d) above, the Offer must state that is has been signed by an Agent. Upon request, Offeror must provide proof of the agent's authorization to bind the principal.

3. **EXECUTION:** Failure to sign the Execution Page (numbered page 1 of the Solicitation document) in the indicated space may render an Offer nonresponsive, and it may be rejected.

4. **STATE OFFICE CLOSINGS:** If an emergency or unanticipated event interrupts normal government processes so that Offers cannot be received at the State office designated for receipt of bids by the exact time specified in the Solicitation, the time specified for receipt of Offers will be deemed to be extended to the same time of day specified in the Solicitation on the first work day on which normal government processes resume. In lieu of an automatic extension, an Addendum may be issued to reschedule the bid opening. If State offices are closed at the time a pre-bid or pre-proposal conference is scheduled, an Addendum will be issued to reschedule the conference.

5. **BID IN ENGLISH and DOLLARS:** Offers submitted in response to this Solicitation shall be in the English language and in US dollars, unless otherwise permitted by the Solicitation.

6. **LATE BIDS:** Late bids, regardless of cause, will not be opened or considered, and will automatically be disqualified from further consideration. It shall be the Vendor's sole responsibility to ensure delivery at the designated office by the designated time.

a) Vendor shall bear the risk for late submission due to unintended or unanticipated delay— whether submitted electronically, delivered by hand, U.S. Postal Service, courier or other delivery service. It is the Vendor's sole responsibility to ensure that its bid has been received by this Office by the specified time and date of opening. The date and time of submission will be marked on each bid when received, and any bid received after the bid submission deadline will be rejected.

b) For proposals submitted via U.S. mail, please note that the U.S. Postal Service generally does not deliver mail to a specified street address but to the State's Mail Service Center. Vendors are cautioned that proposals sent via U.S. Mail, including Express Mail, may not be delivered by the Mail Service Center to the agency's purchasing office on the due date in time to meet the proposal deadline. All Vendors are urged to take the possibility of delay into account when submitting a proposal by U.S. Postal Service, courier, or other delivery service.

7. **DETERMINATION OF RESPONSIVENESS:** Any Offer which fails to conform to the material requirements of the Solicitation maybe rejected as nonresponsive. Offers which impose conditions that modify material requirements of the Solicitation may be rejected. If a fixed price is required, an Offer will be rejected if the total possible cost to the State cannot be determined. Offerors will not be given an opportunity to correct any material nonconformity. Any deficiency resulting from a minor informality may be cured or waived at the sole discretion of the Procurement Officer.

8. **CONTENTS OF OFFER:**

a) Offers should be complete and carefully worded and should convey all of the information requested.

b) Offers should be prepared simply and economically, providing a straightforward, concise description of the Offeror's capabilities to satisfy the requirements of the Solicitation. Emphasis should be on completeness and clarity of content.

c) If Your Offer includes any comment over and above the specific information requested in the Solicitation, you are to include this information as a separate appendix to Your Offer. Offers which include either modifications to any of the Solicitation's contractual requirements or an Offeror's standard terms and conditions may be deemed non-responsive and not considered for award at the State's discretion.

9. **MULTIPLE OFFERS.** If specifically stated in the Solicitation document, Offerors may submit more than one Offer, provided that each Offer has significant differences other than price. Each separate Offer must satisfy all Solicitation requirements.

10. **CLARIFICATION:** The State may elect to communicate with You after bid opening for the purpose of clarifying either Your Offer or the requirements of the Solicitation. Such communications may be conducted only with Offerors who have submitted an Offer which obviously conforms in all material aspects to the Solicitation. Clarification of an Offer must be documented in writing and included with the Offer. Clarifications may not be used to revise an Offer or the Solicitation.

11. **ACCEPTANCE AND REJECTION:** The State reserves the right to reject any and all bids, to waive any informality in bids and, unless otherwise specified by the Vendor, to accept any item in the bid.

12. **BASIS FOR REJECTION:** Pursuant to 01 NCAC 05B .0501, the State reserves the right to reject any and all Offers, in whole or in part, by deeming the Offer unsatisfactory as to quality or quantity, delivery, price or service offered, non-compliance with the requirements or intent of this Solicitation, lack of competitiveness, error(s) in specifications or indications that revision would be advantageous to the State, cancellation or other changes in the intended project or any other determination that the proposed requirement is no longer needed, limitation or lack of available funds, circumstances that prevent determination of the best offer, or any other determination that rejection would be in the best interest of the State.

13. **INFORMATION AND DESCRIPTIVE LITERATURE:** Vendor shall furnish all information requested in the Solicitation document. Further, if required elsewhere in this bid, each Vendor shall submit with its bid any sketches, descriptive literature, and/or complete specifications covering the goods and services offered. Reference to literature submitted with a previous bid or available elsewhere will not satisfy this provision. Do not submit bid samples or descriptive literature unless expressly requested. Unsolicited bid samples or descriptive literature will not be examined or tested, will not be used to determine responsiveness, and will not be deemed to vary any of the provisions of the Solicitation. Failure to comply with these requirements shall constitute sufficient cause to reject a bid without further consideration.

14. **WITHDRAWAL OF BID OR PROPOSAL:** Proposals submitted electronically may be withdrawn at any time prior to the date for bid opening identified on the cover page of this Solicitation document (or such later date included in an Addendum). Proposals that have been delivered by hand, U.S. Postal Service, courier, or other delivery service may be withdrawn only in writing and if receipt is acknowledged by the office issuing the Solicitation document prior to the time for opening identified on the cover page of the Solicitation document (or such later date included in an Addendum). Written withdrawal requests shall be submitted on the Vendor's letterhead and signed by an official of the Vendor authorized to make such request. Any withdrawal request made after bid opening shall be allowed only for good cause shown and in the sole discretion of the Division of Purchase and Contract.

15. **COST FOR BID OR PROPOSAL PREPARATION:** Any costs incurred by Vendor in preparing or submitting Offers are the Vendor's sole responsibility.

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

17. **RECYCLING AND SOURCE REDUCTION:** It is the policy of the State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable, and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The company remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Companies are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable.

18. **CERTIFICATE TO TRANSACT BUSINESS IN NORTH CAROLINA:** As a condition of Contract award, each out-of-State Vendor that is a corporation, limited-liability company, or limited-liability partnership shall have received, and shall maintain throughout the term of The Contract, a Certificate of Authority to Transact Business in North Carolina from the North Carolina Secretary of State, as required by North Carolina law. A State contract requiring only an isolated transaction completed within a period of six months, and not in the course of a number of repeated transactions of like nature, shall not be considered transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.

19. **SUSTAINABILITY:** To support the sustainability efforts of the State of North Carolina we solicit Your cooperation in this effort. Pursuant to Executive Order 156 (1999), it is desirable that all responses meet the following:

- a) If paper copies are requested, all copies of the bid are printed double sided. All submittals and copies are printed on recycled paper with a minimum post-consumer content of 30%.
- b) Unless absolutely necessary, all bids and copies should minimize or eliminate use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three-ringed binders, glued materials, paper clips, and staples are acceptable.
- c) Materials should be submitted in a format which allows for easy removal, filing and/or recycling of paper and binder materials. Use of oversized paper is strongly discouraged unless necessary for clarity or legibility.

20. **HISTORICALLY UNDERUTILIZED BUSINESSES (HUB):** The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

21. **RECIPROCAL PREFERENCE:** G.S. 143-59 establishes a reciprocal preference requirement to discourage other states from favoring their own resident Vendors by applying a percentage increase to the price of any bid from a North Carolina resident Vendor. To the extent another state does so, North Carolina applies the same percentage increase to

the bid of a Vendor resident in that state. Residency is determined by a Vendor's "Principal Place of Business," defined as that principal place from which the overall trade or business of the Vendor is directed or managed.

22. **INELIGIBLE VENDORS:** As provided in G.S. 147-86.59 and G.S. 147-86.82, the following companies are ineligible to contract with the State of North Carolina or any political subdivision of the State:

a) any company identified as engaging in investment activities in Iran, as determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, and

b) any company identified as engaged in a boycott of Israel as determined by appearing on the List of restricted companies created by the State Treasurer pursuant to G.S. 147-86.81. A contract with the State or any of its political subdivisions by any company identified in a) or b) above shall be void *ab initio*.

23. **VALID TAXPAYER INFORMATION:** All persons or entities desiring to do business with the State must provide correct taxpayer information on North Carolina specified forms. The Substitute W-9 and Instructions are here: https://files.nc.gov/ncosc/documents/NCAS_forms/State_of_North_Carolina_Sub_W-9_01292019.pdf

24. **VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows Vendors to electronically register free with the State to receive electronic notification of current procurement opportunities available as well as notifications of status changes to those Solicitations. Online registration and other purchasing information is available at the following website: <https://evp.nc.gov>.

25. The status of a Vendor's E-Procurement Services account(s) shall be considered a relevant factor in determining whether to approve the award of a Contract resulting from this Solicitation document. Any Vendor with an E-Procurement Services account that is in arrears by 91 days or more at the time of bid opening may be suspended or deactivated, at the State's discretion, and may be disqualified from further evaluation or consideration.

26. **TABULATIONS:** Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), <https://evp.nc.gov>. Tabulations will normally be available at this web site not later than one working day after the bid opening. If negotiation is anticipated under 01 NCAC 05B.0503, pricing may not be public until award. Lengthy or complex tabulations may be summarized, with other details not made available on eVP. Requests for additional details or information concerning such tabulations cannot be honored.

27. **CONFIDENTIAL INFORMATION:** To the extent permitted by applicable statutes and rules, the State will maintain as confidential trade secrets in bids that the Vendor does not wish disclosed. As a condition to confidential treatment, each page containing trade secret information shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the Vendor, with specific trade secret information enclosed in boxes, marked in a distinctive color or by similar indication. Cost information shall not be deemed confidential under any circumstances. Regardless of what a Vendor may label as a trade secret, the determination whether it is or is not entitled to protection will be determined in accordance with G.S. 132-1.2. Any material labeled confidential constitutes a representation by the Vendor that it has made a reasonable effort in good faith to determine that such material is, in fact, a trade secret under G.S. 132-1.2. Vendors are urged to limit the marking of information as a trade secret or as confidential so far as is possible. If a legal action is brought to require the disclosure of any material so marked confidential, the State will notify Vendor of such action and allow Vendor to defend the confidential status of its information.

28. **COMMUNICATIONS BY VENDORS:** In submitting its bid, the Vendor agrees not to discuss or otherwise reveal the contents of its bid to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this Solicitation. All Vendors are forbidden from having any communications with the

using or issuing agency, or any other representative of the State concerning the Solicitation, during the evaluation of the bids (i.e., after the public opening of the bids and before the award of the Contract), unless the State directly contacts the Vendor(s) for purposes of seeking clarification or another reason permitted by the Solicitation. A Vendor shall not: (a) transmit to the issuing and/or using agency any information commenting on the ability or qualifications of any other Vendor to provide the advertised good, equipment, commodity; (b) identify defects, errors and/or omissions in any other Vendor's bid and/or prices at any time during the procurement process; and/or (c) engage in or attempt any other communication or conduct that could influence the evaluation or award of a Contract related to this Solicitation. Failure to comply with this requirement shall constitute sufficient justification to disqualify a Vendor from a Contract award. Only those communications with the using agency or issuing agency authorized by this Solicitation are permitted.

29. **INFORMAL COMMENTS:** The State shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of the State during the competitive process or after award. The State is bound only by information provided in writing in this Solicitation document and in formal Addenda.

30. **PROTEST PROCEDURES:** When a Vendor wishes to protest a contract awarded by the Division of Purchase and Contract or awarded by an agency when the award amount exceeds the agency's general delegation and the contract is not subject to a special delegation or exemption, a Vendor shall submit a written request addressed to the State Purchasing Officer at: Division of Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305.

When a Vendor wishes to protest a contract awarded by an agency when the award amount is less than an agency's general delegation or when the contract is subject to a special delegation or exemption the Vendor shall submit a written request to protest to the purchasing officer of the agency that issued the award.

The protest request must be received in the proper office within thirty (30) consecutive calendar days from the date of the Contract award. Protest letters shall contain specific grounds and reasons for the protest, how the protesting party was harmed by the award made and any documentation providing support for the protesting party's claims.

Note: Contract award notices are sent only to the Vendor actually awarded the contract, and not to every person or firm responding to a Solicitation. Award notices are posted on eVP at <https://evp.nc.gov>. All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

31. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this Solicitation or those in any resulting Contract documents, the order of precedence shall be (high to low) (1) any special terms and conditions specific to this Solicitation document, including any negotiated terms, (2) requirements and specifications and administration, (3) North Carolina General Terms and Conditions in North Carolina General Terms And Conditions, (4) Instructions To Vendors, (5) Pricing, and (6) Vendor's Bid.

32. **ADDENDA:** Critical updated information may be included in Addenda to the Solicitation. It is important that all Vendors bidding on the Solicitation periodically check for any Addenda that may be issued prior to the bid opening date. All Vendors shall be deemed to have read and understood all information in the Solicitation document and all Addenda thereto. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued concerning the Solicitation.

33. **ORAL EXPLANATIONS NON-BINDING:** Oral explanations or instructions will not be binding. Any information given a prospective Offeror concerning a Solicitation will be furnished promptly to all other prospective Offerors as an Addendum to the Solicitation, if that information is necessary for submitting offers or if the lack of it would be

prejudicial to other prospective Offerors. See clause herein entitled "Duty to Inquire." The State will not identify You in its answer to Your question.

34. **MAXIMUM COMPETITION:** The State seeks to permit the maximum practicable competition. Offerors are urged to advise the State, as soon as possible, regarding any aspect of this procurement, including any aspect of the Solicitation that unnecessarily or inappropriately limits full and open competition. If the State determines that any changes will be made resulting from the questions asked, then such decisions will be communicated in the form of an Addendum.

35. **FIRM OFFER:** Vendor's bid shall constitute a firm offer. By execution and delivery of a bid in response to a Solicitation, the Vendor agrees that any additional or modified terms and conditions, whether submitted purposefully or inadvertently, shall have no force or effect, and will be disregarded. Any bid that contains language that indicates the bid is non-binding or subject to further negotiation before a contractual document may be signed shall be rejected.

ATTACHMENT C: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS

1. PERFORMANCE:

- a) It is anticipated that the tasks and duties undertaken by the Vendor under the contract which results from the State solicitation in this matter (Contract) shall include Services, and/or the manufacturing, furnishing, or development of goods and other tangible features or components, as deliverables.
- b) Vendor agrees to perform under the Contract in at least the same or similar manner provided to comparable users and customers. The State shall notify the Vendor of any defects or deficiencies in performance or failure of deliverables to conform to the standards and specifications provided in this Contract. Vendor agrees to timely remedy defective performance or any nonconforming deliverables on its own or upon such notice provided by the State.
- c) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under and during this Agreement and in confidence as further provided for herein or by law.
- d) Vendor or its suppliers, as specified and agreed in the Contract, shall provide support assistance to the State related to all Services performed or other deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed at a minimum in accordance with generally accepted and applicable industry standards.
- e) The State may document and take into account in awarding or renewing future procurement contracts the general reputation, performance, and performance capabilities of the Vendor under this Contract as provided by G.S. 143-52 and 143-135.9 (a) and (b) (Best Value).

2. DEFAULT AND TERMINATION.

- a) In the event of default by the Vendor, the State may, as provided by NC law, procure goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. See, G.S. 25-2-712. In addition, and in the event of default by the Vendor under the Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, terminate the Contract for cause, and take action to recover relevant damages, and if permitted by applicable law, debar the Vendor from doing future business with the State. 01 NCAC 05B.1520.
- b) Liquidated damages for not completing the work within 150 calendar days for reconstruction projects, 60 calendar days for MHU replacement projects, 30 calendar days for demolition projects, and 30 calendar days for rehabilitation projects with a scope <\$50,000, 60 calendar days for rehabilitation projects with a scope >\$50,000 and <\$100,00, 90 calendar days for rehabilitation projects with a scope >\$100,000 and <\$150,000, 120 calendar days for rehabilitation projects with a scope >\$150,000 commencing on the date specified in written Notice to Proceed, including all officially approved extensions thereto, are to be One Hundred Dollars and No/100 (\$100.00) PER DAY, per individually assigned Project. The Contractor may be liable for liquidated damages in the amount of One Hundred Dollars and No/100 (\$100.00) PER DAY, per affected Project, if Contractor fails to complete the work within the contracted period. If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to impose liquidated damages per affected Project as described herein, issue a Stop Work Order requiring Vendor to immediately Stop Work on any or all of Vendor's Projects, demand return of expended funds, and/or terminate the Contract by giving at least five days written notice to the Vendor and specifying the effective date thereof. In the event of a Stop Work Order or a Contract termination, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the

State, become the property of the State until such time as the State can identify another Vendor to complete the work (and shall include any applicable Vendor license and permits to the extent necessary for the State to use such property), and the Vendor may be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's sole discretion) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if failing to receive proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may make a claim upon the Vendor's surety. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609. If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 30 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license and permits to the extent necessary for the State to use such property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

- c) The State may terminate this Contract, and any Scope of Work/Task Order assigned under this Contract, immediately upon discovery of the Vendor's commission of fraud.
- d) This Contract may be terminated at any time by mutual agreement of the State and the Vendor, to be effective upon a date agreed to by the State and the Vendor.
- e) If funds for the project become unavailable for any reason, including without limitation, a change in state or federal laws, the State shall have the right to terminate this Contract, and any Scope of Work/Task Order assigned thereto, after giving Vendor written notice of termination at least 5 calendar days in advance of the termination date. The notice of termination shall contain the effective termination date of this Contract. Upon notice, the Vendor shall not expend any funds without the State's express written authorization.
- f) The Vendor acknowledges and agrees that the rights and remedies of the State as set forth herein and elsewhere in this Contract are not exclusive and are in addition to any other rights and remedies provided by law.

3. INTERPRETATION, CONFLICT OF TERMS.

- a) The definitions in the Instructions to Vendors in the relevant solicitation for this Contract, and in 01 NCAC 05A.0112 are specifically incorporated herein.
- b) If federal funds are involved in the transactions under this Contract, the Vendor shall comply with all applicable state and federal requirements and laws, except where State requirements are more restrictive. See the additional federal requirements included in the "Federal Funds Provisions" section below.
- c) "Purchasing Agency" herein is as defined in 01 NCAC 05A.0112, except that if this Contract has been entered into by the NC Department of Administration, Division of Purchase and Contract (P&C) as indicated in the Contract (e.g., a State Term Contract), then P&C will then be a Purchasing Agency for the purposes herein and in the Federal Funds Provisions, below.
- d) Contracts made in contravention of General Statutes, Chapter 143, Article 3 and the Rules in 05 NCAC Chapter 5, are void. G.S. 143-58.
- e) In cases of conflict between specific provisions in this Contract and any other referenced documents, the Order of Precedence shall be (high to low) (1) any special terms and conditions specific to this Contract, including any negotiated terms; (2) requirements, specifications and administrative terms; (3) these

NORTH CAROLINA GENERAL TERMS AND CONDITIONS, including the Federal Funds Provisions; (4) Definitions and other provisions in INSTRUCTIONS TO VENDORS in this solicitation, which is specifically incorporated in this Contract; (5) PRICING, and (6) Vendor's Bid, to the extent specifically and mutually incorporated into this Contract.

- f) In the event of conflict of terms between applicable provisions of the Federal Funds Provisions and the other provisions of these North Carolina General Contract Terms and Conditions, the more restrictive provision will govern.

4. GOVERNMENTAL RESTRICTIONS: In the event any Governmental restrictions are imposed which necessitate alteration of the goods, material, quality, workmanship, or performance of the Services offered, prior to acceptance, it shall be the responsibility of the Vendor to notify the State Contract Lead or Administrator indicated in the Contract at once, in writing, indicating the specific regulation which requires such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

5. AVAILABILITY OF FUNDS: Any and all payments to the Vendor shall be dependent upon and subject to the availability of funds appropriated or allocated to the agency for the purpose set forth in the Contract, including the availability of federal funds intended for the purpose set forth in the Contract.

6. TAXES: Any applicable taxes shall be invoiced as a separate item.

- a) G.S. 143-59.1 bars the Secretary of Administration from entering into Contracts with Vendors if the Vendor or its affiliates meet one of the conditions of G.S. 105-164.8(b) and refuses to collect use tax on sales of tangible personal property to purchasers in North Carolina. Conditions under G.S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the Vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document the Vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.
- b) The agency(ies) participating in the Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the Vendor will be executed and returned by the using agency.
- c) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.

7. SITUS AND GOVERNING LAWS:

- a) This Contract is made under and shall be governed by and construed in accordance with the laws of the State of North Carolina, including, without limitation, the relevant provisions of G.S. Chapter 143, Article 3, and the Rules in 01 NCAC Chapter 05, and any applicable successor provisions, without regard to its conflict of laws rules, and within which State all matters, whether sounding in Contract, tort or otherwise, relating to its validity, construction, interpretation and enforcement shall be determined. G.S. 22B-3.
- b) Vendor shall comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the conduct of its business and its performance in accordance with the Contract, including those of federal, state, and local agencies having jurisdiction and/or authority, and including, without limitation, the applicable requirements in the Federal Funds Provisions, below.
- c) Non-resident Vendor corporations not formed under NC law must be domesticated in the Office of the NC Secretary of State in order to contract with the State of North Carolina. G.S. 55A-15-01.

8. NON-DISCRIMINATION COMPLIANCE:

- a) The Vendor will take affirmative action in complying with all State requirements and laws concerning fair employment and employment of people with disabilities, and concerning the treatment of all employees

without regard to discrimination by reason of race, color, religion, sex, national origin or disability or rights, such as preserved by Governor Roy Cooper Order E.O. 24 or 25, and will take necessary action to ensure that its internal employee policies and procedures are consistent with Executive Order #82 (Roy Cooper, December 6, 2018), which extends workplace protections and accommodations to pregnant employees.

- b) Federal Law, such as the following, applies as provided for therein: Titles VI and VII of the Civil Rights Act of 1964 (PL 88-352), and the regulations issued pursuant thereto (prohibiting discrimination on the basis race, color, national origin and ensuring that individuals are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age); Title IX of the Education Amendments of 1972 (codified as amended at 20 U.S.C. § 1681 et seq.) (prohibiting discrimination on the basis of sex); Titles I, II, III, IV, and V of the Americans with Disability Act of 1990 (prohibiting discrimination on the basis of disability); Section 504 of the Rehabilitation Act of 1973 (codified as amended at 29 U.S.C. § 794) (prohibiting discrimination on the basis of handicap); the Age Discrimination Act of 1975 (codified as amended at 42 U.S.C. § 6101 et seq.) (prohibiting age discrimination); and Section 109 of the Housing and Community Development Act of 1974, as amended.

9. **PAYMENT TERMS:** Payment terms are net not later than 30 days after receipt of a correct invoice or acceptance of goods, whichever is later. The Procuring Agency is responsible for all payments to the Vendor under the Contract. Payment by some agencies may be made by procurement card. If the Vendor accepts Visa, MasterCard, etc., from other customers, it shall accept procurement card payment by the State under the terms provided for the procurement card. 01 NCAC 05B.1523. If payment is made by procurement card, then payment for amounts then due may be processed immediately by the Vendor.

The State does not agree in advance, in contract, pursuant to Constitutional limitations, to pay costs such as interest, late fees, penalties or attorney's fees. This Contract will not be construed as an agreement by the State to pay such costs, and will be paid only as ordered by a court of competent jurisdiction.

10. **CONDITION AND PACKAGING:** Unless otherwise expressly provided by special terms and conditions or specifications in the Contract or by express, specific federal law or rule, it is understood and agreed that any item offered or shipped has not been sold or used for any purpose, is newly manufactured, and shall be in first class condition. All containers/packaging shall be suitable for handling, storage or shipment.

11. **INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY:** Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any Services or copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with the Contract.

- a) Vendor warrants to the best of its knowledge that:

- i) Performance under the Contract does not infringe upon any intellectual property rights of any third party; and
- ii) There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;

- b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor's judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor for such deliverables and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the

option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or other deliverables.

- c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringe on a patent, copyright, trademark or violate a trade secret in the United States. The Vendor shall pay those costs and damages finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:
 - i) That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and
 - ii) That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.
- d) Vendor will not be required to defend or indemnify the State to the extent any claim by a third party against the State for infringement or misappropriation results solely from the State's material alteration of any Vendor-branded deliverables or Services, or from the continued use of the Services or other deliverables after receiving written notice from the Vendor of the claimed infringement.

12. ADVERTISING: Vendor agrees not to use the existence of the Contract or the name of the State of North Carolina as part of any commercial advertising or marketing of products or Services except as provided in 01 NCAC 05B.1516. A Vendor may inquire whether the State is willing to be included on a listing of its existing customers.

13. ACCESS TO PERSONS AND RECORDS:

- a) During, and after the term hereof during the relevant period required for retention of records by State law (G.S. 121-5, 132-1 *et seq.*, typically five years), the State Auditor and any Purchasing Agency's internal auditors shall have access to persons and records related to the Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9). However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of such retention of records period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the record retentions period, whichever is later.
- b) The following entities may audit the records of this contract during and after the term of the contract to verify accounts and data affecting fees or performance:
 - i. The State Auditor.
 - ii. The internal auditors of the affected department, agency or institution.
 - iii. The Joint Legislative Commission on Governmental Operations and legislative employees whose primary responsibility is to provide professional or administrative services to the Commission.
- c) The Joint Legislative Commission on Governmental Operations has the authority to:
 - i. Study the efficiency, economy and effectiveness of any non-State entity receiving public funds.
 - ii. Evaluate the implementation of public policies, as articulated by enacted law, administrative rule, executive order, policy, or local ordinance, by any non-State entity receiving public funds.
 - iii. Investigate possible instances of misfeasance, malfeasance, nonfeasance, mismanagement, waste, abuse, or illegal conduct by officers and employees of a non-State entity receiving, directly or indirectly, public funds, as it relates to the officer's or employee's responsibilities regarding the receipt of public funds.
 - iv. Receive reports as required by law or as requested by the Commission.

v. Access and review

1. Any documents or records related to any contract awarded by a State agency, including the documents and records of the contractor, that the Commission determines will assist in verifying accounts or will contain data affecting fees or performance; and
 2. Any records related to any subcontract of a contract awarded by a State agency that is utilized to fulfill the contract, including, but not limited to (i) records related to the drafting and approval of the subcontract, and (ii) documents and records of the contractor or subcontractor that the Commission determines will assist in verifying accounts or will contain data affecting fees or performance.
- d) The Joint Legislative Commission on Governmental Operations has the power to:
- i. Compel access to any document or system of records held by a non-State entity receiving, directly or indirectly, public funds, to the extent the documents relate to the receipt, purpose or implementation of a program or service paid for with public funds.
 - ii. Compel attendance of any officer or employee of any non-State entity receiving public funds, provided the officer or employee is responsible for implementing a program or providing a service paid for with public funds.
- e) Unless prohibited by federal law, the Commission and Commission staff in the discharge of their duties under this Article shall be provided access to any building or facility owned or leased by a non-State entity receiving public funds provided (i) the building or facility is used to implement a program or provide a service paid for with public funds and (ii) the access is reasonably related to the receipt, purpose, or implementation of a program or service paid for with public funds.
- f) Any confidential information obtained by the Commission shall remain confidential and is not a public record as defined in G.S. 132-1.
- g) Any document or information obtained or produced by Commission staff in furtherance of staff's duties to the Commission is confidential and is not a public record as defined in G.S. 132-1.
- h) A person who conceals, falsifies, or refuses to provide to the Commission any document, information, or access to any building or facility as required by this Article with the intent to mislead, impede, or interfere with the Commission's discharge of its duties under this Article shall be guilty of a Class 2 misdemeanor.

14. ASSIGNMENT OR DELEGATION OF DUTIES.

- a) As a convenience to the Vendor, the State may include any person or entity designated by the Vendor in writing as a joint payee on the Vendor's payment check. In no event shall such approval and action obligate the State to anyone other than the Vendor.
- b) If Vendor requests any assignment, or delegation of duties, the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon written request, the State may, in its unfettered discretion, approve an assignment or delegation to another responsible entity acceptable to the State, such as the surviving entity of a merger, acquisition or a corporate reorganization if made as part of the transfer of all or substantially all of the Vendor's assets. 01 NCAC 05B.1507. Any purported assignment or delegation made in violation of this provision shall be void and a material breach of the Contract. G.S. 143-58.

15. INSURANCE: This section provides minimum insurance coverage rates that are applicable to most moderate risk solicitations. Agency Risk Analysis will determine if higher insurance coverage amounts are needed based on the likelihood and severity of exposure to the State. The analysis is documented in writing in the official file and considers the following non-exclusive factors:

1. Potential for damage to State property or property of a third party,

2. Potential for bodily injury to State employees or third parties,
3. Whether Vendor will transport State property, clients, or employees,
4. Use of a vehicle to accomplish the work or to travel to or from State locations,
5. Anticipated physical contacts of the Vendor with the State,
6. Anticipated number and activity of Vendor personnel within the State, and
7. Any other unique considerations that could result in harm, bodily injury, or property damage.

The Purchasing Agency has specified elsewhere in this Contract any increase in the minimum insurance coverage requirements below if the risk from the above factors is high.

a) REQUIREMENTS - Providing and maintaining adequate insurance coverage is a material obligation of the Vendor and is of the essence of the Contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the NC Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or the Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor's liability and obligations or the indemnification requirements under the Contract. As provided above, a State agency is authorized, upon written evaluation and substantiation in the official file of the significant risk of bodily injury and/or property or other damage in the contract, to require and enforce higher coverage limits to mitigate the potential risk of liability to the State.

b) COVERAGE - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. At a minimum, the Vendor shall provide and maintain the following coverage and limits, subject to higher requirements by an agency after the risk analysis indicated above:

1. **For Small Purchases** as defined under North Carolina Administrative Code 01 NCAC 05A.0112 (35) and 05B.0301 (1), the minimum applicable insurance requirements for Worker's Compensation and Automobile Liability will apply as required by North Carolina law. The Purchasing Agency may require Commercial General Liability coverage consistent with the assessed risks involved in the procurement.
2. **For Contracts valued in excess of the Small Purchase threshold, but up to \$1,000,000.00 the following limits shall apply:**
 - i. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as may be required by the laws of North Carolina, as well as employer's liability coverage, with minimum limits of \$250,000.00, covering all of Vendor's employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.
 - ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$500,000.00 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
 - iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$250,000 bodily injury and property damage; \$250,000 uninsured/under insured motorist; and \$2,500 medical payment.
3. **For Contracts valued in excess of \$1,000,000 the following limits shall apply:**
 - i. **Worker's Compensation** - The Vendor shall provide and maintain Worker's Compensation Insurance, as may be required by the laws of North Carolina, as well as employer's liability

coverage, with minimum limits of \$500,000, covering all of Vendor's employees who are engaged in any work under the Contract in North Carolina. If any work is sub-Contracted, the Vendor shall require the sub-contractor to provide the same coverage for any of its employees engaged in any work under the Contract within the State.

- ii. **Commercial General Liability** - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of \$1,000,000 Combined Single Limit. Defense costs shall be in excess of the limit of liability.
- iii. **Automobile** - Automobile Liability Insurance, to include liability coverage covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be \$500,000 bodily injury and property damage; \$500,000 uninsured/under insured motorist; and \$5,000 medical payment.

16. GENERAL INDEMNITY:

- a) The Vendor shall indemnify, defend and hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of the Contract, and also from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of the Contract that are attributable to the negligence or intentionally tortious acts of the Vendor, provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims.
- b) The Vendor, at its own expense shall defend any action brought against the State, under this section. The Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise, provided, however, that the State shall have the option to participate in such action at its own expense.
- c) The Vendor represents and warrants that it shall make no claim of any kind or nature against the State's agents who are involved in the delivery or processing of Vendor deliverables or Services to the State.
- d) As part of this provision for indemnity, if federal funds are involved in this procurement, the Vendor warrants that it will comply with all relevant and applicable federal requirements and laws, and will indemnify, defend and hold and save the State harmless from any claims or losses resulting to the State from the Vendor's noncompliance with such federal requirements or law in the performance of this Contract. The representations and warranties in the preceding two sentences shall survive the termination or expiration of the Contract.
- e) The State does not participate in indemnification due to Constitutional restrictions, or arbitration, which effectively and unacceptably waives jury trial. See, G.S. 22B-3, -10.

17. ELECTRONIC PROCUREMENT:

- a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State's third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this Contract.
- b) RESERVED. The Supplier Manager will capture an order from a State approved user, including the shipping and payment information, and submit the order in accordance with E-Procurement Service procedures. Subsequently, the Supplier Manager will send those orders to the appropriate Vendor on State Contract. The State or State-approved user, not the Supplier Manager, shall be responsible for the solicitation, bids received, evaluation of bids received, award of Contract, and the payment for goods delivered.

- c) Vendor shall at all times maintain the confidentiality of its username and password for the Statewide E-Procurement Services. Vendor shall be responsible for all activity and all charges by its agents or employees. Vendor agrees not to permit a third party to use its E-Procurement Services account. If there is a breach of security through the Vendor's account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

18. SUBCONTRACTING: The Vendor may subcontract the performance of required Services under the Contract. Upon request, Vendor shall identify its subcontractors to the State; identify any financial interest it has in any subcontractor to the State; and/or provide the State with complete copies of any agreements made by and between Vendor and any subcontractors. The Vendor remains solely responsible for the performance of its subcontractors. Subcontractors shall adhere to all applicable requirements, terms, and conditions set forth in this Contract and the subsequent Scope of Work/Task Order. It may be required as a condition of award that an authorized officer or agent of a subcontractor sign a statement to the effect that the subcontractor has read, and will agree to abide by, Vendor's obligations under any contract awarded pursuant to this Solicitation. Any contracts made by the Vendor with a subcontractor shall include an affirmative statement that the State is an intended third party beneficiary of the Agreement; that the subcontractor has no agreement with the State; and that the State shall be indemnified by the Vendor for any claim presented by the subcontractor. Notwithstanding any other term herein, Vendor shall timely exercise its contractual remedies against any non-performing subcontractor and, when appropriate, substitute another subcontractor. **CONFIDENTIALITY:** Vendor information that cannot be shown to be, e.g., a trade secret, may be subject to public disclosure under the terms of the State Public Records Act (SPRA), beginning at G.S. 132.1. Blanket assertions of confidentiality are not favored, but confidentiality of specific material meeting one or more exceptions in the SPRA will be honored. Vendors are notified that if the confidentiality of material is challenged by other parties, the Vendor has the responsibility of defending the assertion of confidentiality. G.S. 143-52(a).

19. CARE OF STATE DATA AND PROPERTY: Any State property, information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided to the Vendor under the Contract shall be kept as confidential, used only for the purpose(s) required to perform the Contract and not divulged or made available to any individual or organization without the prior written approval of the State.

The State's data and property in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or another eventuality. The Vendor agrees to reimburse the State for loss or damage of State property while in Vendor's custody. Such State Data shall be returned to the State in a form acceptable to the State upon the termination or expiration of this Agreement.

The Vendor shall notify the State of any security breaches within 24 hours as required by G.S. 143B-1379. For further information, *see*, G.S. 75-60 *et seq.* **Notice** is given to the Vendor that the NC Department of Information Technology (DIT) has requirements relating to the security of the State network, and rules relating to the use of the State network, IT software and equipment, that the Vendor must comply with, as applicable. *See*, e.g., G.S. 143B-1376.

20. OUTSOURCING: Any Vendor or subcontractor providing call or contact center services to the State of North Carolina or any of its agencies shall disclose to inbound callers the location from which the call or contact center services are being provided.

If, after award of a Contract, and consistent with any applicable NC DIT security provisions, the Contractor wishes to relocate or outsource any portion of performance to a location outside the United States, or to Contract with a subcontractor for any such performance, which subcontractor and nature of the work has not previously been disclosed to the State in writing, prior written approval must be obtained from the State Purchasing Agency. Vendor shall give notice to the Purchasing Agency of any relocation of the Vendor, employees of the Vendor, subcontractors of the Vendor, or other persons providing performance under a State Contract to a location outside of the United States. *See*, G.S. 143-59.4.

- 21. ENTIRE AGREEMENT:** The Contract (including any documents mutually incorporated specifically therein) resulting from a relevant solicitation represents the entire agreement between the parties and supersedes all prior oral or written statements or agreements. All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the Contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.
- 22. ELECTRONIC RECORDS:** The State will digitize all Vendor responses to the relevant solicitation, if not received electronically, as well as any awarded Contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any official electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an "original."
- 23. AMENDMENTS:** This Contract may be amended only by a written amendment duly executed by the State and the Vendor.
- 24. NO WAIVER:** Notwithstanding any other language or provision in the Contract or in any Vendor-supplied material, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.
- 25. FORCE MAJEURE:** Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including, without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, other catastrophic epidemic or pandemic, natural event or Act of God.
- 26. SOVEREIGN IMMUNITY:** Notwithstanding any other term or provision in the Contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or federal constitutional provision or principle that otherwise would be available to the State under applicable law.

27. FEDERAL FUNDS PROVISIONS

To the extent applicable and absent stricter or controlling State provisions, the following federal provisions (in addition to the North Carolina General Terms and Conditions above) apply consistent with Uniform Guidance in 2 C.F.R. § 200.326 and 2 C.F.R. Part 200, and its Appendix II and HUD requirements. Relevant federal authorities may require additional provisions depending on the scope and context of the Contract. Failure or unwillingness of the Vendor to continually meet any of these requirements, as applicable, may result in Contract termination.

Any links to websites not maintained by the State are provided as a courtesy. The State does not warrant or guarantee the accuracy of the hyperlink or the information contained therein.

- a) **No governmental non-competes.** Vendor shall not impose or enforce any non-competition agreement upon the employees included in Vendor's bid that would prevent those employees from accepting any offer of employment from the State of North Carolina outside of the first Term of the Contract. By executing this Contract, the Vendor affirms this condition. This affirmation is a material condition for the State's award of any work under this Contract.
- b) **Program Monitoring.** Vendor agrees to assist and cooperate with the Federal grantor or funding agency and the relevant Purchasing Agency or their duly designated representatives in the monitoring of the project or projects to which this Contract relates, and to provide in form and manner approved by the Purchasing Agency such monitoring reports, progress reports, and the like as may be required and to provide such reports at the times specified.

- c) **Remedies and Termination**, For purposes of this section the State Remedies and Termination provisions above apply as written.
- d) **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).**

Compliance with the Contract Work Hours and Safety Standards Act.

1. *Overtime requirements.* No Vendor or subcontractor contracting for any part of the Contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
2. *Violation; liability for unpaid wages; liquidated damages.* In the event of any violation of the clause set forth in 29 C.F.R. §5.5(b)(1) the Vendor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Vendor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in 29 C.F.R. §5.5(b)(1), in the sum of \$33 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in 29 C.F.R. §5.5(b)(1).
3. *Withholding for unpaid wages and liquidated damages.* The Purchasing Agency shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Vendor or subcontractor under any such contract or any other Federal contract with the same prime Vendor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime Vendor, such sums as may be determined to be necessary to satisfy any liabilities of such Vendor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in 29 C.F.R. §5.5(b)(2).
4. *SubContracts.* The Vendor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of 29 C.F.R. §5.5 and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Vendor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in 29 C.F.R. §5.5(b)(2) through (4).

- e) **CLEAN AIR ACT AND THE FEDERAL WATER POLLUTION CONTROL ACT.**

Clean Air Act

1. The Vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
3. The Vendor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

Federal Water Pollution Control Act

1. The Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
2. The Vendor agrees to report each violation to the Purchasing Agency and understands and agrees that the Purchasing Agency will, in turn, report each violation as required to assure notification to the federal

agency providing funds hereunder, and the appropriate Environmental Protection Agency Regional Office.

3. The Vendor agrees that these requirements will be included in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance.

f) Debarment and Suspension.

1. This Contract, if federal funding is used, is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the Vendor is required to verify that none of the Vendor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
2. The Vendor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
3. This certification is a material representation of fact relied upon by a federal agency providing federal funds herein and the Purchasing Agency. If it is later determined that the Vendor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to federal agency providing federal funds herein and the Purchasing Agency, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
4. The Vendor agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of the Contract resulting from a relevant solicitation herein. The Vendor further agrees to include a provision requiring such compliance in its lower tier covered transactions.

g) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) (as Amended).

Vendors that apply or bid for an award of \$100,000 or more shall submit the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal Contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

Required Certification. Vendors must sign and submit to the Purchasing Agency the certification attached hereto as Attachment F and, if applicable, complete the disclosure form in Attachment G. See the latest version of "Certification for Contracts, Grants, Loans, and Cooperative Agreements" found at <https://ncadmin.nc.gov/documents/vendor-forms>.

h) Procurement of Recovered Materials.

1. Unless specified otherwise in the Contract, in the performance of this Contract, the Vendor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:
 - Competitively within a timeframe providing for compliance with the Contract performance schedule;
 - Meeting Contract performance requirements; or
 - At a reasonable price.
2. Information about this requirement, along with the list of EPA designated items, is available at EPA's Comprehensive Procurement Guidelines web site: <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

3. The Vendor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.”
- i) **Access to Records.** In addition to the North Carolina General Contract Terms & Conditions section entitled “ACCESS TO PERSONS AND RECORDS” included in this Contract, the following access to records requirements apply to this Contract:
1. The Vendor agrees to provide the Purchasing Agency, the Administrator of the federal agency providing funds hereunder, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Vendor which are directly pertinent to this Contract for the purposes of making audits, examinations, excerpts, and transcriptions.
 2. The Vendor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
 3. The Vendor agrees to provide the Administrator of the federal agency providing funds hereunder or his authorized representative access to construction or other work sites pertaining to the work being completed under the Contract.
 4. In compliance with the Disaster Recovery Act of 2018, the Purchasing Agency and the Vendor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the Administrator of the federal agency providing funds hereunder or the Comptroller General of the United States.
- j) **Modifications to Contract.** Modifications to the Contract are governed by the North Carolina General Contract Terms & Conditions section above entitled “AMENDMENTS,” except as approval and signature by any federal official may also be required.
- k) **Records Retention.** All records required to be kept on the project shall be maintained for at least eight (8) years after final payments and until all other pending matters under the grant for this project have been closed. However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the eight (8) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the eight (8) year period, whichever is later.
- l) **Energy Efficiency.** All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).
- m) **Program Fraud and False or Fraudulent Statements or Related Acts.** Vendor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the Contract.
- n) **No Obligation by Federal Government.** The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non-Federal entity, Vendor, or any other party pertaining to any matter resulting from the Contract.
- o) **Compliance with Federal Law, Regulations, and Executive Orders.** This is an acknowledgement that federal financial assistance will be used to fund all or a portion of the Contract. The Vendor will comply with all applicable Federal law, regulations, executive orders, the policies of the federal agency(ies) providing funding, procedures, and directives.
- p) **Federal Seals, Logos, and Flags.** In addition to the prohibitions of the North Carolina General Contract Terms & Conditions section above entitled “ADVERTISING,” the Vendor shall not use the seal(s), logos, crests, or reproductions of flags of a federal agency providing funding herein, or likenesses of federal agency officials without specific pre-approval of the relevant federal agency.
- q) **System for Awards Management.** Vendor shall be responsible to ensure that it has checked the federal

System for Awards Management (SAM) <https://www.sam.gov/SAM> and the State Debarred Vendors Listing, <https://ncadmin.nc.gov/documents/nc-debarred-vendors> to verify that Contractors or sub-Recipients have not been suspended or debarred from doing business with federal or State government.

r) **Section 3 Clause.** Vendor will comply with the following clauses from 24 CFR 135.38:

The Contractor shall comply with the provisions of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 USC 1701u, and implementing its regulations at 24 CFR Part 75, as expressed below:

1. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended by the Housing and Community Development Act of 1992 (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.
2. The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 75, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 75 regulations.
3. The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.
4. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 75, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 75. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 75.
5. The contractor will certify that any vacant employment positions, including training positions that are filled (1) after the contractor is selected by before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 75 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR part 75.
6. Noncompliance with HUD's regulations in 24 CFR part 75 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.
7. With respect to work performed in connection with Section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 and Section 7(b) agree to comply with Section 3 to the maximum extent feasible, but not in derogation of compliance with Section 7(b).

- s) **Non-Discrimination.** Vendor will comply with all Federal statutes relating to non-discrimination. These include but are not limited to:
1. Title VI of the Civil Rights Act of 1964 (42 U.S.C 2000(d)) and implementing regulations (24 CFR part 1), which provide that no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or otherwise be subject to discrimination under any program or activity that receives Federal financial assistance.
 2. Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), as amended, and implementing regulations at 24 CFR part 8, the American Disabilities Act (42 U.S.C. §§ 12101 et seq.), and implementing regulations at 28 CFR part 35 or 36, as applicable, and the Age Discrimination Act of 1975 (42 U.S.C. §§ 6101-6107) as amended, and implementing regulations at 24 CFR part 146, which together provide that no person in the United States shall, on the grounds of disability or age, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance.
 3. The Fair Housing Act (42 U.S.C. 3601- 19), as amended, and the implementing regulations at 24 CFR part 100, which prohibit discrimination in housing on the basis of race, color, religion sex (including gender identity and sexual orientation), disability, familial status, or national origin and will affirmatively further fair housing, will apply.
 4. Title IX of the Education Amendments of 1972, as amended (20 USC §§ 1681 – 1683, and 1685-1686), which prohibits discrimination on the basis of sex.
 5. The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended relating to nondiscrimination on the basis of drug abuse.
 6. The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism.
 7. §§ 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C §§ 290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records.
 8. Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental, or financing of housing.
 9. Any other applicable Federal nondiscrimination requirements, including those listed at 24 CFR §§ 5.105(a) and 5.106 as applicable.
- t) **URA.** The acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601) and implementing regulations at 49 CFR part 24 and, as applicable, Section 104(d) of the Housing and Community Development Act of 1974 (42 U.S.C. 5304(d)) and implementing regulations at 24 CFR part 42, subpart A, will apply.
- u) **National Environmental Policy Act.** The environmental requirements of the National Environmental Policy Act (42 U.S.C. 4321 et seq.) and related Federal authorities prior to the commitment or expenditure of funds for property will apply.
- v) **Plans, supervision, and reports.** Vendor will comply with HUD requirements with regard to the drafting, reviewing and approval of construction plans and specifications. Vendor will provide and maintain competent and adequate engineering supervision at the construction site to ensure that the complete work conforms with the approved plans and specifications and will furnish progressive reports and such other information as may be required by HUD or the State.
- w) **Davis-Bacon Act.** Vendor will comply with the David-Bacon Act, as amended (40 U.S.C. 3141-3148), if required by the federal program legislation, in Construction contracts involving an excess of \$2000, and

subject to any other federal program limitations, all laborers and mechanics must be paid at a rate not less than those determined by the Secretary of Labor to be the prevailing wages. These wage rates are a federally mandated minimum only, and will be superseded by any State or local requirement mandating higher wage rates. Vendor also agrees to comply with Department of Labor Regulations pursuant to the Davis-Bacon Act found in 29 CFR Parts 1, 3, 5 and 7 which enforce statutory labor standards provisions. Wage determinations are available at <https://sam.gov/wage-determinations>.

- x) **Lead Based Paint.** Vendor will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 et seq.), which prohibits the use of lead-based paint in construction or rehabilitation of residence structures, and HUD's lead based paint regulations at 24 CFR Part 35.
- y) **Copeland Act.** Vendor will comply, as applicable, with the Copeland Act (40 U.S.C. §§ 276c and 18 U.S.C. §874).
- z) **Environmental.** Vendor will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91- 190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
- aa) **Wild and Scenic Rivers Act of 1968.** Vendor will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
- bb) **Preservation.** Vendor will assist HUD and the State in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
- cc) **Audits.** Vendor will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and 2 CFR Part 200 Subpart F Audit Requirements.

ATTACHMENT D: LOCATION OF WORKERS UTILIZED BY VENDOR

In accordance with NC General Statute 143-59.4, the Vendor shall detail the location(s) at which performance will occur, as well as the manner in which it intends to utilize resources or workers outside of the United States in the performance of this Contract. The State will evaluate the additional risks, costs, and other factors associated with such utilization prior to making an award. Please complete items a, b, and c below.

a) Will any work under this Contract be performed outside the United States? ☐ YES ☐ NO

If the Vendor answered "YES" above, Vendor must complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:

2. Describe the corporate structure and location of corporate employees and activities of the Vendor, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

b) The Vendor agrees to provide notice, in writing to the State, of the relocation of the Vendor, employees of the Vendor, sub-Contractors of the Vendor, or other persons performing services under the Contract outside of the United States ☐ YES ☐ NO

NOTE: All Vendor or sub-Contractor personnel providing call or contact center services to the State of North Carolina under the Contract **shall** disclose to inbound callers the location from which the call or contact center services are being provided.

c) Identify all U.S. locations at which performance will occur:

ATTACHMENT E: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

Historically Underutilized Businesses (HUBs) consist of minority, women and disabled business firms that are at least fifty-one percent owned and operated by an individual(s) of the categories. Also included in this category are disabled business enterprises and non-profit work centers for the blind and severely disabled.

Pursuant to G.S. 143B-1361(a), 143-48 and 143-128.4, the State invites and encourages participation in this procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. This includes utilizing subcontractors to perform the required functions in this RFP. Any questions concerning NC HUB certification, contact the [North Carolina Office of Historically Underutilized Businesses](#) at (919) 807-2330. The Vendor shall respond to question a) and b) below.

a) Is Vendor a Historically Underutilized Business? ☐ Yes ☐ No

b) Is Vendor Certified with North Carolina as a Historically Underutilized Business? ☐ Yes ☐ No

ATTACHMENT F: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal Contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal Contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal Contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and Contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Vendor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

Signature of Vendor's Authorized Official

Name and Title of Vendor's Authorized Official

Date

ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES

The Disclosure of Lobbying Activities form, is located at <https://www.doa.nc.gov/pandc/onlineforms/pc-omb-standard-form-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

ATTACHMENT H: EXPERIENCE

Complete one form for each of at least three (3) examples of projects delivered. More examples may be provided.

Example 1	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 2	
Client Name:	
Program:	
Brief Description of Services Rendered:	

Example 3	
Client Name:	
Program:	
Brief Description of Services Rendered:	

OFFER CHECKLIST

Vendors shall be deemed non-responsive and their offer not considered for any one of the following:

- Late Offer
- Failure to submit all required Financial Information (see Section 4.11)
- Failure to sign the offer
- Failure to submit pricing
- Engaging in prohibited communications (see Section 3.2)

Offer Checklist:

1. Signed Offer. Submit the complete RFP, not just the signature page.
2. Signed Addenda, if any.
3. Statement of Qualifications (see Section 2.7), including a title page, table of contents, narrative response, resumes and bios, and examples of prior work (Attachment H).
4. Financial Documentation (see Section 4.11).
5. Attachment A: Task Order Categories. Identify categories for which you are bidding and the corresponding pricing.
6. Attachment D: Location of Workers Utilized by Vendor.
7. Attachment E: HUB Supplemental Vendor Information.
8. Signed Attachment F: Certification for Contracts, Grants, Loans, and Cooperative Agreements.
9. Signed Attachment G, if applicable: Disclosure of Lobbying Activities (OMB Standard Form LLL)
10. Attachment H: Experience.
11. Redacted version of the proposal labeled with the word REDACTED in document name (see Section 2.6).
12. List of Errata and Exceptions, if any (see Section 2.3).

*Please review Section 3.4, Evaluation Criteria, to ensure all criteria have been addressed in your proposal.

This Offer Checklist is provided as a courtesy, but the Vendor is solely responsible for ensuring all requested and required information is submitted.



BID ADDENDUM

August 26, 2025

FAILURE TO RETURN THIS ADDENDUM MAY SUBJECT YOUR BID TO REJECTION

Solicitation Number	Doc1677946894
Solicitation Description	Staff Augmentation
Addendum Number	1

Solicitation Opening has been extended to **September 11, 2025**.
Submit proposals **BEFORE 2:00 pm ET (by 1:59:59)**.

CHANGE TO SOLICITATION:

- Section 4.3 PAYMENT STRUCTURE** has been amended to read:
Payment will be a ~~fixed fee~~ not-to-exceed for services based on the scope of work for each task order.
- Attachment C: North Carolina General Contract Terms and Conditions 2(b)** is stricken as written in the original solicitation and is hereby replaced with the following language:

If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under the Contract, including, without limitation, in these North Carolina General Terms and Conditions, the State shall have the right to terminate the Contract by giving ten days written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables that are prepared by the Vendor under the Contract shall, at the option of the State, become the property of the State (and under any applicable Vendor license to the extent necessary for the State to use such property), and the Vendor shall be entitled to receive just and equitable compensation for any acceptable deliverable completed (or partially completed at the State's option) as to which such option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of the Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State, if insecure as to receiving proper performance or provision of goods deliverables, or if documented Vendor Services performance issues exist, under this Contract, may require at any time a

performance bond or other alternative performance guarantees from a Vendor without expense to the State as provided by applicable law. G.S. 143-52(a); 01 NCAC 05B.1521; G.S. 25-2-609.

If this Contract contemplates deliveries or performance over a period of time, the State may terminate this Contract for convenience at any time by providing 30 days' notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this Contract shall, at the option of the State, become its property, and under any applicable Vendor license and permits to the extent necessary for the State to use such property. If the Contract is terminated by the State for convenience, the State shall pay for those items or Services for which such option is exercised, less any payment or compensation previously made.

RESPONSE TO QUESTIONS:

State's Responses to Questions Received by the due date and time of August 18, 2025, by 5:00 pm ET. The Question appears exactly as submitted by the Vendor.

	CITATION	VENDOR QUESTION	DCR RESPONSE
1	5.2.7 – Task 7: Needs Assessments, Market Analysis, and Geospatial Support; 5.2.8 – Task 8: Program Performance Monitoring and Evaluation	May vendors include nonbinding annexes (e.g., sample dashboards or geospatial maps) to illustrate technical approach for Tasks 7 and 8, or should responses remain narrative only?	Samples are acceptable.
2	5.1 General (SOR)	For the System of Record (SOR) referenced, does DCR anticipate a required integration with HUD DRGR , or will DRGR be operated separately alongside the SOR?	No, DRGR will be separate from the SOR.
3	4.5 HUB Participation; Attachment E – HUB Information	To confirm: will a woman-owned prime (not HUB-certified) partnering with certified HUB subcontractors be recognized as meeting the State's 10% HUB utilization goal ?	The minority participation goal is for state construction projects for state-owned buildings (N.C.G.S. 143-128.2). Outside of state construction, the state has a policy of encouraging and promoting the use of small, minority, and women-owned businesses (see N.C.G.S. 143-48) but it is not a criterion for award.
4	5.1 General (staffing & hours)	Will remote or hybrid staffing be acceptable if we maintain weekday 8:00 a.m.–5:00 p.m. ET coverage and comply with any required in-person roles?	As described in the RFP, DCR may require in-person roles depending upon program needs. Virtual or hybrid will not meet the in-person requirement for those roles determined to be in-

Addendum 1_Staff Augmentation

			person. In-person needs will be identified in each task order.
5	4.6 Background Checks	Are specific background checks required (e.g., SBI, CJIS, fingerprinting), or will standard vendor HR screenings suffice unless otherwise requested?	Standard HR screenings will suffice unless otherwise requested based on specific needs. Additional background checks may be required for in-person roles.
6	4.2 Pricing; Attachment A – Task Order Categories / Pricing	For pricing, may vendors propose category specific position titles and rates (i.e., rates can differ by Task Order category), provided all rates are not to exceed and inclusive of expenses?	Yes.
7	2.7 Proposal Contents Narrative Response: Vendor Qualifications and Approach Page No: 10	Is it mandatory, the Vendor should meet the Relevant experience with HUD-funded programs (e.g., CDBG-DR, CDBG-MIT, HOME, ESG) or other disaster recovery work as an eligibility to submit the bid	Vendors will not be disqualified for lack of experience, so a bid could be evaluated even without relevant experience. Experience is an important criterion, and lack of experience would be considered a weakness in the evaluation and might result in the vendor not being placed on the contract at all or for a particular task.
8	2.7 Proposal Contents Narrative Response: Vendor Qualifications and Approach Page No: 10	Can CDBG-DR confirm if vendors without experience in HUD-funded programs or other disaster recovery work, may still be considered to bid if they demonstrate strong qualifications in other areas?"	Yes, vendors without experience in HUD-funded programs may still be considered for a bid.
9	No reference citation provided by the Vendor.	Is there an existing incumbent vendor or vendor pool currently providing staff augmentation services for the CDBG-DR program?	Not for the NC Department of Commerce's CDBG-DR programs.
10	No reference citation provided by the Vendor.	Can DCR confirm whether there is a minimum number of personnel the vendors required to propose for each task order category	There are no minimums.
11	2.6 RFP Submittal Page No: 9	Will the Department require both electronic submission through eProcurement <i>and</i> a hard copy, or is electronic submission alone sufficient?	Electronic submission alone is sufficient.

Addendum 1_Staff Augmentation

12	No reference citation provided by the Vendor.	Could DCR please provide more insights regarding vendors may propose staffing levels (labor categories) based on their approach and capacity to meet each task order category?	Based on their experiences with HUD and/or disaster recovery work, vendors should propose how they would staff each task.
13	2.7 Proposal Contents Examples Page No: 10	For Attachment H, are all example projects required to be related specifically to HUD-funded programs and disaster recovery work, or may we include other relevant staffing engagements that demonstrate comparable scope and complexity?	Other relevant staffing engagements are acceptable, though more comparable experience may receive a stronger evaluation.
14	2.7 Proposal Contents Resumes Page No: 10	Can DCR confirm whether it is mandatory to submit minimum of two resumes for all proposed staff for each proposed position or labor category?	It is not mandatory but encouraged for key personnel.
15	No reference citation provided by the Vendor.	Can you confirm whether vendors must be registered with the State of North Carolina at the time of proposal submission?	Vendors do not have to have a Certificate of Authority to Transact Business in NC at the time of submission, but they will be required to obtain one upon contract.
16	No reference citation provided by the Vendor.	Is business registration is required upon award of a contract?	Yes, a Certificate of Authority to Transact Business in North Carolina from the NC Secretary of State's Office is required upon award of a contract.
17	Attachment B North Carolina Instructions to Vendors	Could you please confirm the bid opening date and advise when and where the bid tabulation results will be made available for public viewing?	Per this Addendum the solicitation opening date has been extended to September 11, 2025. Submit proposals by September 11, 2025, BEFORE 2:00 pm ET (by 1:59:59). Per ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS, paragraph 26 TABULATIONS, " <i>Bid tabulations can be electronically retrieved at the Electronic Vendor Portal (eVP), https://evp.nc.gov</i> ".
18	2.7 Proposal Contents Resumes	Can we submit sample resumes instead of actual staff resumes?	This is not prohibited but may receive a weaker evaluation, as

Addendum 1_Staff Augmentation

	Page No: 10		DCR will not be able to determine actual experience. Sample resumes should be identified as such.
19	2.7 Proposal Contents Examples Page No: 10	For the experience requirements outlined in the RFP, can project examples from subcontractors be included in the proposal, or must all examples reflect the direct past performance of the prime contractor?	Project examples from subcontractors may be included and should be identified as such.
20	2.6 Reference: Section RFP Submittal, Page no: 9	Is there a maximum file size limit for electronic proposal submissions through eProcurement Sourcing?	The file size limit is 100MB. If Vendor response is greater than 100MB Vendors are allowed to "ZIP" the file and upload a zip file. The State must be able to open any file submitted. Per the RFP, " Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET ".
21	Offer Checklist Page no: 60	Should the attachments be included within the Technical Proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.
22	Offer Checklist Page no: 60	Should the attachments be submitted as separate files?	The attachments should not be submitted as separate files.
23	4.5 Hub Participation Page no: 16	Is it mandatory for the vendor to meet the 10% HUB participation goal	No. See response to Question #3.
24	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site?	Some personnel may be required to work on-site, depending on the task order.
25	No reference citation provided by the Vendor.	Will the vendor's resources be required to work on-site, remotely, or a combination of both?	Depending on the task order, some personnel may be required to work on-site; others will be able to work remotely.
26	5.2.16 Technical Systems Specification & Project Management Page No: 23	Will the vendor be required to provide actual IT development/configuration, or only project management and system specification support?	Only project management system specification support. DCR has issued a separate procurement for a grants management system.

Addendum 1_Staff Augmentation

27	4.3 Payment Structure Page No: 15	Payment is stated as a “fixed fee per task order.” Can you clarify how this aligns with Attachment A’s hourly rate structure? Should vendors present max hourly rates only, with task order pricing later converted into fixed fees?	See clarification at the top of this addendum. Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.
28	1.0 Purpose and Background (p. 6); 3.1 Method of Award (p. 11–12)	Can the State clarify how many vendors it intends to pre-qualify under this pool, and whether there is a target number of awards and contract value?	The number of prequalified vendors may vary by task and will depend on the applicant pool. The State does not have a target number at this time.
29	2.4 RFP Schedule (p. 8)	We respectfully request a one- to two-week extension to the current proposal submission deadline of September 4, 2025 for Staff Augmentation, Community Development Block Grant-Disaster Recovery, Expert Administrative Support, RFP # Doc1677946894. Due to the complexity and level of detail required, additional time would enable our team to prepare a thorough and high-quality response that fully aligns with the objectives and expectations outlined in the solicitation.	Per this Addendum the solicitation opening date has been extended to September 11, 2025. Submit proposals by September 11, 2025, BEFORE 2:00 pm ET (by 1:59:59).
30	5.3 Task Order Methodology (p. 24)	Will all pre-qualified vendors be invited to respond to each task order, or will DCR use a rotation, shortlisting, or limited competition approach?	The State does not have any information to add to Section 5.3 Task Order Methodology at this time.
31	5.3 Task Order Methodology (p. 24)	Will task order awards be based solely on the hourly rates in Attachment A, or can vendors propose reduced rates or discounts when competing for individual task orders?	Task order awards will not be based solely on hourly rates. Please see the description in Section 5.3 regarding best value. Reduced rates may be acceptable, but the State encourages vendors to submit their best rate in response to this RFP.
32	4.2 Pricing (p. 15); Attachment A (p. 27–28)	The RFP states that hourly rates must be “inclusive of salary, overhead, administrative and other similar fees, travel and other expenses.” Can the State	Travel should be included in the hourly rates and will not be reimbursed separately.

Addendum 1_Staff Augmentation

		confirm that no separate travel reimbursement will be permitted under task orders?	
33	4.2 Pricing (p. 15); Attachment A (p. 27–28)	Are vendors permitted to propose different position titles under different task order categories (e.g., Senior Policy Analyst for Task 1 vs. Analyst for Task 7), or must positions be standardized across all categories?	Vendors may propose different positions titles under different task order categories.
34	5.2.17 Environmental Review (p. 24)	For Task 17, should unit pricing for environmental reviews include the cost of specialized studies (e.g., wetlands delineations, Phase I ESA), or will those be procured separately by DCR or reimbursed as pass-through costs?	Unit pricing will be considered inclusive of any specialized study necessary to complete the review. See response to Question #27.
35	4.2 Pricing (p. 15)	Does the State allow annual rate escalation within the three-year base term, or are hourly rates fixed for all three years?	The table in Attachment A asks for hourly rates each year for three years – the rates do not have to be the same each year but must be identified in the response to this RFP.
36	4.5 HUB Participation (p. 15); Attachment E (p. 55)	Will HUB participation be evaluated during the pre-qualification stage, or only at the task order level?	See response to Question #3.
37	4.9 Insurance Requirements (p. 16–17)	Must vendors demonstrate proof of all required insurance at the time of proposal submission, or is it sufficient to show the ability to obtain coverage prior to task order award?	Proof of insurance coverage is not required at the time of submission, though vendors should indicate their willingness and ability to obtain the required amount of coverage. Proof of insurance will be required prior to any task order award.
38	5.2.14 Communication & Outreach (p. 23)	For communication and outreach deliverables, will DCR provide centralized branding and style guidelines, or should vendors propose their own branding/messaging approach?	Yes, DCR will provide branding and style guidelines. Vendors may draft messaging, subject to DCR final approval.
39	1.0 Scope of Services – Staff Augmentation Page 6	Can the Department clarify whether augmented staff will be embedded onsite at DOC offices or deployed remotely, and if	See response to Question #4, #25.

Addendum 1_Staff Augmentation

		there is a required percentage of onsite vs. remote presence?	
40	1.0 Scope of Services – Staff Augmentation Page 7	Are staff expected to support multiple grant programs simultaneously (e.g., CDBG-DR and other federal disaster recovery grants), or will assignments be dedicated to one program at a time?	As an Agency-Specific Term Contract, this contract could be used for any need within the Department of Commerce. Currently, the intent is to use the contract for CDBG-DR funded Helene Recovery programs. Specific Task Orders will identify the program(s) and assignments needed at that time.
41	1.0 Scope of Services – Disaster Recovery Expertise Page 8	Does “expert support” refer to programmatic advisory roles (e.g., policy, compliance, technical assistance) or operational roles (e.g., processing applications, reviewing files)?	Could apply to either depending upon the respective Task order.
42	3.2 Minimum Qualifications Page 13	Will the Department accept equivalent professional experience in place of formal certifications, particularly in community revitalization, federal grant administration, or disaster recovery?	It depends upon the task order.
43	3.3 Key Personnel Page 14	Are bidders required to name specific personnel in the proposal, or can they submit general position descriptions with resumes provided upon request or at award?	See response to Question #14 and #18.
44	4.0 Deliverables and Reporting Page 18	What are the specific reporting expectations for augmented staff (e.g., weekly timesheets, task completion reports, outcome-based metrics)?	Reporting expectations will be task-dependent and will reflect completion activities and timesheets as needed.
45	4.0 Performance Standards Page 19	How will the Department measure successful augmentation — is it based on hours delivered, tasks completed, or program outcomes?	DCR will measure successful staff augmentation through tasks completed and program outcomes, but will require documentation for billing based on the task order.
46	5.1 Contract Term Page 22	Is there an anticipated maximum number of augmented staff to be engaged at one time, or will this be on a task-order/on-demand basis?	No, it will be task order dependent.

Addendum 1_Staff Augmentation

47	5.2 Compensation Page 23	Will the Department reimburse based on fixed hourly rates per role, or can firms propose blended rates?	See clarification at the top of this addendum. Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.
48	6.0 Proposal Submission Requirements Page 25	Does the Department require hard-copy submission in addition to electronic, or is electronic submission via email sufficient?	See responses to Question #11 and #72.
49	6.0 Proposal Format Page 27	Is there a required template for resumes and qualifications, or will standard organizational formats be acceptable?	There is no required template; standard formats are acceptable.
50	4.0 Deliverables and Reporting Page 20	Would the Department be open to integrating lightweight third-party engagement tools (such as AskHumans) to gather stakeholder feedback and track satisfaction with augmented staff over time?	Any third-party engagement tools will have to be approved by the NC Department of Information Technology.
51	2.7 Proposal Contents Page 10	Can vendors submit more than three project examples in Attachment H to demonstrate broader HUD-related experience, or will additional examples beyond three be disregarded?	See response to Question #184.
52	4.11 Financial Information Page 17	For privately held firms, will reviewed financial statements prepared by a CPA be acceptable if audited financials are not available?	Please see Section 4.11 re privately owned entities or sole proprietorships, which includes the following language: "Last three years of audited or un-audited accrual-basis financial statements, including an income statement, cash flow statement and balance sheet"
53	4.9 Requirements Page 16	For contracts valued at less than \$1,000,000, will vendors still be required to provide proof of insurance at the higher thresholds outlined in Attachment C, or will minimum statutory coverage suffice?	Vendors should anticipate being required, at the time of the Task Order, to provide proof of insurance in the amounts for Contracts Valued in Excess of \$1,000,000.
54	5.2.1 Development of Policies, Procedures, and SOPs Page 19	Will DCR provide existing policies and templates to be updated, or should vendors plan to create all materials from scratch?	This will vary by task order.

Addendum 1_Staff Augmentation

55	5.2.2 Financial Compliance, Oversight, and Fraud Prevention Page 19	Can DCR clarify whether financial monitoring will include direct oversight of subrecipients' accounting systems, or be limited to compliance reviews?	DCR does not anticipate financial monitoring to include direct oversight of subrecipients' accounting systems.
56	5.2.3 Duplication of Benefits Compliance Page 20	Will DCR provide access to federal and state data systems for DOB checks, or must vendors procure and integrate their own data sources?	DCR will provide access to the data systems.
57	5.2.4 Procurement Compliance and Monitoring Page 20	Should vendors anticipate providing procurement training to subrecipients, or will DCR handle training and vendors focus solely on compliance monitoring?	This will depend upon the task order and needs of subrecipients.
58	5.2.5 Claims, Appeals, and Case Reviews Page 20	Can DCR confirm whether vendors will have direct authority to make eligibility determinations, or will recommendations be reviewed and approved by DCR staff?	DCR staff will review and approve.
59	5.2.7 Needs Assessments, Market Analysis, and Geospatial Support Page 21	Will DCR provide access to state GIS and data repositories, or must vendors rely on publicly available datasets?	DCR can provide access to state data, but the vendor may also choose to use publicly available datasets.
60	5.2.8 Program Performance Monitoring and Evaluation Page 21	Can DCR clarify whether vendors are expected to design new performance metric systems or only provide staff to operate and maintain DCR-selected systems?	Vendors will be expected to help develop and design performance metric systems and conduct program evaluation activities.
61	5.2.8 Program Performance Monitoring and Evaluation Page 21	Will vendors be granted access to the Disaster Recovery Grant Reporting (DRGR) system directly, or will all DRGR reporting be managed through DCR staff?	DRGR reporting will be managed by DCR staff.
62	5.2.8 Program Performance Monitoring and Evaluation Page 21	Should proposed tools for milestone tracking and progress reporting be integrated with the future System of Record (SOR), or will standalone tools be acceptable?	Standalone tools will be acceptable as long as they can at least interface with the SOR to avoid manual data entry.
63	5.2.11 Technical and Engineering Support Page 22	Can DCR clarify whether engineering services must be performed by licensed Professional Engineers (PEs) in	Licensing in the state of North Carolina will not be required for most tasks, however PEs must be knowledgeable of local codes

Addendum 1_Staff Augmentation

		North Carolina, or if equivalent licensed professionals from other states are acceptable?	and requirements sufficient to provide a thorough review and feasibility analysis of projects.
64	5.2.12 Training, Technical Assistance, and Capacity Building Page 22	Should training materials be designed for statewide use and reuse, or should they be tailored to specific subrecipients/programs?	Statewide use.
65	5.2.14 Communication, Public Information, and Outreach Support Page 23	Will DCR provide branding/graphic standards for public-facing materials, or should vendors propose their own?	See response to Question #38.
66	5.2.16 Technical Systems Specification & Project Management Page 23	Can DCR clarify whether the vendor's role is limited to documenting workflows and specifications, or will vendors also be expected to manage vendors providing SOR development services?	Documenting workflows and specifications. DCR will manage vendors providing SOR development services.
67	5.2.16 Technical Systems Specification & Project Management Page 23	Is there an anticipated timeline for finalizing the System of Record (SOR), and will Task 16 vendors be engaged prior to or after system vendor selection?	See response to Question #104.
68	5.2.16 Technical Systems Specification & Project Management Page 23	Will vendors under Task 16 be expected to provide ongoing project management support for system implementation (e.g., sprint planning, testing, user acceptance) or only provide initial specifications?	Anticipated deliverables are workflow and technical specification documentation and project management and monitoring of SOR.
69	5.2.16 Technical Systems Specification & Project Management Page 23	Can DCR clarify if integration requirements with financial management and reporting systems are within scope for Task 16 vendors?	Yes, these could be within scope depending upon the task orders.
70	5.2.17 Environmental Review Page 24	Should vendors provide unit costs inclusive of all required studies (e.g., noise, floodplain, endangered species), or will these be contracted separately as needed?	See response to Question #34.
71	3.4 Evaluation Criteria Page 13	Will DCR assign weighted scoring to the evaluation factors (experience, firm qualifications, methodology, cost), and if so, can	Criteria are listed in order of importance; no specific weights will be assigned.

Addendum 1_Staff Augmentation

		the weights be shared with vendors?	
72	2.6 RFP Submittal Page 8	If a vendor experiences technical issues with the eProcurement portal on the submission deadline, is there an alternate method (e.g., email submission) permitted as backup?	Pursuant to 01 NCAC 05B .0303, e-mail, facsimile, and telephone offers shall not be accepted in response to a Solicitation that is required to be sealed pursuant to Rule .0301. Vendors should not wait until the submission deadline to begin submitting through the portal. Submit well in advance with plenty of time to call the helpdesk for assistance. For training on how to use eProcurement Sourcing, https://eprocurement.nc.gov/training/vendor-training . Questions or issues related to using eProcurement Sourcing must be directed to the eProcurement Help Desk at 888-211-7440, Option 2. Help Desk representatives are available Monday through Friday from 7:30 AM ET to 5:00 PM ET
73	2.7 Proposal Contents, Page 9	Can the vendor include cover letter with the submittal?	Yes
74	18 Subcontracting, Page 46	Is it permissible for a firm to be included as a subcontractor on another firm's response in addition to submitting its own proposal as a prime respondent?	Yes. DCR will ensure there are no conflicts of interest when issuing task orders and making selections.
75	18 Subcontracting, Page 46	Are subcontractors required to complete the attachment forms as well, or is that only required of the prime respondent?	The prime respondent is the responsible entity, so it is only required of the prime respondent for now. Information from subcontractors, such as the lobbying certification, may be required upon contract.
76	3.5 Performance Outside the United States, Page 14	Should the completed form required, Attachment D, be included in the upload of the entire RFP document via the Ariba procurement portal or	See response to Question #21. The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER.

Addendum 1_Staff Augmentation

		separately as an appendix in the submittal?	
77	4.5 Hub Participation, Pages 15-16	Should the completed form required, Attachment E, be included in the upload of the entire RFP document via the Ariba procurement portal or separately as an appendix in the submittal?	See response to Question #21 and #76.
78	4.10 Lobbying Activity Certification for Federal Grants, Page 17	Should the completed forms required, Attachments F & G, be included in the upload of the entire RFP document via the Ariba procurement portal or separately as an appendix in the submittal?	See response to Question #21, #76, and #77.
79	No reference citation provided by the Vendor.	What would be the number of awards you intend to give (approximate number)?	See response to Question #28.
80	No reference citation provided by the Vendor.	What are the estimated funds that are estimated to be allocated for this contract?	Funds allocated to these activities depend upon task orders issued.
81	No reference citation provided by the Vendor.	What is the tentative start date of this engagement?	That will vary by task order, but first tasks could start as early as October 2025 after evaluation committee reviews.
82	No reference citation provided by the Vendor.	What is the work location of the proposed candidates?	See response to Question #4 and #25.
83	No reference citation provided by the Vendor.	Is this a new contract or are there any incumbents? If there is an incumbent, could you please let us know the incumbent name and pricing and are the incumbents eligible to submit the proposal again?	The Division of Community Revitalization (DCR) is a new division and new program. This is a new contract for DCR.
84	No reference citation provided by the Vendor.	Are there any pain points or issues with the current vendor(s)?	See response to Question #83.
85	No reference citation provided by the Vendor.	Could you please share the previous spending on this contract, if any?	See response to Question #83.
86	No reference citation provided by the Vendor.	Is there any mandatory subcontracting requirement for this contract? If yes, Is there any specific goal for the subcontracting?	There is no mandatory subcontracting requirement. Please see NC General T&Cs #18 on page 46 regarding subcontracting.

Addendum 1_Staff Augmentation

87	No reference citation provided by the Vendor.	How many positions were used in the previous contract (approximate)?	See response to Question #83.
88	No reference citation provided by the Vendor.	How many positions will be required per year or throughout the contract term?	This information is not known. Per RFP Section 5.1 GENERAL, <i>"The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs."</i>
89	No reference citation provided by the Vendor.	If the resources we provide at the time of proposal submission are not available at the time of a potential contract award could vendors replace them with equally qualified resources?	Yes, subject to approval of proposed replacement personnel by the Division of Community Revitalization.
90	No reference citation provided by the Vendor.	Can we provide hourly rate ranges in the price proposal?	No, rate ranges per position are not acceptable.
91	No reference citation provided by the Vendor.	Is it entirely onsite work or can it be done remotely to some extent / Does the services need to be delivered onsite or is there a possibility for remote operations and performance?	See response to Question #4 and #25. The specific Task Order will contain requirements, terms, and conditions particular to that project.
92	No reference citation provided by the Vendor.	Are resumes required at the time of proposal submission? If yes, Do we need to submit the actual resumes for proposed candidates or can we submit the sample resumes?	See response to Question #14, #18, #43, and #49.
93	No reference citation provided by the Vendor.	Could you please provide the list of holidays?	2025 State Holidays: September 1 (Labor Day) November 11 (Veterans Day) November 27-28 (Thanksgiving) December 24-26 (Christmas) 2026 State Holidays: January 1 (New Year's Day) January 19 (Martin Luther King Jr. Birthday) April 3 (Good Friday) May 25 (Memorial Day) July 3 (Independence Day) September 7 (Labor Day) November 11 (Veterans Day) November 26-27 (Thanksgiving) December 24, 25, 28 (Christmas)

Addendum 1_Staff Augmentation

94	No reference citation provided by the Vendor.	Are there any mandated Paid Time Off, Vacation, etc.?	This is up to each vendor.
95	5.0 Scope of Work Page 18	If a vendor is selected for inclusion on the STC, will they be required to submit proposals for all subsequent Task Orders within their designated task areas, or will vendors have the discretion to determine which Task Orders they wish to pursue?	Vendors will not be required to respond to subsequent Task Orders.
96	General Clarification (Applicable Across Categories) Section 5.0, Scope of Work Page 18 Section 4.0, Requirements Page 14	For software-driven deliverables, are there preferred platforms or technical standards (e.g., security, integration) DCR requires for training, reporting, or grant management tools?	DCR does not have any preferred platforms. DCR is in the procurement process for a grant management system that could have potential requirements, but they are not yet known. Technical standards will depend on the deliverable and must conform to NCDIT's relevant standards.
97	General Clarification Section 5.2.12, Task 12: Training, Technical Assistance, and Capacity Building Page 22	What is the anticipated volume or scale of training sessions (in-person/virtual) per year? Is there a preferred mode (on-site vs remote) for delivery?	There could be multiple training sessions per year, depending on training needs. The mode of delivery will vary depending on the type of training.
98	General Clarification Section 5.2.12, Task 12: Training, Technical Assistance, and Capacity Building Page 22	Will DCR provide existing training materials or resources for the vendor to build upon, or is the successful proposer expected to develop content from scratch?	Training materials will be developed in collaboration with DCR. The exact training needs are not yet known.
99	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Can you clarify what regulatory areas (e.g., CDBG-DR specifics, HUD rules, state procurement) you anticipate requiring ongoing training for?	The exact training needs are not yet known, but training will likely be needed to ensure compliance with CDBG-DR, HUD, federal, state, and local requirements.
100	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Is there a required certification for trainers or specific credentials preferred in training staff?	No specific certifications are required, but trainers should have expertise in the training that is being provided.
101	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Will the successful proposer be supporting only DCR staff, or will task orders extend to subrecipients and external partners? What is the expected	Per the RFP in task 12, training sessions are for DCR staff, subrecipients, and partners. The expected size of these events is not yet known.

Addendum 1_Staff Augmentation

		attendee profile/size for technical assistance events?	
102	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	What systems or formats do DCR prefer for application intake support? For example, web portals, paper-based, or hybrid?	This is not yet determined due to a system not yet being procured. An interim process is being developed.
103	Task 12: Training, Technical Assistance, and Capacity Building Section 5.2.12 Page 22	Does DCR intend to incorporate any Learning Management System (LMS) or digital training platform as part of this work, or should the vendor propose one?	Currently, DCR does not plan to incorporate a digital training platform.
104	Task 15: Grant Management Section 5.2.15 Page 24	Can you specify which grant management systems (if any) are currently used by DCR, or should vendors recommend/provide their own?	The Division of Community Revitalization (DCR) issued a competitive procurement for a grant management system; offers are under evaluation.
105	Task 15: Grant Management Section 5.2.15 Page 24	Is grant management support expected to include direct interaction with subrecipients regarding compliance or just tools/workflows?	Grants management support could include direct interaction with subrecipients depending on the task.
106	Task 15: Grant Management Section 5.2.15 Page 24	Does DCR seek tools that integrate with HUD reporting systems (e.g., DRGR) or should vendor workflows remain standalone?	Integration with DRGR is not allowed. Data can be uploaded to the system using templates provided by HUD.
107	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	Are there existing branding, accessibility, or language translation standards vendors must adhere to for outreach materials?	See response to Question #38.
108	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	What digital platforms are currently leveraged for public communication (e.g., website, email, social media), and is the vendor intended to manage any of these directly?	DCR uses email, listservs, website, social media, and may implement additional platforms as needed. The vendor is not intended to manage any of these directly.
109	Task 14: Communication, Public Information, and Outreach Support Section 5.2.14 Page 23	For crisis communication protocols, will the vendor act as spokesperson or advisory support only?	Advisory support only.
110	Task 14: Communication, Public Information, and Outreach Support	Are rural/low-connectivity communities a focus for outreach delivery and, if so, what accommodations are preferred?	Yes; accommodations depend on community need but may include in-person meetings, printed materials, or working with local

	Section 5.2.14 Page 23		partners, stakeholders, and other groups directly in the community.
111	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	Does DCR have an existing DRGR or program performance dashboard, or is the vendor expected to implement and operate such a system?	DCR is a new division and does not have a program performance dashboard.
112	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	What KPIs or compliance metrics are used in current monitoring, and will samples/templates be provided to the selected vendor?	DCR has not yet developed KPIs.
113	Task 8: Program Performance Monitoring & Evaluation Section 5.2.8 Page 21	Are site visits, interviews, or fieldwork expected as part of evaluation deliverables, or will work be limited to reporting and data analysis?	Task 8 will mainly be limited to reporting and data analysis and could require interviews. Monitoring is under Task 10.
114	Additional Strategic Questions Section 5.2, Tasks / Deliverables Multiple pages (19–24)	Is there a preferred form and structure for reporting deliverables (e.g., templates, digital uploads)?	No.
115	Additional Strategic Questions Section 5.4, Transition Assistance Page 24	How will transition assistance during closeout (Section 5.4) be handled for technical/software deliverables?	Please see clarification for T&C 2(b) at the top of this Addendum.
116	5.1 Scope of Work - General Page 21	The Scope of work indicates “DCR will utilize a System of Record (SOR) for CDBG-DR grant activities” Has this system of record been finalized, if so. Please indicate.	See response to Question #104.
117	5.2.8 - TASK 8 – Program Performance Monitoring and Evaluation Page 21	The RFP notes the vendor will assist with “performance metric tracking systems.” Does DCR have a preferred project or task management software currently in use?	No.
118	5.2.14 - TASK 14 – Communication, Public Information, and Outreach Support Page 23	The RFP notes the vendor will assist with “language translation.”	Materials may be provided through both oral interpretation and written translation services to people at no cost and these services are available upon

Addendum 1_Staff Augmentation

		Does DCR have a known list of target languages for translation?	request. Meaningful and equal access to federally funded programs and activities is required by Title VI of the Civil Rights Act of 1964.
119	3.4 Evaluation Criteria Page 13	Under Evaluation Criteria 1. Experience, the State lists "Years of experience in the business". Is this the total years of the firm has been in business or total years of experience managing federal/HUD funds?	Please include both in your proposal; HUD and disaster recovery experience is the most relevant.
120	2.7 Proposal Contents Page 9	The RFP requires the disclosure of the respondent's finance information, but the Proposal Contents Section does not list an area to provide that disclosure. Is it OK that the respondent's financial information is provided after 6. Examples?	Yes.
121	2.7 Proposal Contents Page 9 and 10	May respondents provide a cover letter?	See response to Question #73.
122	Attachment E: Historically Underutilized Businesses Information Page 55	If we are utilizing a subcontractor that is a Historically Underutilized Business, may we indicate "Yes" to the questions on the form? What other information in the response will the state require to identify subcontractors?	Attachment E: Historically Underutilized Business Information regards the Vendor submitting the offer (prime contractor). The Vendor may indicate in their offer names of subcontractors and the subcontractor(s) HUB status.
123	2.7 Proposal Contents Pages 9 and 10	Section 2.7 states that "All pages of the RFP should be returned," but Item #2 asks only for "Signed Execution Pages and signed Addenda." Where should bidders attach all pages of the RFP? In the section corresponding to Item #2, or as an attachment to the proposal?	The entire offer, one (1) pdf file, should be uploaded in eProcurement Sourcing in Section 5.1 VENDOR OFFER. The entire offer includes information in RFP Section 2.7 PROPOSAL CONTENTS, and all information required by the RFP. The State will not disqualify a Vendor for where in the offer the Vendor elects to place all pages of the RFP.
124	4.9 Insurance Requirements Page 16	This section states that "Vendor shall submit acceptable evidence of insurance with each task order." Please confirm that proof of insurance should be submitted	See response to Question #37.

Addendum 1_Staff Augmentation

		only with task orders, not with this response.	
125	Ariba Sourcing Event, Section 5.1	Please confirm that the upload required in this section should include a complete, signed, and initialed copy of the Solicitation Document, and our unredacted offer, in a single PDF file. (If not, please clarify the intended content to upload.)	<p>eProcurement Sourcing, Section 5.1 VENDOR OFFER, is where to upload the complete and <u>signed UNREDACTED</u> offer. The <u>entire offer</u> should be one (1) pdf file.</p> <p>eProcurement Sourcing, Section 5.3 VENDOR OFFER (REDACTED), is where to upload the REDACTED offer.</p>
126	Ariba Sourcing Event, Section 5.2	This section requests that bidders upload a completed Attachment A, Pricing, in Excel format. However, Attachment A is provided only in PDF format, not in Excel. Is there an Excel version of Attachment A that DCR will provide? Or are bidders expected to replicate the entire content of Attachment A in Excel before completing it and uploading it? Or is Excel only for the pricing table, and the rest of Attachment A should be completed in PDF format? If the latter, are bidders able to upload more than one file in Section 5.2?	<p>eProcurement Sourcing, Section 5.2 ATTACHMENT A: PRICING is where to upload <u>pricing</u> in <u>Excel</u> format. Do not password protect the Excel Price file.</p> <p>There is not an Attachment A: Pricing (in Excel) for Vendors to download. Vendors should replicate in Excel the format shown in Attachment A for pricing submittal.</p> <p>Attachment A (RFP page 26) TASK ORDER CATEGORIES the vendor should return in <u>pdf</u> format. The TASK ORDER CATEGORIES selected by the Vendor should be included in the entire Vendor offer uploaded in Section 5.1 VENDOR OFFER (unredacted).</p>
127	5.2.1 Task 1 – Development of Policies, Procedures, and SOPs Page 19	Will this staff augmentation also support the Workforce Housing for Homeownership (WHO) Program?	Yes, it could potentially support the Workforce Housing for Homeownership (WHO) Program, depending on the requirements of individual task orders.

Addendum 1_Staff Augmentation

128	2.3 Notice to Vendors Regarding RFP Terms and Conditions Page 7	Is there a preferred format for submitting exceptions or redlines in the "Errata and Exceptions" section, i.e., does the State prefer redlines or a statement describing the changes vendor would seek to negotiate upon award?	The State prefers a statement describing the changes vendor would seek to negotiate. The State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
129	3.4 Evaluation Criteria Page 13	Please confirm the presence of exceptions or redlines to the RFP Terms and Conditions will not impact proposal scoring under the Firm Qualifications or Methodology criteria.	Exceptions or redlines to the T&Cs will not impact scoring; however, the State is not required to consider any proposed modifications and may choose not to negotiate T&Cs.
130	Attachment C, Section 2(b), Default and Termination Page 38	Can the State please define the term "CONTRACTOR" as used in this section? Will the State consider adding this term to its definitions under RFP Section 2.8?	A contractor is a business or entity that agrees to perform work under terms of a contract. DCR will add this term to its definitions under RFP Section 2.8.
131	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that section 2(b) within Attachment C does not apply to the staff augmentation vendor.	See replacement language at the beginning of this Addendum.
132	Attachment C, Section 2(b), Default and Termination Page 38	Please confirm that delays beyond vendor's control (e.g., force majeure, state or grantee actions, and delays by the State other third parties, etc.) will not trigger liquidated damages.	See clarification at the top of this Addendum regarding 2(b).
133	Attachment B, Section VI, Bid Submission, 23. Valid Taxpayer Information Page 35	Can the State please provide a working link to the Substitute W-9 and Instructions?	https://www.osbm.nc.gov/direct-ed-grants-w-9-form/open . For General Instructions, please refer to the IRS Form W-9 located on the IRS Website (https://www.irs.gov/)
134	Section 4.3, Payment Structure Page 15	The RFP states "Payment will be a fixed fee for services based on the scope of work for each task order," however the state is only requesting not to exceed labor rates (other than for the environmental unit tasks). Please confirm offerors will be able to invoice the state based on the	See clarification at the top of this addendum: Payment will be a NOT-TO-EXCEED amount for services based on the scope of work for each task order.

Addendum 1_Staff Augmentation

		not-to-exceed labor rates for the time and materials portion.	
135	Section 2.1, Request for Proposal and Task Orders Page 7	Can the state provide a sample task order for review?	We do not have a sample task order for review at this time.
136	Section 5.2.17, Task 17 – Environmental Review Page 24	Is there currently a statewide Section 106 Programmatic Agreement which the state utilizes to expedite Section 106 compliance?	No. A statewide PA does not yet exist.
137	Section 5.2.17, Task 17 – Environmental Review Page 24	Given the wide range of complexities and variables of a potential Environmental Impact Statement (EIS), would it be acceptable to omit a cost estimate for EISs? And instead, provide an estimate when more details are known?	A cost estimate should be provided for all levels of review, however vendors may note assumptions utilized to determine their cost estimates.
138	2.7 Proposal Contents, 5. Resumes and Bios Page 10	Can DOC clarify what staff should be considered key personnel?	Key personnel are task-specific.
139	2.7 Proposal Contents, 5. Resumes and Bios Page 10	By encouraging vendors to submit at least two qualified candidates per position or labor category, is this also requesting resumes/bios for every potential candidate? Should there be multiple named candidates proposed for every LCAT, or for support/lower level LCATs can the vendor simply provide a summary of the qualifications that will be met by the individual slated to support in this role?	See response to Question #14, #18, #43, and #49.
140	3.4 Evaluation Criteria Page 13-14	Is DOC able to elaborate further on the criteria/scoring that goes into the narrative evaluation, specifically if any points or weight is assigned to the multiple factors taken into consideration of the best-value evaluation?	See response to Question #71.
141	Attachment C, 2. <u>DEFAULT AND TERMINATION</u> , b) Liquidated damages... Page 38-39	Can DOC clarify if this clause is relevant since the task orders and descriptions do not imply that any single-family reconstruction projects will be done under this contract?	See replacement language at the top of this Addendum.

Addendum 1_Staff Augmentation

142	Attachment B, VI. BID SUBMISSION, 22. <u>INELIGIBLE VENDORS</u> Page 35	Given there are possible monitoring and oversight responsibilities under this contract, can DOC clarify if the vendor selected to provide services for DOC/DCR for the Single-Family Homeowner Recovery program is precluded from pursuing this contract?	Horne, in its capacity as the Single-Family Housing Recovery vendor, is precluded from participating in any monitoring-related task orders for the Single-Family Housing program, as well as any other task orders that would present a conflict of interest.
143	Attachment B, VI. BID SUBMISSION, 22. <u>INELIGIBLE VENDORS</u> Page 35	Given there are possible monitoring and oversight responsibilities under this contract, can DOC clarify if any subcontractor providing services under the prime for the Single-Family Homeowner Recovery program is precluded from pursuing this contract?	Vendors or subcontractors may not monitor or provide oversight for work they have performed themselves. However, they may be included in the pre-qualified vendor pool to support monitoring or oversight for other programs or task orders where no conflict of interest exists.
144	3.5 Performance outside the US Page 14	Does DCR specifically prefer firms that would provide the “option” to offshore some of the awarded work, or is this merely the disclosure of where each firm employee resides?	No, DCR does not specifically prefer firms that offshore work. The request is solely for disclosure of where each firm’s employees reside.
145	4.3 Payment Structure Page 15	Please clarify the “fixed fee for services based on the scope of work for each task order” statement. It is our understanding that this RFP is the vehicle for interested firms to get into a pre-approved pool of vendors for future work considerations. Please confirm that this fixed fee seems to be referencing future opportunities for firms that achieve pre approval status, to submit “fixed fee” task order bids for future work RFP’s. Our interpretation is that there will be no fixed fee submittals for this specific RFP, only a detailed hourly rate card for any Task Order Categories that our firm is interested in	That is correct. See clarification at the top of this Addendum.

Addendum 1_Staff Augmentation

		responding, will be submitted, correct?	
146	4.8 Vendor's Representations Page 16	Please confirm whether the selected vendor will be classified as a contractor rather than a subrecipient?	The selected vendor will be classified as a contractor.
147	5.1 General (Scope of Work) Page 18	Please confirm whether these tasks pertain to full-team capabilities rather than being specific to any one vendor?	If this question is referring to partners and subcontractors, then the tasks pertain to full-team capabilities (including partners and subcontractors).
148	5.1 General (Scope of Work) Page 18	For tasks similar to previous DCR CDBG-DR RFPs, does DCR expect to engage vendors for expanded scopes of work not previously contemplated, or only in the event of identified limitations with selected vendor for those RFPs?	DCR recognizes that either of these is possible – unanticipated work as well as limitations with another selected vendor. DCR will distribute tasks among vendors depending on its need and the vendors' qualifications and experience.
149	5.2 Tasks/Deliverables Page 19	<p>Would selected vendor(s) for the below tasks assist work in conjunction or in the alternative potentially to vendor(s) selected to perform the Scope of Work envisioned in RFP# DPC-646236801-MT?</p> <ul style="list-style-type: none"> • Financial Compliance, Oversight, and Fraud Prevention. • Duplication of Benefits (DOB) Compliance. • Procurement Compliance and Monitoring. • Program Performance Monitoring and Evaluation. • Civil Rights, Fair Housing, Labor Standards, and Historic Preservation. • Audit Readiness and Monitoring Support. • Training, Technical Assistance, and Capacity Building. • Grant Management. 	DCR will distribute tasks among vendors on this contract and on State Term Contract 8411A depending on its need and the vendors' qualifications and experience. DCR intends to separate tasks, but some collaboration may be required.
150	5.2.1 Task 1 – Development of Policies, Procedures, and	Is the service of assisting in the "Development of Policies, Procedures, and Standard	Anticipated for both Action Plan programs and general grants management.

Addendum 1_Staff Augmentation

	Standard Operating Procedures (SOPs) Page 19	Operating Procedures (SOPs)" envisioned as something that would be done for each Action Plan program or for more general CDBG-DR grant management needs?	
151	5.2.13 Task 13 – Relocation Program (URA/TRA) Development and Compliance Support Page 22-23	Is the service of assisting with "Relocation Program Development and Compliance Support" envisioned as something that would be done as a separate program and contract from current contracts with vendors operating the Renew NC Reconstruction and Rehabilitation for Owner-Occupied Units Program?	The service of assisting with "Relocation Program Development and Compliance Support" is envisioned as something that would support URA compliance within housing, infrastructure, and/or economic revitalization programs, as required.
152	5.2.14 Task 14 – Communication, Public Information, and Outreach Support Page 23	Is the service of assisting with "Communication, Public Information, and Outreach Support" envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with "Communication, Public Information, and Outreach Support" is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
153	5.2.16 Task16 – Technical Systems Specification & Project Management Page 23	Is the service of assisting with "Technical Systems Specification & Project Management" envisioned as something that would be done as an overarching service across all Action Plan programs or specific ones?	The service of assisting with "Technical Systems Specification & Project Management" is envisioned as an overarching service available across all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
154	5.2.5 Task 5 – Claims, Appeals, and Case Reviews Page 20	Is the service of assisting with "Claims, Appeals, and Case Reviews" envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with "Claims, Appeals, and Case Reviews" is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.

Addendum 1_Staff Augmentation

155	5.2.7 Task 7 – Needs Assessments, Market Analysis, and Geospatial Support Page 21	Is the service of assisting with “Needs Assessments, Market Analysis, and Geospatial Support” envisioned as something that would be done for each Action Plan program or specific ones?	The service of assisting with “Needs Assessments, Market Analysis, and Geospatial Support” is envisioned as being available for all Action Plan programs. Specific scope, level of effort, and deliverables will be defined at the task order level based on the needs of each program.
156	5.0 Scope of Work Page 18	Are the selected vendors of this RFP expected to support Hurricane Helene efforts and reporting to current Program Manager, Horne; or is this exclusively related to future events.	The selected vendors of this RFP are expected to support DCR. Horne is providing implementation services to one of the five DCR programs outlined in the Action Plan.
157	5.2.3 Page 20	Does DCR currently have access to benefits datasets required for the duplication of benefits calculation at beneficiary and property level?	Yes.
158	5.2.16 Page 23	What platform/products does DCR intend to use as the system of record?	See response to Question #104.
159	5.2.16 Page 23	Does DCR expect the system of record to integrate with financial or other agency/State-owned system.	Yes.
160	2.7 Proposal Contents/ 5. Resumes and Bios Page 10	For the “two qualified candidates per position or labor category”, is this by overall service or by billing rate?	See response to Question #14, #18, #43, and #49.
161	5.2.17 TASK 17 – Environmental Review Page 24	Do you anticipate any SEPA documentation under Task 17?	Yes. NEPA compliance will require the state to follow any applicable SEPA requirements.
162	5.2.17 TASK 17 – Environmental Review / Anticipated Deliverables Page 24 —and— Attachment A – Pricing Page 28	For Task 17 we are being asked to provide Unit Costs for Environmental Reviews (ER) on the basis of the required <i>level</i> of the review. However, different project reviews at the <i>same level</i> may have significantly different costs associated with them based on site-specific conditions requiring additional assessment/studies (e.g. Phase I	Vendors are welcome to provide any project assumptions along with their cost estimates however project costs must be sufficient to include any information necessary for a compliant NEPA review.

		and/or Phase II ESAs, wetlands delineation, etc.) to produce a compliant ER. Costs for these additional assessments may exceed the typical unit cost by a factor of 10 or more. How do we account for these potential differences in costs for the purpose of submitting unit costs?	
163	5.2 TASKS / DELIVERABLES Task 9 (section 5.2.9) Page 21	<p>The section requests technical assistance "including but not limited to civil rights, fair housing, labor standards, and historic preservation."</p> <p>It appears as if the intention of the RFP is for firms to propose on a full task; however, there are firms that specialize in historic preservation and Section 106 consultation without any expertise in items like fair housing and labor standards.</p> <p>Would it be permissible for a firm to propose on a subset of services within a Task? Specifically for Task 9, can a firm provide qualifications for work involving Section 106 consultation and other historic resources services but not the other scope items within Task 9?</p>	The vendor or its team should be able to respond to all tasks and deliverables within task 9. DCR may or may not issue task orders for all of these activities.
164	4.11 FINANCIAL INFORMATION Page 17	Can submit financial statements directly instead of including in the response, o avoid any unintentional disclosure given the highly confidential nature of the information?	No, all documents that are part of the proposal should be submitted in one pdf file in the sourcing tool, as described in the RFP. A redacted version should be submitted separately.
165	5.1 General Page 18	Does the State have an estimate of how many staff will be activated for this contract?	See response to Question #88. This information is not known. Per RFP Section 5.1 GENERAL, <i>"The specific level of Vendor support for each task order is not yet known and will depend on evolving program needs."</i>

Addendum 1_Staff Augmentation

166	5.1 General Page 18	How many staff has the State hired on previous staff augmentation contracts for CDBG-DR program?	See response to Question #83. The Division of Community Revitalization (DCR) is a new division and new program. This is a new contract for DCR. The number of staff hired via staff augmentation contracts by agencies other than the Department of Commerce, Division of Community Revitalization, the information would need to be obtained from that respective agency.
167	3.1 Method of Award Page 11-12	Does the State have an estimate of how many vendors will be awarded per Task?	See response to Question #28.
168	2.7 Proposal Contents, Item 5. Resumes and Bios Page 10	Does the State intend for vendors to provide 2 resumes per position listed in the cost form, 2 resumes per Task, or other?	Two resumes for each position listed in the cost form.
169	2.1 Request for Proposals and Task Orders Page 7	How will task orders be issued among the pre-qualified pool of vendors? Competition, Low Price, DCR's discretion, other?	See responses to Question #28 and #31.
170	5.1 General Page 18	Should the hourly rate provided for a task consider the position as remote or on location position?	See response to Question #32.
171	5.2.3 - Task 3- Duplication of benefits (DOB) Compliance Page 20	Will the staff augmentation vendor complete all DOB verifications for Horne LLP, or only assist in case of the lack of capacity?	The staff augmentation vendor may assist the Single Family Housing program only in case of lack of capacity, though it will assist with DOB for other state-run CDBG-DR programs.
172	5.2.5 & 5.2.10 Page 20 & 22	With the exception of the Appeals responsibility, how do responsibilities between 5.2.5- Task 5 on page 20 differ from 5.2.10: Task 10 on page 22?	Task 5 is for appeals, and Task 10 is for monitoring of grants.
173	5.1 General Page 18	Once a selected-pool vendor is notified of being activated, how much lead time is expected between notification and implementation of responsibilities?	Once a vendor is selected for a particular task order, the time to begin implementation will be fairly short. It will depend upon the task.
174	5.2.3-Task Order 3 Duplication of Benefits (DOB) Compliance	What data sources will be available to the contractor to analyze duplication of benefits?	DCR has data-sharing agreements in place with SBA,

Addendum 1_Staff Augmentation

	Page 20		NFIP, NC Emergency Management and FEMA
175	2.7 Proposal Contents Page 10	Will the state accept personnel experience in lieu of firm experience?	The RFP requires personnel and firm experience.
176	2.7 Proposal Contents Page 10	Will the state consider the firm's broader experience in disaster recovery?	As stated in the RFP, vendor qualifications include experience with HUD-funded programs or other disaster recovery work.
177	5.3 Task Order Methodology Page 24	In Section 5.3, the State says, "DCR will issue task orders, as the need arises, to at least two vendors qualified in that category." Does the state intend to issue a task order to all qualified vendors for a specific task or a selected few?	See response to Question #30.
178	5.0 Scope of Work Page 18	The RFP states that some tasks may require vendors to report to an office provided by the State. Which tasks are projected to have this requirement?	See response to Question #4, #25
179	5.0 Scope of Work Page 18	Can the State confirm if both biographies and resumes are required?	Per the RFP, resumes or biographies must be provided for all key personnel proposed.
180	No reference citation provided by the Vendor.	Please identify the current vendor(s) providing the services outlined in this RFP, and provide the corresponding contract number(s) and period of performance for each.	See response to Question #9.
181	No reference citation provided by the Vendor.	Will the State consider out-of-state vendors for prime contractor roles if all work is performed during North Carolina business hours and personnel can travel on-site as needed?	Yes.
182	2.7 Proposal Contents Page 9	Please confirm whether the State prefers the proposal to be submitted as a single consolidated PDF within the eVP system, or as separate files for the technical proposal, pricing, and attachments.	See response to Question #21, #22, #76, #123, #125, and #126. Yes, the State prefers the proposal to be submitted as a single consolidated PDF in eProcurement Sourcing in Section 5.1 VENDOR OFFER.

Addendum 1_Staff Augmentation

			Pricing should be submitted in Excel format in eProcurement Sourcing Section 5.2 ATTACHMENT A: PRICING.
183	2.7 Proposal Contents Page 9	Kindly confirm whether specific formatting requirements ,e.g., font size, font type, margin settings, apply to the technical narrative, resumes, or attachments.	There are no formatting requirements.
184	2.7 Proposal Contents Page 9	Please clarify whether any page limitations apply to the technical narrative, and whether required attachments (e.g., resumes, forms, references) are excluded from any applicable page count.	There is not a page limitation; however, Vendors are requested to keep offers concise and not to include marketing material.
185	2.7 Proposal Contents Page 9	The RFP states that "All pages of the RFP should be returned." Please clarify whether the agency requires vendors to return the entire RFP document (including all pages) as part of the proposal submission, or only the completed forms and required attachments.	All pages of the RFP should be returned as part of the proposal submission. The entire document would become part of the contract between the vendor and DCR if the vendor is awarded, so it should be signed and submitted in full.
186	2.7 Proposal Contents 5. Resumes and Bio Page 10	At the prequalification stage, will the State accept sample resumes for labor categories, or must all the proposed personnel be confirmed and committed for potential task orders?	See response to Question #14, #18, #43, and #49.
187	2.7 Proposal Contents 5. Resumes and Bio Page 10	Could the agency please clarify which specific labor categories will be required under this contract and the expected experience and skill sets associated with each?	These labor categories are task-specific and will vary by task.
188	2.7 Proposal Contents 6. Examples Page 10	Please confirm whether past performance from proposed subcontractors may be included in Attachment H	See response to Question #19
189	2.7 Proposal Contents 6. Examples Page 10	Are state ,local government or federal disaster recovery programs (non-HUD funded) considered acceptable relevant experience if they demonstrate	As stated in the RFP, vendor qualifications include experience with HUD-funded programs or other disaster recovery work. Lack of such experience could be

Addendum 1_Staff Augmentation

		comparable scope and complexity?	evaluated as a weakness in the proposal.
190	5.0 SCOPE OF WORK 5.1 GENERAL Page 18	Please clarify the expected ratio of on-site versus remote work for personnel under this contract.	The determination of on-site versus remote work will be based on program needs. DCR does not have an estimate at this time.
191	5.1 General Page 18	Can vendors add or remove task order categories after initial qualification, or must their selections remain fixed for the three-year contract term?	Vendors can remove task order categories, but the agency may not allow addition of task order categories.
192	4.7 Personnel Page 16	What is the process and expected timeline for DCR approval of key personnel substitutions, and how will delays in approval affect active task orders?	The expected process is that the vendor will notify the State in writing of any changes, and the State will attempt to respond in writing with a decision within 5 business days.
193	4.11 Financial Information Pages 17–18	For privately held firms, will unaudited financial statements be acceptable if audited statements are unavailable, and what level of detail must be disclosed for contingent liabilities?	See answer to Question #52. Vendor should provide sufficient detail for DCR to “determine: whether the Vendor has sufficient ability to perform the Contract; whether the Vendor is able to meet its short term obligations, debts, liabilities, payroll, and expenses; whether Vendor has provided complete, reliable and accurate financial information regarding its business operation; whether the Vendor is financially solvent; and whether Vendor has sufficient cash flow and/or available financing from a financial institution to perform the proposed contract for an extended period without receiving payment from the State.” (per Section 4.11)
194	2.6 RFP Submittal Page 9	Since redacted copies of proposals are required, what criteria will DCR use to determine whether a vendor’s confidentiality designations are	The State does not create “criteria” to make such determinations but follows the Public Records Act. Initially, the State may accept the Vendor’s redactions and assume they were

Addendum 1_Staff Augmentation

		accepted or overruled under the Public Records Act?	made on a good faith basis. The State generally gives Vendors notice and an opportunity to defend their redactions if the State receives a request to provide unredacted information. Vendors are reminded that all redacted versions of the contracts must be posted on DCR's website.
195	4.9 Insurance Requirements Page 16	Will the insurance requirements outlined in Attachment C apply to the master agreement as a whole, or only to individual task orders valued in excess of \$1,000,000?	Vendors should anticipate being required, at the time of the Task Order, to provide proof of insurance in the amounts for Contracts Valued in Excess of \$1,000,000.
196	3.4 Evaluation Criteria Pages 13–14	While the RFP lists evaluation criteria in order of importance, will DCR publish specific scoring percentages or weights associated with each factor?	See response to Question #71.
197	4.7 Personnel Page 16	Are subcontractors allowed to be proposed at the pool qualification stage, or must they be identified and approved only when responding to specific task orders?	Subcontractors should be proposed in the vendor's response to this RFP for the qualification stage.
198	5.4 Transition Assistance Page 24	What specific activities are expected under "transition assistance"—for example, data/system turnover, staff training, or ongoing service delivery until a new vendor is operational?	See response to Question #115.
199	5.1 General Page 18	Since the SOR has not yet been finalized, what level of responsibility will vendors bear in its implementation and maintenance (for example, configuration, user support, or system administration)?	Vendors in this RFP shall not be responsible for the implementation or ongoing maintenance of the System of Record (SOR).
200	5.2.17 Environmental Review Page 24	Must vendors provide unit costs for all levels of environmental review and reevaluations, even if they intend to compete only for selected review levels?	Vendors must provide costs for all areas in which costs are required to be provided.

Addendum 1_Staff Augmentation

201	No reference citation provided by the Vendor.	Are firms that hold disaster recovery contracts that include CDBG-DR support services for Helene impacted municipalities precluded from bidding on this contract?	No; however if a conflict of interest exists, the firm may be prohibited from working on specific task orders.
202	2.7 Page 10	Section Language: 5. Resumes and Bios. This section states, "Vendors are encouraged to submit at least two qualified candidates per position or labor category, where applicable." Question: Please confirm the two candidates per position is only applicable to key staff and not all staff listed to support the project.	See response to Question #14, #18, #43, and #49.
203	4.5 Page 16	Section Language: HUB Participation. States, "...Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT E: HUB SUPPLEMENTAL VENDOR INFORMATION" Question: This section states there is a HUB Certified goal of 10% met by a prime or subcontract certified firm; however, Attachment E appears to only inquire the state of a prime vendors HUB status. Please confirm if non-HUB-certified firms who partner with HUB-certified subcontractors will receive the same evaluation scoring. Or is the evaluation only applicable to prime firms.	See response to Question #3 and #122.
204	Offeror Checklist Page 60	Section Language: Signed Offer. Submit the complete RFP, not just the signature page.	Inserting the Vendor name in the top right corner of each RFP page

Addendum 1_Staff Augmentation

		Question: Please confirm whether vendors should be placing their firm name at the top of each page of the RFP in this section.	is encouraged, but is not required.
205	2.7 Proposal Contents (page 9) and Section 4.2 Pricing (page 15)	The cost proposal is not listed under the components. Please clarify where it should be included.	See response to Question #126.
206	4.11 Financial Information (Page 17) and 2.7 Proposal Contents	This section requires submittal of financial information, but that is not listed in Section 2.7 Proposal Content. Please clarify where it should be included.	Financial information may be included anywhere in the proposal; most vendors typically include it towards the end or last.
207	2.7 Proposal Contents (page 10) and 4.1 Task Order Categories (page 14)	The instructions for Section 4 "Narrative Response: Vendor Qualifications and Approach" appear to focus on past project experience and qualifications and capacity of staff. Please confirm that you are not looking for an actual technical approach response to each task in the scope of work?	As stated in the RFP, "for each task order category that Vendor wishes to be considered Vendor proposal should demonstrate specific proof of experience and qualifications to carry out the respective task." Based on the vendor's experience, it will need to generally describe a staffing plan, how Vendor will ensure quality and timely services, and how Vendor will ramp up services across the task order categories. Vendors should describe their experience in each specific category for which they wish to be prequalified. Vendors can provide a more specific technical approach in response to individual task orders.

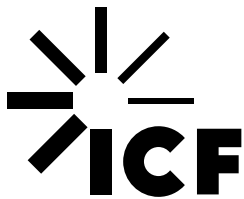
Execute Addendum:

VENDOR: _____

AUTHORIZED SIGNATURE: _____

NAME and TITLE (Print or Typed): _____

DATE: _____



icf.com



x.com/ICF



linkedin.com/company/icf-international



facebook.com/ThisIsICF



[#thisisicf](https://www.instagram.com/thisisicf)

About ICF

ICF (NASDAQ:ICFI) is a global consulting services company with approximately 9,000 full-time and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.