

## Contract Award

Contract Number:	<b>Doc1677946894</b>
Contract Description:	<b>Staff Augmentation</b>
Vendor:	<b>Research Triangle Institute</b>

### **Task Order Categories Awarded:**

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

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

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

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

**TASK 16 – Technical Systems Specification & Project Management**

**STATE OF NORTH CAROLINA**  
**Division of Community Revitalization (DCR)**

Refer <u>ALL</u> Inquiries regarding this RFP to: <a href="mailto:angela.dunaway@commerce.nc.gov">angela.dunaway@commerce.nc.gov</a>	Request for Proposals # Doc1677946894  Proposals will be publicly opened: September 4, 2025, at 2:00 pm ET
<b>Using Agency:</b> North Carolina Department of Commerce, Division of Community Revitalization	<b>Commodity No. and Description:</b> 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:		
Research Triangle Institute		
STREET ADDRESS:		P.O. BOX:
3040 East Cornwallis Road		27713
CITY & STATE & ZIP:		TELEPHONE NUMBER:
Durham, NC 27713		919-541-6451
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:		FAX NUMBER:
Skye Brodish, Senior Contracting Officer		N/A
VENDOR'S AUTHORIZED SIGNATURE:	DATE:	EMAIL:
	9/8/2025	sbrodish@rti.org

Proposal Number: Doc1677946894

Vendor: \_\_\_\_\_ Research Triangle Institute

### **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 19th day of December, 2025, as indicated on the attached  
certification, by \_\_\_\_\_ [Redacted] \_\_\_\_\_ (Authorized Representative of Department of Commerce).



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](mailto: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](mailto:angela.dunaway@commerce.nc.gov) by the due date and time indicated above.

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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):** Research Triangle Institute

**Authorized Signature:** 

**Name and Title:** Skye Brodish, Senior Contracting Officer

**Date:** 12/5/2025

## 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.

<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 2 – Financial Compliance, Oversight, and Fraud Prevention
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 3 – Duplication of Benefits (DOB) Compliance
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 4 – Procurement Compliance and Monitoring
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 5 – Claims, Appeals, and Case Reviews
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 6 – Action Plan Development and Amendments
<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 8 – Program Performance Monitoring and Evaluation
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 10 – Audit Readiness and Monitoring Support
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects
<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	TASK 12 – Training, Technical Assistance, and Capacity Building
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support
<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	TASK 14 – Communication, Public Information, and Outreach Support
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	TASK 15 – Grant Management
<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	TASK 16 – Technical Systems Specification & Project Management
<input type="checkbox"/> YES	<input checked="" type="checkbox"/> 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
<b>TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 2 – Financial Compliance, Oversight, and Fraud Prevention</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			

<b>TASK 3 – Duplication of Benefits (DOB) Compliance</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 4 – Procurement Compliance and Monitoring</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 5 – Claims, Appeals, and Case Reviews</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 6 – Action Plan Development and Amendments</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 8 – Program Performance Monitoring and Evaluation</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 10 – Audit Readiness and Monitoring Support</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 12 – Training, Technical Assistance, and Capacity Building</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 14 – Communication, Public Information, and Outreach Support</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25

Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86

**TASK 15 – Grant Management**
*Vendor to Indicate All Position Title(s) HERE*
**TASK 16 – Technical Systems Specification & Project Management**

Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86

**TASK 17 – Environmental Review\***

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



# NC DOC Staff Augmentation: Community Development Block Grant–Disaster Recovery Expert Administrative Support Proposal

## Response to Request for Proposal (RFP)

September 11, 2025

### Submitted To

Angie Dunaway  
DCR Procurement Director  
Email: [angela.dunaway@commerce.nc.gov](mailto:angela.dunaway@commerce.nc.gov)  
Telephone: 919-526-8340

### RTI Administrative Point of Contact

Skye Brodish  
Office of Contracts  
Email: [sbrodish@rti.org](mailto:sbrodish@rti.org)  
Telephone: (919) 541-6451

### Submitted By

RTI International  
3040 E. Cornwallis Road  
Durham, NC 27713-2852  
[www.rti.org](http://www.rti.org)

**RTI Proposal No. 36765\_2661**  
**Solicitation Number: Doc1677946894**

This proposal contains confidential/proprietary information. Pages marked as such shall not be used or disclosed, except for evaluation purposes. If a contract is awarded to RTI as a result of this proposal, the funding organization shall have the right to use or disclose the data to the extent provided in the contract.

To the best of our knowledge and belief, RTI has no potential or actual conflicts of interest to disclose.

RTI International is a trade name of Research Triangle Institute.  
RTI and the RTI logo are U.S. registered trademarks of Research Triangle Institute.

## Cover Letter

September 5, 2025

State of North Carolina  
Department of Commerce  
Division of Community Revitalization

Attn: Angie Dunaway  
DCR Procurement Director  
Email: [angela.dunaway@commerce.nc.gov](mailto:angela.dunaway@commerce.nc.gov)  
Phone: 919-526-8340

**Reference: Proposal, RFP Doc1677946894, "Staff Augmentation - Community Development Block Grant-Disaster Recovery Expert Administrative Support"**

Dear Ms. Dunaway:

Research Triangle Institute, under the trade name RTI International (RTI), a North Carolina Independent Scientific Research Institution, is pleased to submit the subject proposal. RTI proposes to perform professional services to support to the State of North Carolina Department of Commerce over a base performance period of thirty-six (36) months. Enclosed, please find our formal proposal for your review.

RTI confirms that we have read the RFP in its entirety and Addenda released in conjunction with the RFP. RTI agrees to perform in accordance with the scope of work, requirements, and specifications contained herein. RTI agrees to comply with all instructions, terms and conditions, and attachments.

I represent, to the best of my knowledge and belief, that no actual or potential conflict of interest involving RTI or its key personnel exist.

This proposal shall remain firm for a period of ninety (90) days from September 11, 2025.

RTI appreciates the opportunity to submit this proposal for your consideration, and we look forward to partnering with the State of North Carolina. Should you have any questions regarding our proposal, please feel free to contact me directly at [REDACTED]

Sincerely,

A large black rectangular box used to redact a signature.

Skye Brodish  
Senior Contracting Officer  
Research Triangle Institute

[36765\_2661]

Confidential/Proprietary Information contained on this page

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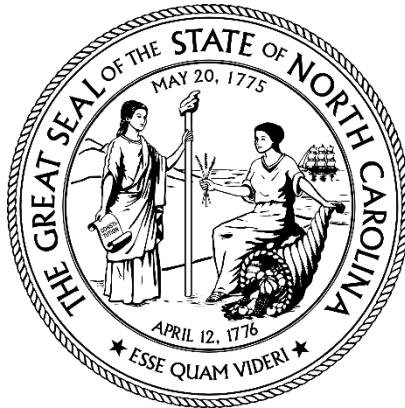
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# **Request for Proposal**



**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](mailto:angela.dunaway@commerce.nc.gov)  
919-526-8340

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## **1.0 PURPOSE AND BACKGROUND – AGENCY SPECIFIC TERM CONTRACT**

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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](http://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**

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### **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](mailto: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**

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### **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](mailto: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

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### 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](http://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**

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### **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.

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## ATTACHMENT A: TASK ORDER CATEGORIES / PRICING

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### 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
<b>TASK 1 – Development of Policies, Procedures, and Standard Operating Procedures (SOPs)</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 2 – Financial Compliance, Oversight, and Fraud Prevention</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 3 – Duplication of Benefits (DOB) Compliance</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 4 – Procurement Compliance and Monitoring</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 5 – Claims, Appeals, and Case Reviews</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 6 – Action Plan Development and Amendments</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 8 – Program Performance Monitoring and Evaluation</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 10 – Audit Readiness and Monitoring Support</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects</b>			
Vendor to Indicate All Position Title(s) HERE			
<b>TASK 12 – Training, Technical Assistance, and Capacity Building</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 14 – Communication, Public Information, and Outreach Support</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86
<b>TASK 15 – Grant Management</b>			
<i>Vendor to Indicate All Position Title(s) HERE</i>			
<b>TASK 16 – Technical Systems Specification &amp; Project Management</b>			
Junior Project Analyst	\$118.13	\$122.27	\$126.55
Project Analyst	\$148.94	\$154.15	\$159.55
Senior Project Analyst	\$193.09	\$199.85	\$206.84
Professional	\$237.34	\$245.65	\$254.25
Senior Professional	\$280.10	\$289.90	\$300.05
Principal Professional	\$329.40	\$340.93	\$352.86

TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
<b>Initial Environmental Review:</b>			
Exempt			
Categorically Excluded Not Subject to §58.5			
Categorically Excluded Subject to §58.5			
Environmental Assessment			
Environmental Impact Statements			
<b>Reevaluation Environmental Review:</b>			
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

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## ATTACHMENT B: NORTH CAROLINA INSTRUCTIONS TO VENDORS

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### 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](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 of 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 Disabilities 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**  YES  NO **performing services under the Contract outside of the United States**

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:**

North Carolina (RTI will not have any tasks that explicitly require call/contact center services)

**ATTACHMENT E: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION**

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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, Research Triangle Institute, 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**

Skye Brodish, Senior Contracting Officer

**Name and Title of Vendor's Authorized Official**

9/8/2025

**Date**

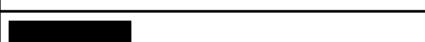
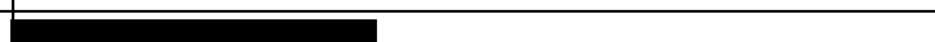
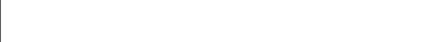
## **ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES**

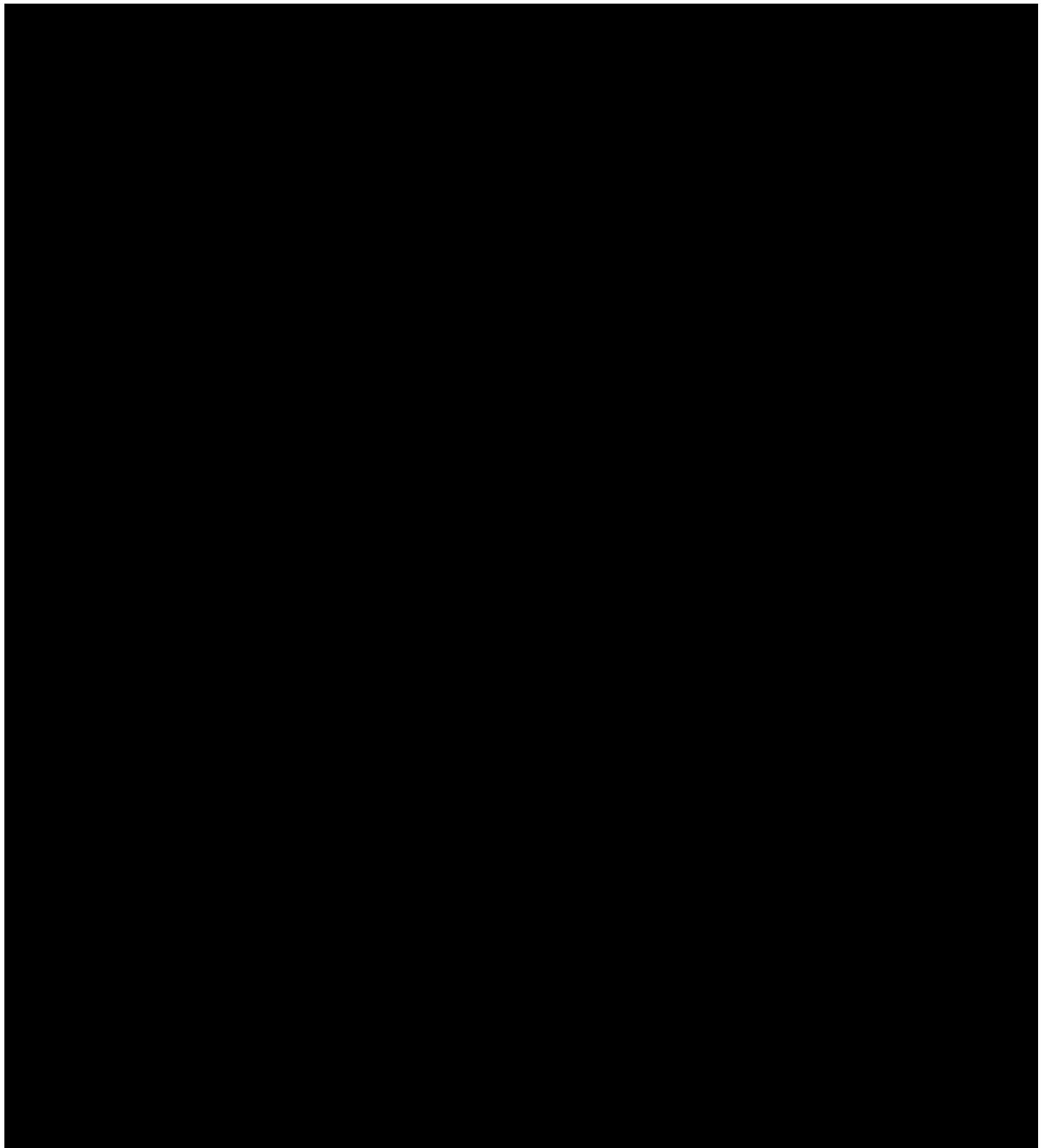
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The Disclosure of Lobbying Activities form, is located at <https://www.doa.nc.gov/pandc/onlineforms/pc-omb-standard-form-III-72020-pdf/open>. If applicable, download and attach the completed form with Vendor's response to this Solicitation.

*RTI confirms Attachment G: Disclosure of Lobbying Activities is not applicable.*

**ATTACHMENT H: EXPERIENCE**



## 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.

## Addendum



NC DEPARTMENT

of COMMERCE

COMMUNITY REVITALIZATION

Josh Stein  
GOVERNOR

Lee Lilley  
SECRETARY

Stephanie McGarrah  
DEPUTY SECRETARY

# 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:**

1. **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.

2. **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

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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-

			person. In-person needs will be identified in each task order.
5	4.6 Background Checks	Are specific background checks required (e.g., <b>SBI, CJIS, fingerprinting</b> ), 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 <b>category specific position titles and rates</b> (i.e., rates can differ by Task Order category), provided all rates are <b>not to exceed</b> 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.

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), <a href="https://evp.nc.gov">https://evp.nc.gov</a>.</i> "
18	2.7 Proposal Contents Resumes	Can we submit <b>sample resumes</b> instead of actual staff resumes?	This is not prohibited but may receive a weaker evaluation, as

	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, " <b><i>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</i></b> ".
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.

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.

		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.

		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.

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 <b>un-audited</b> 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.

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.

		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, <a href="https://eprocurement.nc.gov/training/vendor-training">https://eprocurement.nc.gov/training/vendor-training</a> . 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.

		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.

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)

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.

		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

		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.

		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.)	eProcurement Sourcing, Section <b>5.1 VENDOR OFFER</b> , is where to upload the complete and <u>signed</u> <b>UNREDACTED</b> offer. The <u>entire</u> <u>offer</u> should be one (1) pdf file.  eProcurement Sourcing, Section <b>5.3 VENDOR OFFER (REDACTED)</b> , is where to upload the <b>REDACTED</b> offer.
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?	eProcurement Sourcing, Section <b>5.2 ATTACHMENT A: PRICING</b> is where to upload <u>pricing</u> in <u>Excel</u> format. Do not password protect the Excel Price file.  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.  Attachment A (RFP page 26) <b>TASK ORDER CATEGORIES</b> 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 <b>5.1 VENDOR OFFER</b> (unredacted).
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.

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?	<a href="https://www.osbm.nc.gov/direct-ed-grants-w-9-form/open">https://www.osbm.nc.gov/direct-ed-grants-w-9-form/open</a> . For General Instructions, please refer to the IRS Form W-9 located on the IRS Website ( <a href="https://www.irs.gov/">https://www.irs.gov/</a> )
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.

		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.

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.

		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"><li>• Financial Compliance, Oversight, and Fraud Prevention.</li><li>• Duplication of Benefits (DOB) Compliance.</li><li>• Procurement Compliance and Monitoring.</li><li>• Program Performance Monitoring and Evaluation.</li><li>• Civil Rights, Fair Housing, Labor Standards, and Historic Preservation.</li><li>• Audit Readiness and Monitoring Support.</li><li>• Training, Technical Assistance, and Capacity Building.</li><li>• Grant Management.</li></ul>	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.

	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.

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.

		<p>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?</p>	
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>	<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.</p>
164	4.11 FINANCIAL INFORMATION Page 17	<p>Can submit financial statements directly instead of including in the response, to avoid any unintentional disclosure given the highly confidential nature of the information?</p>	<p>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.</p>
165	5.1 General Page 18	<p>Does the State have an estimate of how many staff will be activated for this contract?</p>	<p>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>"</p>

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 actived, 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,

	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 <i>or</i> 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.

			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

		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

		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.

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.

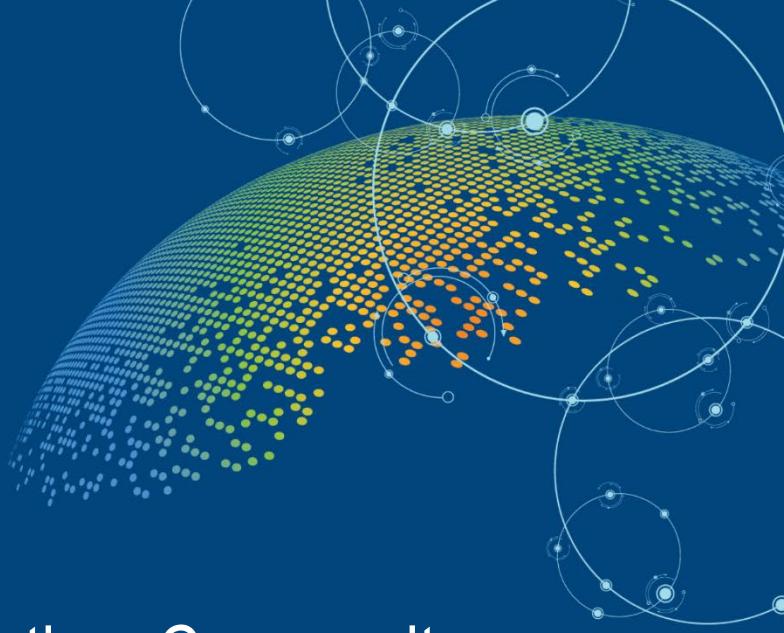
**Execute Addendum:**

**VENDOR:** Research Triangle Institute

**AUTHORIZED SIGNATURE:** 

**NAME and TITLE (Print or Typed):** Skye Brodish, Senior Contracting Officer

**DATE:** 9/8/2025



# NC DOC Staff Augmentation: Community Development Block Grant–Disaster Recovery Expert Administrative Support Narrative Response



A high-contrast, black and white image showing a large, irregular black shape on the left and a large, irregular white shape on the right, separated by a thin vertical line. The black shape has a jagged, stepped edge. The white shape has a smoother, more rounded edge. The background is white with some dark noise pixels.

## 1.2 Approach



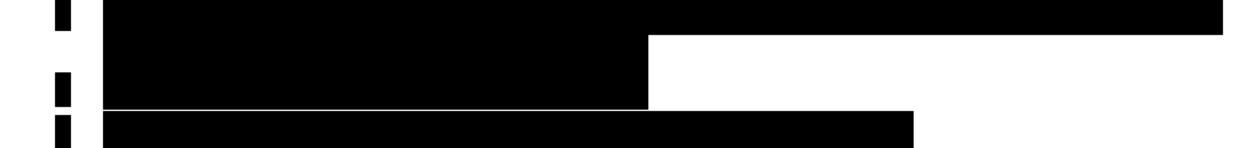
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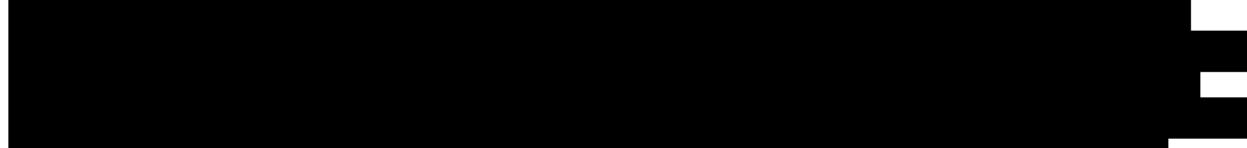
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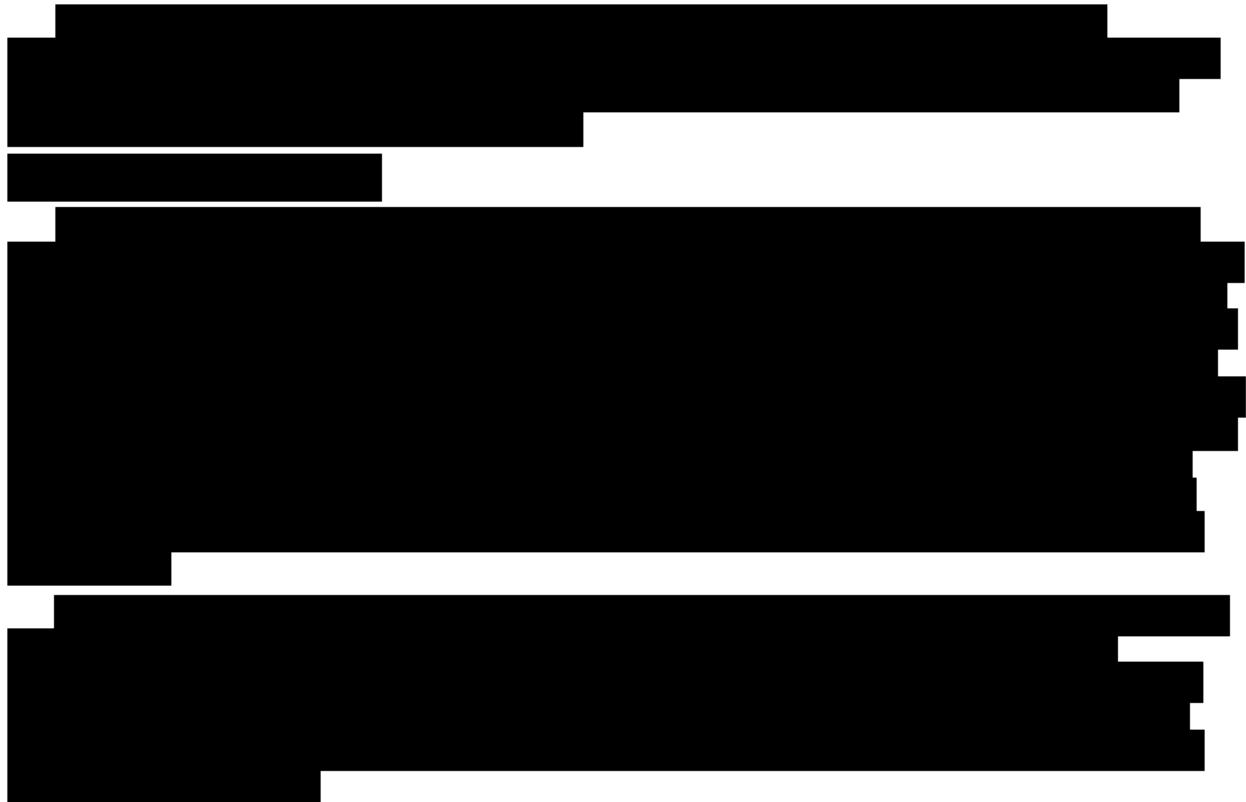
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### 1.3 Staffing Capacity

RTI offers clients a host of staff with experience leading task order contracts for state and



#### 1.4 Internal Systems

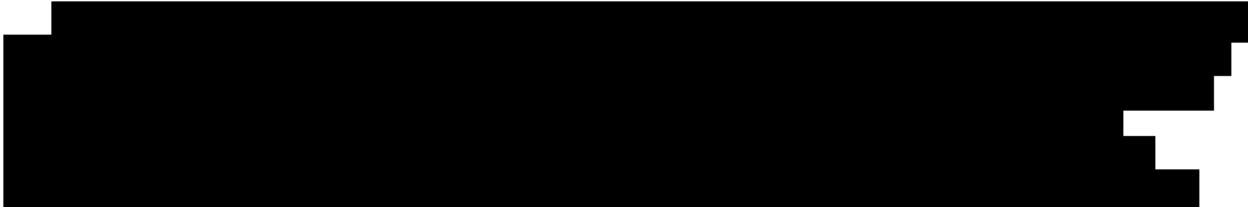
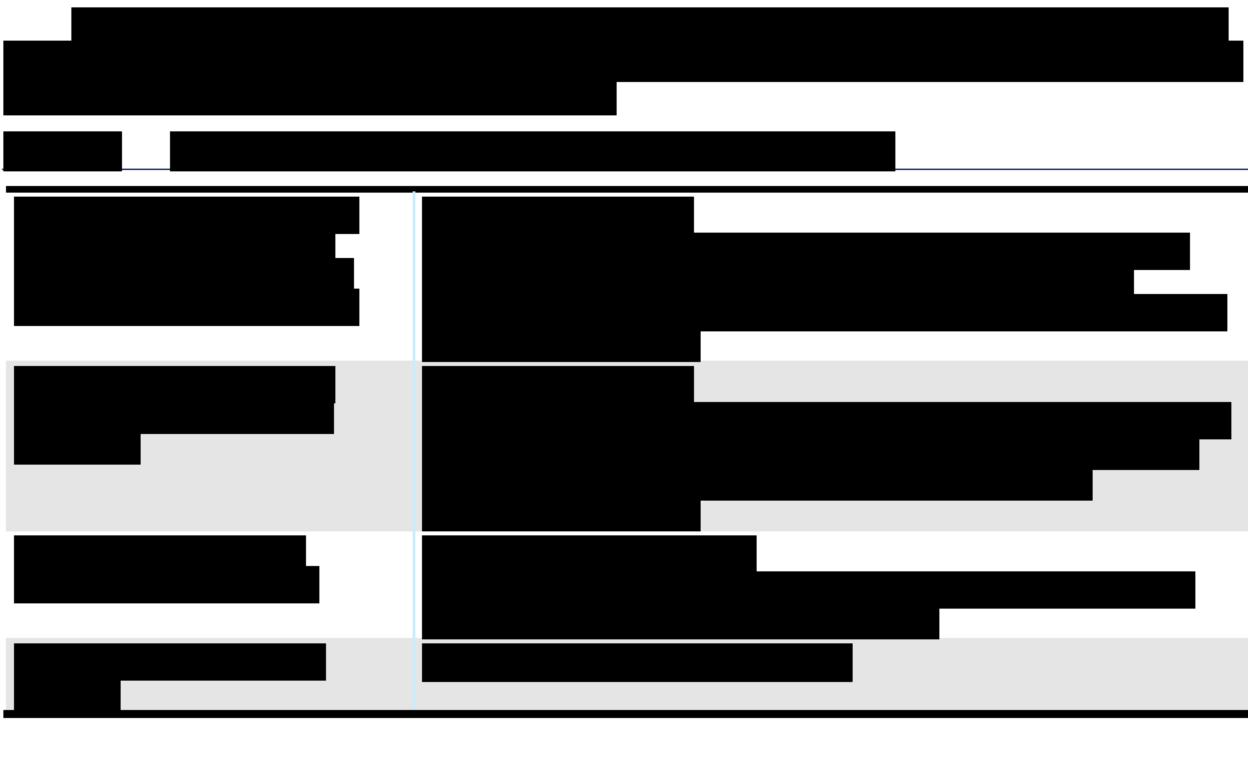


A high-contrast, black and white image showing a complex, abstract pattern of horizontal and vertical lines. The pattern is composed of thick, solid black lines on a white background. It features several distinct horizontal bands of varying widths and heights. On the left side, there are vertical lines and a small, isolated white rectangular area. The right side is dominated by a large, thick black band that tapers off towards the bottom right corner. The overall effect is reminiscent of a stylized map or a technical diagram.

The image consists of a series of horizontal bands. The majority of the image is black, with thin, white horizontal lines separating the bands. The white lines are irregular in width and position, creating a stepped or jagged effect. The overall appearance is pixelated and suggests a corrupted or heavily processed digital signal. There is no text or other discernible content in the image.

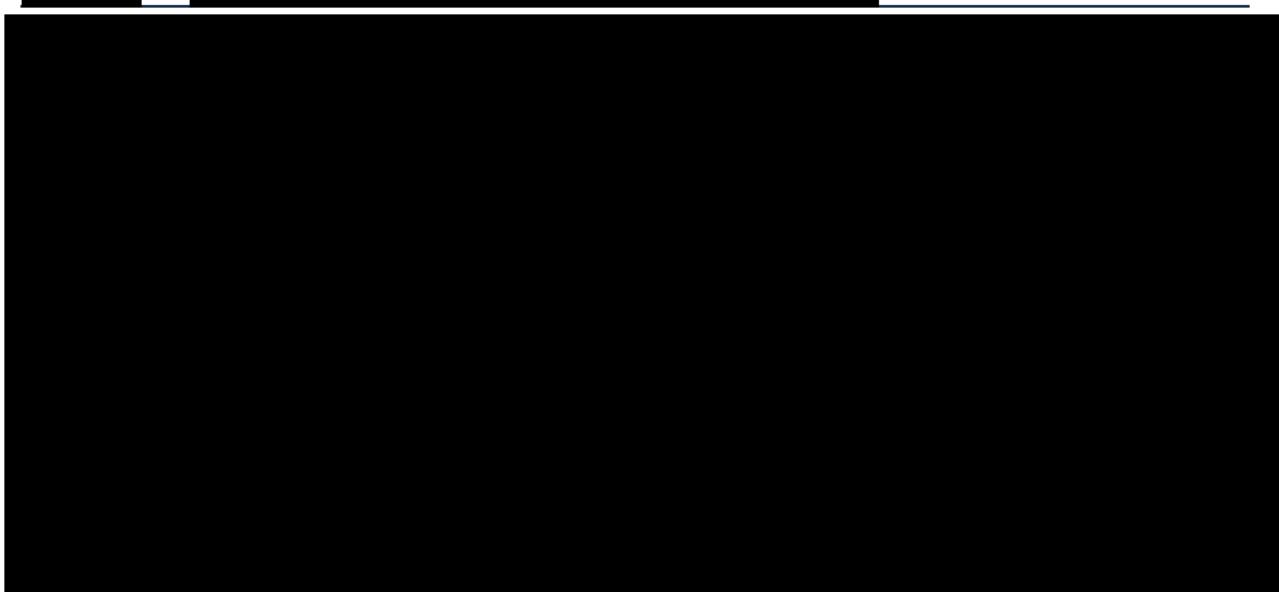
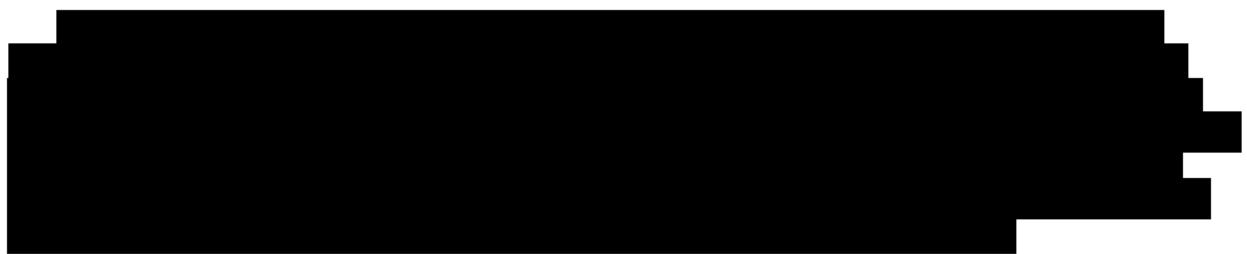


## 2.1 Demonstrated Experience

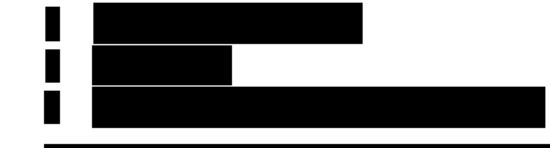


## 2.2 Qualifications and Capabilities

## 2.3 Approach



responsibilities, the project's technical and logistical interfaces, the ongoing project risks and



## 2.4 Staffing Plan



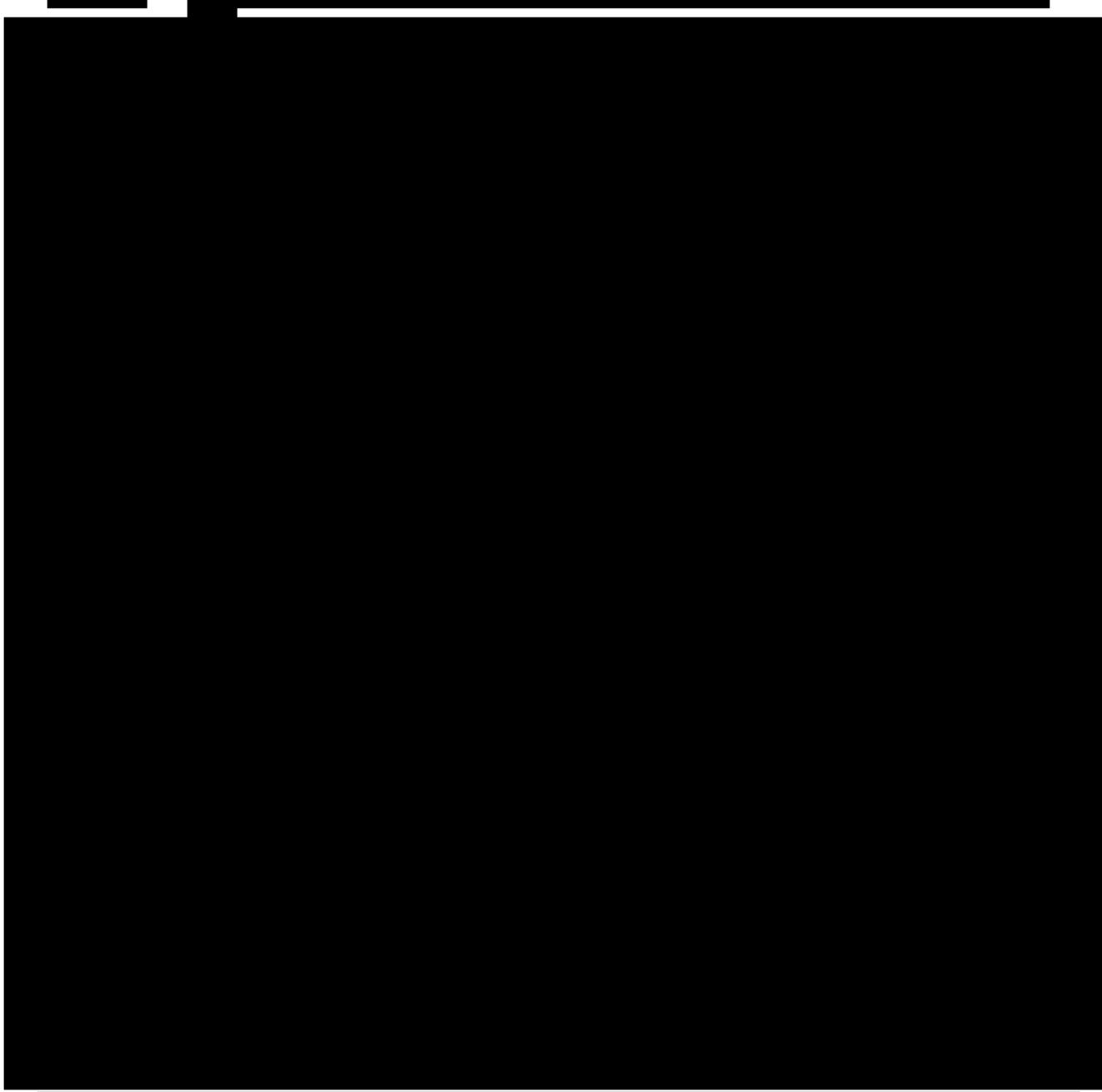
This figure consists of a complex arrangement of black, white, and blue shapes on a white background. The pattern is composed of several distinct horizontal bands. The top band is a solid black rectangle. Below it is a wider black band with a white cross-shaped cutout in the center. The third band from the top is a grid of black and blue squares. The fourth band is a solid black rectangle. The fifth band is a horizontal band with a light gray background and black blocks. The sixth band is a solid black rectangle. The bottom band is a light blue horizontal band with a black rectangle on its left side. The overall pattern is highly abstract and geometric.

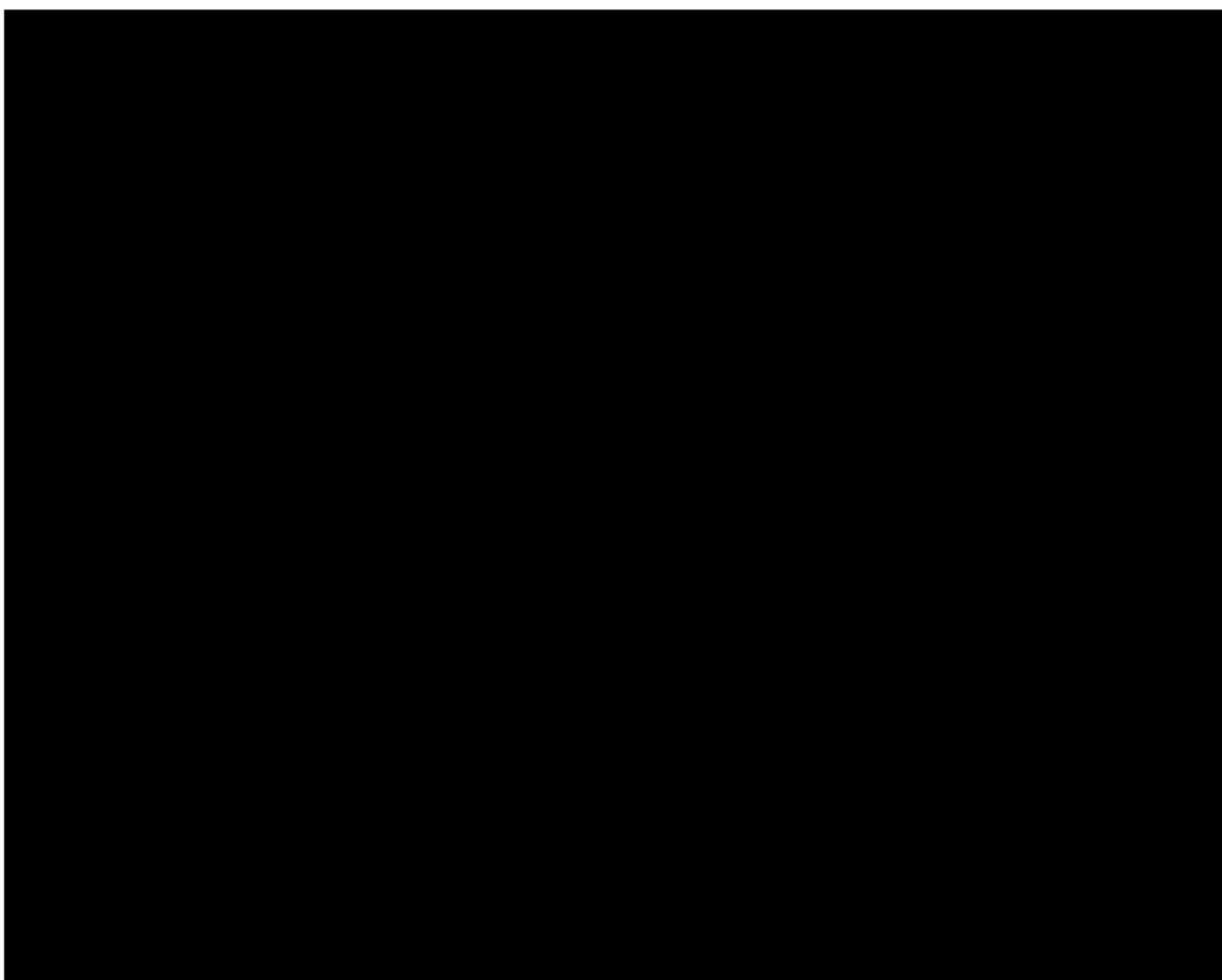
### 3.1 Demonstrated Experience

11. **What is the primary purpose of the *Journal of Clinical Endocrinology and Metabolism*?**

This figure displays a high-resolution, black-and-white 2D heatmap of a human face. The image is rendered with a pixelated, blocky texture, giving it a digital or processed appearance. A prominent vertical cyan line runs through the center of the face, from the top edge to the bottom edge. The background is a uniform white, and the entire figure is enclosed within a thick black rectangular border.

Figure 1 consists of four panels, labeled (a) through (d), each showing a black rectangle representing the original population and a white rectangle representing the reduced population. The panels are arranged vertically. Panel (a) shows a black rectangle at the top and a white rectangle below it. Panel (b) shows a black rectangle at the top and a white rectangle below it. Panel (c) shows a black rectangle at the top and a white rectangle below it. Panel (d) shows a black rectangle at the top and a white rectangle below it.





### **3.2 Qualifications and Capabilities**

A black rectangular redaction box covers the content of the 'Qualifications and Capabilities' section, from approximately y=650 to y=890.

### 3.3 Approach



### 3.4 Staffing Plan

The figure is a horizontal bar chart with multiple categories on the x-axis. The bars are black and vary in length. A light blue box highlights a group of bars in the middle of the chart, which represent the 'Demonstrated Experience' section. The bars are arranged in a grid-like pattern, with some bars being significantly longer than others, indicating a wide range of experience levels across the categories.

4.1 Demonstrated Experience

This figure displays a high-resolution, black-and-white 2D heatmap of a human face, possibly Steve Jobs, centered on a vertical cyan reference line. The image is framed by a grid of thick black lines, indicating it is a scan of a physical print or a specific digital format. The face is oriented towards the right.

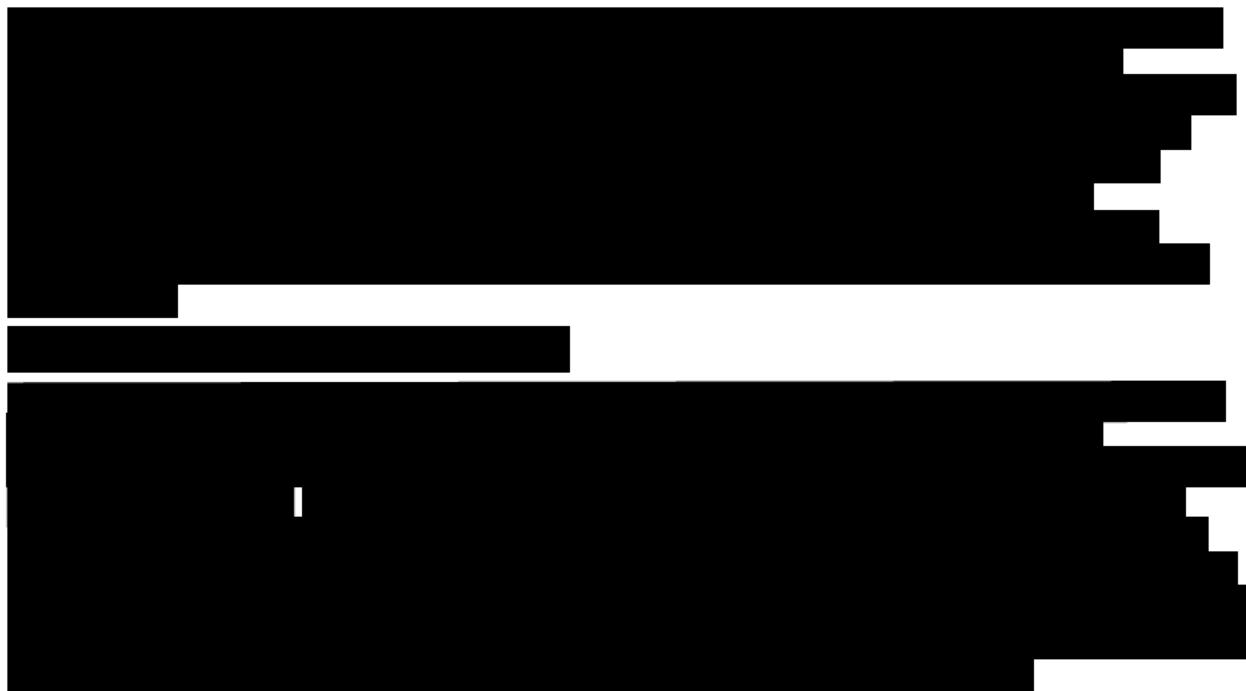
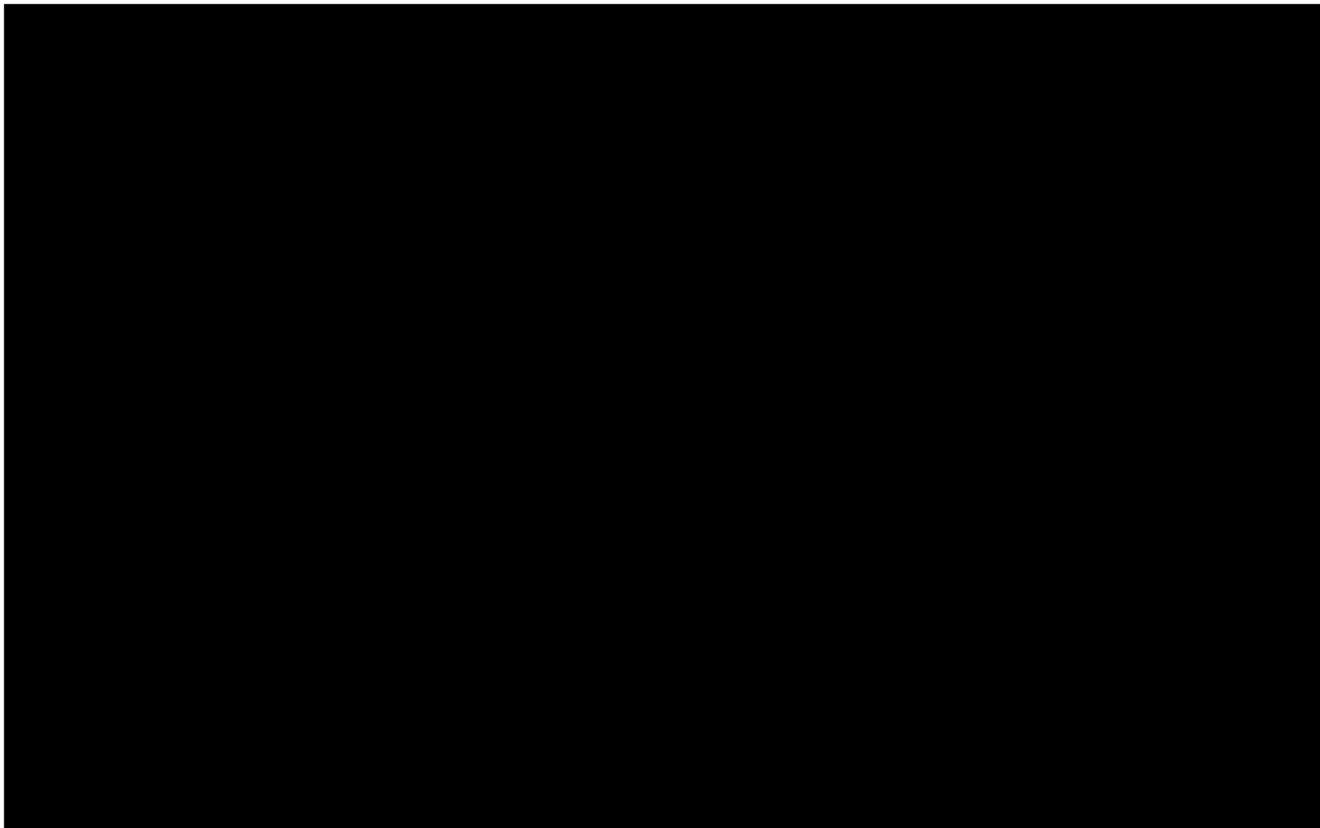
A horizontal bar chart with 10 bars. The bars are black with white outlines. The heights of the bars decrease from left to right. The first bar is the tallest, followed by a short white bar, then a series of bars of increasing height. The last bar is the shortest. The chart is set against a white background with a vertical dashed line on the left side.

## 4.2 Qualifications and Capabilities

The figure is a horizontal bar chart comparing the percentage of the population aged 65 and older in 2010 across 18 different US states. The y-axis lists the states: Alaska, California, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Missouri, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Rhode Island, Texas, and Wisconsin. The x-axis represents the percentage of the population aged 65 and older, ranging from 0% to 20% in increments of 2%. Each state has a black bar representing its 2010 percentage, with a white box indicating the range of the 2000-2010 projection. The bars are ordered from highest to lowest percentage. The states are: Alaska (20.0%), California (19.5%), Florida (19.0%), Georgia (18.5%), Illinois (18.0%), Indiana (17.5%), Massachusetts (17.0%), Michigan (16.5%), Minnesota (16.0%), Missouri (15.5%), New Jersey (15.0%), New York (14.5%), North Carolina (14.0%), Ohio (13.5%), Pennsylvania (13.0%), Rhode Island (12.5%), Texas (12.0%), and Wisconsin (11.5%).

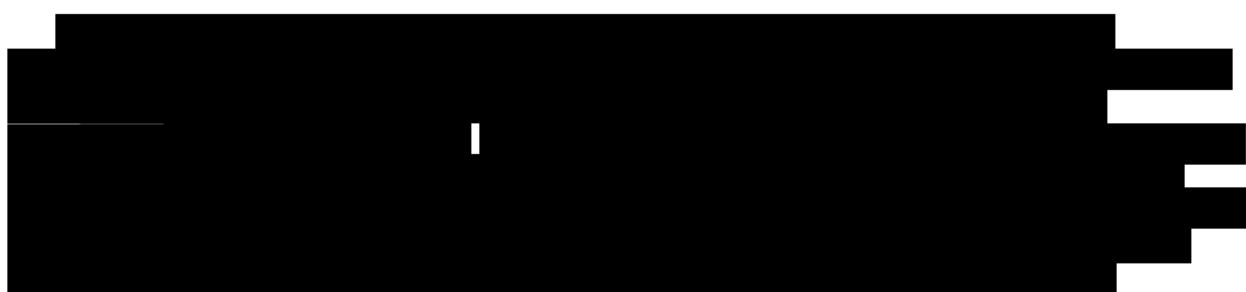
### 4.3 Approach







#### 4.4 Staffing Plan



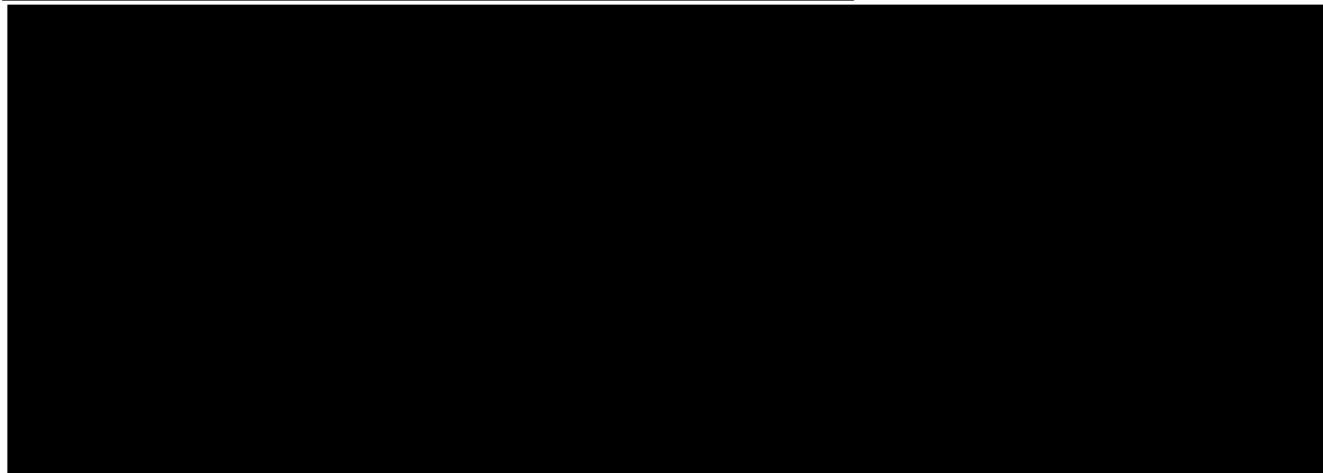
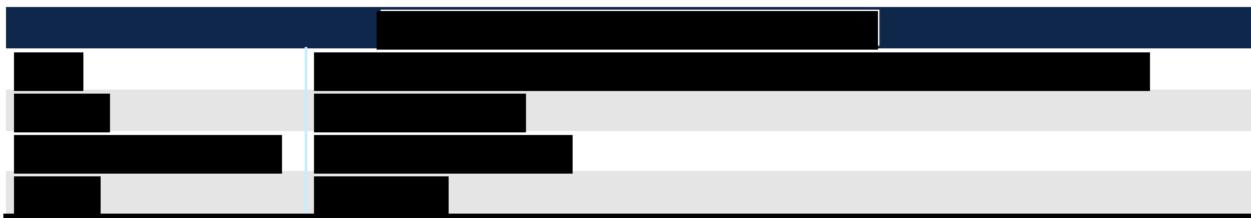




## 5.1 Demonstrated Experience



Group	Category A	Category B	Category C
1	85	75	55
2	25	20	15
3	30	25	20
4	40	35	80







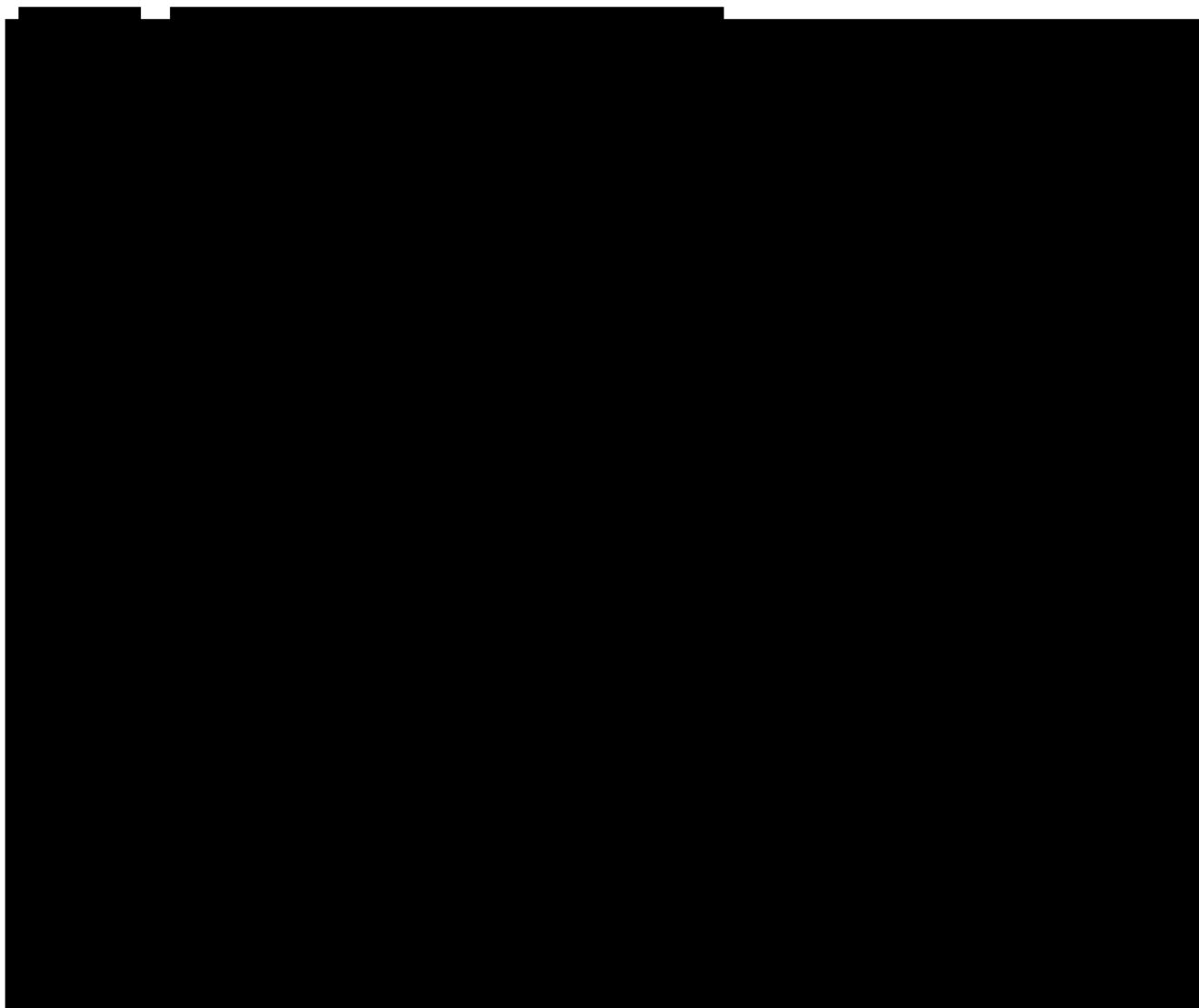
## 5.2 Qualifications and Capabilities

For more information, contact the Office of the Vice President for Research and the Office of the Vice President for Student Affairs.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	10010	10011	10012	10013	10014	10015	10016	10017	10018	10019	10020	10021	10022	10023	10024	10025	10026	10027	10028	10029	10030	10031	10032	10033	10034	10035	10036	10037	10038	10039	10040	10041	10042	10043	10044	10045	10046	10047	10048	10049	10050	10051	10052	10053	10054	10055	10056	10057	10058	10059	10060	10061	10062	10063	10064	10065	10066	10067	10068	10069	10070	10071	10072	10073	10074	10075	10076	10077	10078	10079	10080	10081	10082	10083	10084	10085	10086	10087	10088	10089	10090	10091	10092	10093	10094	10095	10096	10097	10098	10099	100100	100101	100102	100103	100104	100105	100106	100107	100108	100109	100110	100111	100112	100113	100114	100115	100116	100117	100118	100119	100120	100121	100122	100123	100124	100125	100126	100127	100128	100129	100130	100131	100132	100133	100134	100135	100136	100137	100138	100139	100140	100141	100142	100143	100144	100145	100146	100147	100148	100149	100150	100151	100152	100153	100154	100155	100156	100157	100158	100159	100160	100161	100162	100163	100164	100165	100166	100167	100168	100169	100170	100171	100172	100173	1001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### 5.3 Approach





#### 5.4 Staffing Plan

A black rectangular redaction box covers the entire content of the 5.4 Staffing Plan section.

A high-contrast, black and white image showing a large, dark, irregular shape against a white background. The shape has jagged edges and a complex, blocky internal structure, resembling a heavily processed or abstracted photograph of a landscape or object.

Term	Percentage
Climate Change	100
Global Warming	100
Greenhouse Gas	100
Carbon Footprint	100
Sustainable Development	80
Environmental Protection	80

11. **What is the primary purpose of the *Journal of Clinical Endocrinology and Metabolism*?**

## 6.1 Demonstrated Experience



The RTI and RENCI teams established a Data Stewardship Group and worked with over [REDACTED]

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

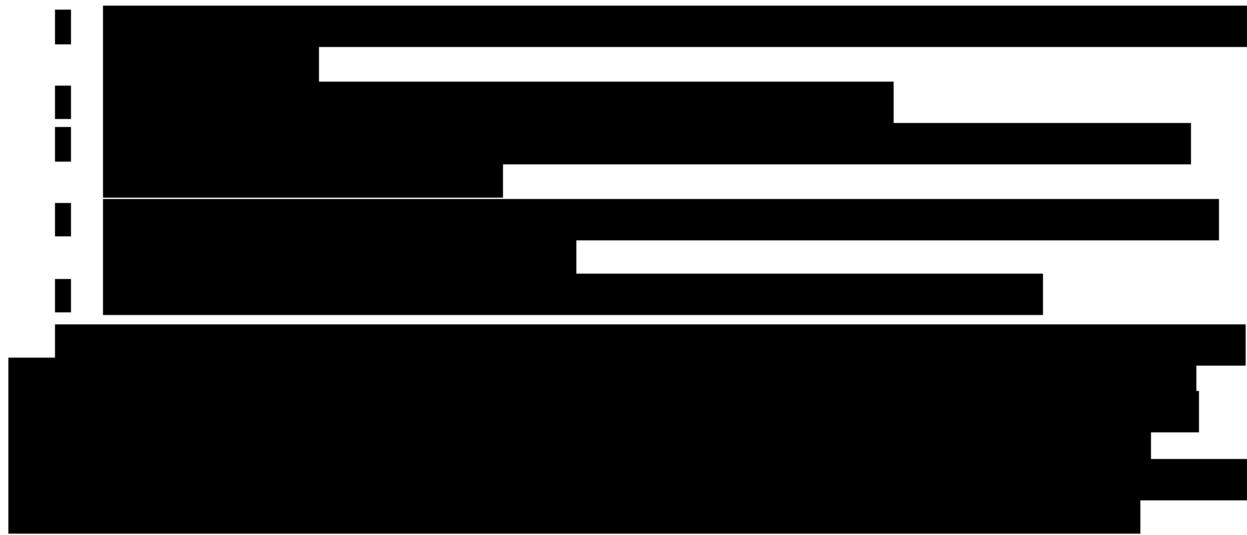
## 6.2 Qualifications and Capabilities

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

## 6.3 Approach

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

A horizontal bar chart illustrating the distribution of data across 12 categories. The bars are black, with varying lengths. A vertical blue line is positioned at the 5th category. The bars are grouped into three main sections: a top section with 4 bars, a middle section with 4 bars, and a bottom section with 4 bars. The bars in the middle section are notably longer than those in the other sections.



#### 6.4 Staffing Plan



A 7x7 grid of colored blocks. The grid is surrounded by a thick black border. The interior grid cells are colored as follows: the top row has alternating dark blue and black cells; the second row has alternating dark blue and black cells; the third row has alternating black and light gray cells; the fourth row has alternating black and light gray cells; the fifth row has alternating black and light gray cells; the sixth row has alternating black and light gray cells; and the bottom row has alternating black and light gray cells. The colors are solid and there are no patterns within the blocks.

## Appendix A. Resumes

## JUSTINE ALLPRESS

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### Summary of Professional Experience

Justine Allpress is a senior geographic information systems (GIS) analyst in the Geospatial Science and Technology Program (GST) at RTI International. Ms. Allpress has more than 25 years of experience in the GIS field and has worked extensively with clients, production staff, and editorial staff to coordinate and lead the production of mapping and geospatial analysis for reports and major projects. She is responsible for the development and production of automated mapping in support of survey and statistical projects. She also develops web-based geospatial applications for data analysis and visualization. Her technical skills include data manipulation, map preparation, map production and design, and the development of software and tools to automate complicated mapping and geospatial analysis tasks.

### Education

MA, Geography (Urban and Regional Analysis), University of North Carolina at Charlotte, Charlotte, NC, 2008.

BS, Applied Geography, East Carolina University, Greenville, NC, 1997.

### Areas of Technical Expertise

**Geographic Information Systems.** Produces a variety of maps and products using Esri's ArcGIS software. Manipulates data received from internal and external clients to represent findings geospatially, allowing for analyses. Develops automated and manual processes to optimize efficiency in production and analysis.

**Computer-Based Tools Development.** Develops tools to aid in data analysis; tools are created in Visual Basic, Visual Basic for Applications (VBA), and Python.

**Software Applications Design and Programming.** Develops automated mapping and analysis procedures using VBA and Python within the ArcGIS environment. Develops applications for internal and external use.

**Data Management/Database Development.** Provides database development and analysis particularly within PostgreSQL and SQL. Has expertise with the use and extraction of data from large national databases, including the U.S. Census and American Community Survey (ACS).

**Quality Assurance.** Develops quality assurance procedures for maps and data generated for major projects and reports. Ensures that output from project teams is consistent and correct.

### Selected Project Experience

**National Survey on Drug Use and Health (NSDUH)** (2003 to date)—*GIS Lead*. Coordinates the automated production of all final report maps corresponding to drug usage in the United States. This effort involves organizing large data tables into representative categories to show the findings of the survey in an informative manner. Developed an automated process to create the more than 600 maps required by the mapping element of the Substate Estimates from NSDUH and oversees the process; these maps appear in annual reports published by the Office of Applied Studies. Developed mapping applications in both Python and ArcObjects programming languages. Also supports NSDUH field staff by

updating and supporting web-mapping applications and databases related to the implementation of field activities.

**Field Interviewer Tracker (FIT)** (2018 to date)—*Lead*. Developed a web-based tool to aid survey staff supervisors with identifying inaccuracies in the work of field staff. The process includes a Python script that compiles coordinate data collected from mobile devices and then compares the data to expected geospatial locations for addresses that are created from geocoding the sample’s address data. The web-based tool visualizes all the collected data and flags potentially problematic data collection locations. This has greatly improved the efficiency of quality control (QC) processes for survey projects across RTI. Is currently responsible for setting up each new instance of the FIT, including creating the web viewer and compiling data for use within the system.

**Impact of Early Warning System on the Flood Affected Communities in Bangladesh** (2016 to 2018)—*GIS Lead*. Used the geo-sampling methodology that was designed by RTI, in concert with flood mapping data to identify households potentially impacted by catastrophic flood events in the Brahmaputra flood plain in Bangladesh. The transient nature of the Brahmaputra River presented complex scenarios for household identification—beyond those usually experienced in less developed countries—because buildings were frequently destroyed by flooding and stream migration.

**Analysis of the Economic Consequences of Failing to Adapt to Sea Level Rise in the Hampton Roads Region** (2015 to 2016)—*GIS Lead*. Used the Federal Emergency Management Agency’s (FEMA’s) Hazus Flood model to simulate potential flooding of the Hampton Roads region at various levels of sea level rise over the next 50 years. Queried the resulting SQL Server database tables to extract pertinent information for economic analysis. Collected and compiled spatial data for 13 counties in the Hampton Roads region, including light detection and ranging (LIDAR), and parcel data. Identified houses and elevations for each individual parcel for entry into economic models that calculated economic loss.

**Evaluating Water Security in Latin America** (2014)—*GIS Lead*. Developed a methodology for The Nature Conservancy to downscale large geospatial datasets to provide fine-scale indices for water security that can be aggregated to the watershed level. Compiled and processed large datasets and performed raster analysis to calculate economic and household water security indexes for five locations at a local (basin) and national level. The five locations were Sao Paulo, Brazil; Santiago, Chile; Medellin, Colombia; Guatemala City, Guatemala; and Monterrey, Mexico.

**Models of Infectious Disease Agent Study (MIDAS)** (2005 to 2014)—*Demographic/GIS Data Lead*. Served on a team that generated a method to create nationwide synthetic populations of the United States based on Decennial Census data and the ACS. Acquired and loaded all input data into a PostgreSQL database and processed files so they would be compatible with the needs of the synthetic population production. Developed a script in ArcObjects code to process all the input data to compute the synthetic population households; later transferred this process to Python code. Also developed an automated system in Python to create synthetic livestock populations. The resulting datasets have been used for a variety of purposes, including infectious disease modeling.

**Development of Baseline Information to Evaluate Impacts of Downstream Flooding on Agricultural, Timber Operations, and Road Access** (2007 to 2009)—*GIS Lead*. Participated in preproposal and proposal development for this project. Developed the project strategy and was responsible for the coordination of mapping and data collection activities between RTI and subcontracting team members. Consulted with the North Carolina Department of Environment and Natural Resources and the Nature Conservancy to ensure project success.

**Iraq Local Government Project** (2003 to 2007)—*GIS Lead*. Provided support to the Iraq Local Governance project, including the production of monthly grant status and staff deployment maps and the provision of digital data and support documents to field staff in the Middle East. In addition, compiled presentation materials on Advisory Council formation across the country and delineated basic data files,

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such as neighborhood boundaries in Baghdad, to aid in the process of providing local government services and infrastructure.

***Exploring the Special Needs and Potential Role of Nursing Homes in Surge Capacity for Bioterrorism and Other Public Health Emergencies*** (2005 to 2006)—*GIS Lead*. Helped design the format for an atlas showing how nursing homes could be used to boost bed capacity during a major disaster. Developed an automated mapping process to create most of the maps that were inserted into the document and also manually created maps. Presented the atlas at the 2005 Esri Health GIS Conference in Chicago, IL. Was invited to present at the 2007 Esri Health GIS Conference in Washington, DC. Wrote several chapters in the final atlas and was cited as second author.

***Critical Infrastructure Protection/Management Information System*** (2005)—*GIS Analyst*. Was part of a team that created daily maps to update the U.S. Department of Health and Human Services about the status of hospital closures in the aftermath of Hurricanes Rita and Katrina.

## **Professional Experience**

2001 to date. RTI International, Research Triangle Park, NC.

***Senior Geospatial Analyst***). Across RTI, leads mapping tasks, including all aspects of planning and product delivery. Develops geospatial software, web-based mapping applications, and automated mapping tasks to provide a wide variety of products to clients. Participates in business development activities, produces reports, and contributes to peer-reviewed publications. Serves in an advisory capacity for field interviewer activities and supports all levels of survey project delivery.

1999 to 2001. ARCADIS Geraghty & Miller, Raleigh, NC.

***GIS Specialist***. Worked as a contractor in the North Carolina Department of Transportation GIS Unit. Used MicroStation and ArcView software to conduct work. Helped develop and implement the Linear Referencing System leveling chart for all digital county maps for the state of North Carolina. Undertook research on routing information using archive maps and added attribution to line work, making queries possible on North Carolina county roadmaps.

1998. North Carolina Department of Transportation, Raleigh, NC.

***GIS/Drafting Technician***, GIS Section. Helped produce and edit databases and coverages in ArcInfo and ArcView GIS software.

## **Peer-Reviewed Journal Articles**

Wheaton, W. D., Chasteen, B., Cajka, J. C., Allpress, J., Cooley, P. C., Ganapathi, L., & Pratt, J. G. (2007). A nationwide geo-referenced synthesized agent database for infectious disease models. *Advances in Disease Surveillance*, 4, 119.

<http://faculty.washington.edu/lober/www.isdsjournal.org/htdocs/articles/2015.pdf>

## **Other Publications**

Wraight, S., Hofmann, J., Allpress, J., & Depro, B. (2018). *Environmental justice concerns and the proposed Atlantic Coast Pipeline route in North Carolina*. (RTI Press Publication No. MR-0037-1803). Research Triangle Park, NC: RTI Press. doi:10.3768/rtipress.2018.mr.0037.1803

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Wheaton, W., Cajka, J., Chasteen, B., Wagener, D., Cooley, P., Ganapathi, L., ... Allpress, J. (2009). *Synthesized population databases: A US geospatial database for agent-based models*. (RTI Press Methods Report Number MR-0010-0905). Research Triangle Park, NC: RTI Press. <https://doi.org/10.3768/rtipress.2009.mr.0010.0905>

## **Presentations and Proceedings**

- Julius, S., Sinha, P., Schmeltz, M., Lim, B. B-L., Richkus, J. S., Truesdale, R. S., ... Allpress, J. L. (2018). *Case study: A community assessment of hazardous waste site vulnerabilities due to extreme events—Waterbury, CT and Phoenix, AZ (#5076.0)*. Presented at the Annual Meeting of the American Public Health Association, San Diego, CA.
- Allpress, J. L. (2008, February). *Emergency preparedness atlas: U.S. nursing home and hospital facilities*. Presented at the Esri Federal User Conference, Washington, DC.
- Wheaton, W. D., Chasteen, B. M., Cajka, J. C., Allpress, J. L., Bacon, M. T., Cooley, P. C., et al. (2007). *A synthesized U.S. agent database for agent-based models*. Poster presented at the RTI International Fellows Internal Symposium, Research Triangle Park, NC.
- Wheaton, W. D., Allpress, J. L., Chasteen, B. M., Cajka, J. C., Wagener, D. K., Cooley, P. C., & Roberts, D. (2006, June). *Nationwide geographically explicit synthetic populations using public use microdata*. Presented at the Congress of Epidemiology, Seattle, WA.

## **Technical Reports**

- Deerhake, M. E., Heller, K., Murrow, J., Callihan, R. J., & Allpress, J. L. (2014, December). *Evaluation of the feasibility of establishing a huntable elk population in North Carolina*.
- Loomis, R. J., Lentz, A. W., O'Neil, M. M., Allpress, J. L., Heller, H., & Beach, R. H. (2008). *Comparison of damages in the lower Roanoke River basin under the existing flow release schedule and a proposed alternative*.
- Root, E. D., Allpress, J. L., Cajka, J. C., Lambert, S. B., Savitz, L. A., & Bernard, S. L. (2007). *Emergency preparedness atlas: U.S. nursing home and hospital facilities* (HRQ Publication No. 07-0029-2).

## JANELLE ARMSTRONG-BROWN

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### Summary of Professional Experience

Dr. Janelle Armstrong-Brown is a senior program manager at RTI International with nearly 15 years of experience engaging communities as partners in research, evaluation, and technical assistance. Dr. Armstrong-Brown is trained in Health Behavior and examines the mechanisms by which social environmental factors, such as neighborhood resources, can impact health behaviors and subsequent health outcomes among communities. Dr. Armstrong-Brown was the co-director for the Environmental Protection Agency's (EPA's) Thriving Communities Technical Assistance Center (TCAC), a center that offered resources to communities working to address local environmental issues. She also led a project through a contract with Blue Cross and Blue Shield of North Carolina Foundation, in collaboration with community grantee partners to develop and increase access to useful and applicable data tools, to cultivate community capacity to interpret data, and to identify actionable strategies for policy and systems change. Her relevant experience includes conducting systematic literature reviews, evaluation planning, moderating focus groups, conducting interviews, and coding and analyzing data. This work reinforces her commitment to understanding how communities can take ownership in improving their environments for better community health outcomes. Key areas of expertise include community and health-related evaluation planning, qualitative research methods, technical assistance, and community-based participatory research.

### Education

Postdoctoral Fellowship, University of North Carolina at Chapel Hill, Institute on Aging, NIA Fellow, T32 Training Grant Postdoctoral Fellowship, Carolina Program in Health and Aging Research, 2014. PhD, Health Behavior and Health Education, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC, 2012.  
MPH, Epidemiology, State University of New York at Albany, Rensselaer, NY 2004.  
BA, Health and Society, University of Rochester, Rochester, NY, 2002.

### Selected Project Experience

***Thriving Community Technical Assistance Center (TCTAC) (2023 to 2025)—Project Co-Director.***  
Funded by EPA and Department of Energy, TCTAC served as a resource for program participants in North Carolina, South Carolina, Kentucky, Tennessee, Florida, Mississippi, Alabama, and Georgia, interested in participating in environmental and energy justice programs and policy development and understanding and using environmental and energy grant programs to advance environmental and energy justice. The goal of the TCTAC is to provide meaningful engagement and support to communities that are disproportionately impacted by environmental issues. RTI, as the coordinating office for TCTAC, worked closely with university partners to develop and deliver effective technical assistance for these communities. Oversaw development of data collection instruments, interviews, analysis, and other project activities. Managed the project budget and staff, conducted community outreach, identified opportunities for staff to develop technical skills, served as the primary point of contact with the client, and ensured that all deliverables met the client's deadlines and expectations.

***Enhancing Data Capacity in Community as a Tool for Social Change*** (2022 to 2023)—*Project Director*. Through a contract with the Blue Cross Blue Shield North Carolina Foundation, RTI worked with Community-Centered Health partnerships to identify use cases for the development of, and access to, useful and applicable data tools and cultivating community capacity to use the data in ways that better position communities to advance policy and systems change. RTI worked with these partnerships to document/codify key learnings, data points, data tools, and strategies that have been successful in helping them identify a clear set of priorities for action on drivers of health disparities. This work will inform and support building the capacity in other communities to use data to direct and enhance collective action for improving health. Managed staffing and budget. Oversaw development of data collection instruments, interviews, analysis, and other project activities.

***Connecting Kids to Coverage (CKC)*** (2019 to 2025)—*HEALTHY KIDS Task Lead*. Supporting the Centers for Medicare & Medicaid Services (CMS) and grantees selected to participate in the Connecting Kids to Coverage (CKC) HEALTHY KIDS Outreach and Enrollment Cooperative Agreements Program. The HEALTHY KIDS Act provides \$120 million for activities to reduce the number of children who are eligible for Medicaid and the Children’s Health Insurance Program (CHIP) but are not enrolled. RTI provides technical assistance to grantees selected to participate in CKC; tracks grantee progress toward enrollment and renewal goals for children, pregnant individuals, and parents; and evaluates grantee outreach and enrollment activities. Responsibilities include overseeing qualitative data collection and analysis of implementation activities of grantees, synthesizing evaluation results and recommendations, and presenting the findings in semiannual reports, providing content expertise in the design and implementation of in-person grantee meetings and conducting site visits with grantees.

## **Professional Experience**

2015 to date. RTI International, Research Triangle Park, NC.

***Senior Program Manager*** 2023 to date). Conducts research to evaluate community and workplace health programs focused on chronic disease prevention. Oversees staff to help develop their talent on technical assistance, research, and evaluation projects. Writes proposals to procure new grants and contracts to support RTI business development.

***Senior Research Public Health Analyst*** (2022 to 2023). Serves as task and project leader for research and evaluation studies related to health and environment; analyzes and interprets data; procure funding for new grants and contracts; authored technical reports and articles for submission to technical journals; promoted qualitative and quantitative approaches to studying health care organizations; and mentored and supervised junior staff.

***Research Public Health Analyst 3*** (2020 to 2022). Designed and evaluated the impact of health care innovations, interventions, and policy reforms on health care organizations and systems; led the development of protocols for surveys and interviews; coordinated and conducted site visit; and analyzed qualitative data

***Research Public Health Analyst 2*** (2015 to 2020). Led and provided scientific support to evaluation and research studies relating to public health, disease prevention, and health communication. Led qualitative data collection through interviews, focus groups, and other methods.

2014 to 2015. Public Health Studies, Elon University, Elon, NC.

***Assistant Professor***. Taught required public health courses for undergraduates. Created syllabi, developed and conducted lectures, composed exams and project assignments, created online assessment tools, graded student assignments, determined final grades, and scheduled guest

speakers from community health agencies. Solicited field projects, and established affiliation agreements and partnerships for internships within health-related agencies. Coordinated practicum placements for 20 undergraduate public health minors and majors. Developed and facilitated internship seminar course.

2012 to 2014. University of North Carolina at Chapel Hill, Chapel Hill, NC.

**Postdoctoral Fellow.** Engaged in intervention implementation and dissemination of the Walk With Ease Program in the Workplace, a physical activity program for people living with arthritis. Led qualitative data analysis of focus groups and interviews with employers and employees participating in the Walk With Ease Program to inform factors related to adoption of health promotion programs in the workplace.

2006 to 2012. University of North Carolina at Chapel Hill, Gillings School of Global Public Health, Chapel Hill, NC.

**Graduate Research Assistant.** (2007 to 2011). Coordinated the recruitment of older (50+) African Americans in churches within the Triad, NC, area. Assisted in the development, pilot testing, and implementation of innovative culturally appropriate colorectal cancer intervention via the message development and message testing focus groups with church members and pastors' interviews within the African American community. Facilitated peer counselor training at churches. Worked with community partners to implement the church-based intervention. Conducted interviews with pastors and church coordinators

**Graduate Research Assistant.** (2006 to 2007). Summarized focus group data of public health practitioners at local NC health departments concerning training needs. Monitored public health workforce development system. Added trainings to system. Assessed preparedness training needs of public health workforce in North Carolina.

2004 to 2006. Center for Public Health Preparedness, State University of New York at Albany, School of Global Public Health, Rensselaer, NY.

**Public Health Education Specialist.** Worked with subject matter experts, evaluators, and instructional designers to develop curricula and training to meet needs of state and local public health professionals as it relates to bioterrorism, disease outbreak, and crises events. Principal organizer for a conference, "GIS and Public Health." Assisted in the organization, preparation, and presentation of workshops on "Chemical and Radiological Awareness Training for Public Health Professionals and "Avian Influenza: Preparation and Response." Created Epidemiology online training course. Observed and evaluated mass vaccinations and point of dispensing drills with several NY county health departments and the New York State Department of Health.

2003 to 2004. New York State Department of Health, Bureau of Sexually Transmitted Disease Control.

**Graduate Research Assistant.** Geocoded statewide cases of gonorrhea and Chlamydia using *MapMarker Plus* and Microsoft *ACCESS*. Created maps of gonorrhea incidence in 57 NY state counties using *MapInfo*. Presented findings to regional and county senior supervisors to inform targeted STD prevention.

## **Books, Book Chapters, and Monographs**

Venkateswaran, N., Feldman, J., Hawkins, S., Lewis, M. A., Armstrong-Brown, J., Comfort, M., Lowe, A., & Pineda, D. (2023). *Bringing an equity-centered framework to research: Transforming the researcher, research content, and practice of research*. RTI Press Occasional Paper No. OP-0085-2301. <https://doi.org/10.3768/rtipress.2023.op.0085.2301>

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## Peer-Reviewed Journal Articles

- Leone, L. A., Tripicchio, G. L., Haynes-Maslow, L., McGuirt, J., Smith, J. S. G., Armstrong-Brown, J., ... Ammerman, A. S. (2019). A cluster-randomized trial of a mobile produce market program in 12 communities in North Carolina: Program development, methods, and baseline characteristics. *Journal of the Academy of Nutrition and Dietetics*, 119(1), 57–68.  
<https://doi.org/10.1016/j.jand.2018.04.010>
- Leone, L. A., Tripicchio, G. L., Haynes-Maslow, L., McGuirt, J., Smith, J. S. G., Armstrong-Brown, J., ... Ammerman, A. (2018). Cluster randomized controlled trial of a mobile market intervention to increase fruit and vegetable intake among adults in lower-income communities in North Carolina. *International Journal of Behavioral Nutrition and Physical Activity*, 15(1), 2. doi: [10.1186/s12966-017-0637-1](https://doi.org/10.1186/s12966-017-0637-1)
- Tripicchio, G. L., Grady Smith, J., Armstrong-Brown, J., McGuirt, J., Haynes-Maslow, L., Mardovich, S., ... Leone, L. (2017). Recruiting community partners for veggie van: Strategies and lessons learned from a mobile market intervention in North Carolina, 2012–2015. *Preventing Chronic Disease*, 14, E36. doi: [10.5888/pcd14.160475](https://doi.org/10.5888/pcd14.160475)
- Armstrong-Brown, J., Eng, E., Powell Hammond, W., Zimmer, C., & Bowling, J. M. (2015). Redefining racial residential segregation and its association to physical activity among African Americans 50 years and older. *Journal of Aging and Physical Activity*, 23(2), 237–246. doi: [10.1123/japa.2013-0069](https://doi.org/10.1123/japa.2013-0069)

## Presentations and Proceedings

- Bustos, T., & Armstrong-Brown, J. M. (2024). *Establishing authentic community partnerships for health equity*. National Network of Public Health Institutes 2024, New Orleans, LA.
- Bustos, T., Pineda, D., & Armstrong-Brown, J. M. (2024). *Using research tools to support environmental justice: Practical applications and tips for inclusive engagement*. 2024 National Environmental Justice Conference and Training Program, Washington, DC.

## Technical Reports

- Venkateswaran, N. M., Armstrong-Brown, J. M., Feldman, J. E., Almanzor, R., & Gonzalez, R. (2019). *Evaluation of NeighborWorks America's External Race, Equity, Diversity, and Inclusion Committee: Findings and recommendations*.
- Anater, A. S., Strazza, K., Yarnoff, B., Emery, K., Bronstein, K., Sreenivasan, P., ... Lutes, A. C. (2015). *Research to support potential recommendations of the national commission on hunger to reduce very low food security*.

## Media and Communications

- Armstrong-Brown, J. M., Humphrey, J., & Sussman, L. (2021). The long arm of redlining: Health inequities in the digital divide. *The Medical Care Blog*.  
<https://www.themedicalcareblog.com/redlining-digital-divide/>

## CHRISTINE A. BEVC

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### Summary of Professional Experience

Christine A. Bevc is a senior research public health analyst specializing in quantitative and qualitative research and evaluation of public health systems and services. Dr. Bevc's work includes an emphasis on systems-oriented organizational and interorganizational interactions, including evaluation of public policy, practice-based research, and evidence synthesis for policy and practice. She has extensive experience in the application of social network analysis and mixed methods, including surveys, interviews, focus groups, and secondary data, to ensure that findings and results are relevant to the practice community and readily translated into practice. Her areas of expertise include emergency preparedness, response, and recovery; at-risk populations; public health systems and services; organizational collaboration and capacity building; and social network analysis. Her work has appeared in peer-reviewed publications, such as the *Annals of the American Academy of Political and Social Sciences*, *Environment and Behavior*, and *Disasters*, and chapters in *The Sociology of Katrina: Perspectives on a Modern Catastrophe*. Dr. Bevc has also served as the managing editor for the *Natural Hazards Review*, the American Society of Civil Engineers interdisciplinary peer-reviewed journal.

### Education

PhD, Sociology, University of Colorado, Boulder, CO, 2010.

MA, Applied Sociology, University of Central Florida, Orlando, FL, 2004.

BS, Liberal Studies, University of Central Florida, Orlando, FL, 2002.

### Project Experience (Selected)

***Epidemic Intelligence to Support Outbreak Response in Louisiana*** (2020 to date)—*Project Manager*. Funded by the Louisiana Department of Health. Epidemic Intelligence to Support Outbreak Response in Louisiana (2020 to 2022)—Project Manager. Ensured implementation and delivery for all contracted task orders and personnel, including project design, reporting, and findings dissemination for the Louisiana Department of Health. Led epidemiological support for COVID-19 response, identifying key performance indicators through rapid analysis to guide policy and strategy. Managed the Redirected Inbound Call Sampling (RICS) Survey, monitoring residents' COVID-19 attitudes and behaviors, including protective measures, barriers to contact tracing, vaccine willingness, and risk perception.

***WeatherBlur: Engaging Students in Mississippi, Alabama, and Maine Through Citizen Science and Inquiry-Driven Project-Based Learning*** (2018 to 2021)—*Principal Investigator*. Continued implementation of the WeatherBlur program, funded by the National Academies of Science - Gulf Research Program, to train teachers and enhance scientific and environmental literacy in 3rd- to 6th-grade students. Managed project design, reporting, and dissemination, emphasizing project-based learning on local environmental issues in partnership with RTI scientists and the Maine Mathematics and Science Alliance.

***Accountable Health Communities Model (AHC) Evaluation*** (2018 to 2023)—*Task Lead*. The Centers for Medicare & Medicaid Services (CMS) provided funding to 31 organizations to explore whether addressing the health-related social needs (e.g., housing instability, food insecurity, utility needs, interpersonal violence, and transportation needs) of Medicare and Medicaid beneficiaries through

screening, referral, and community navigation services will affect health care costs and reduce health care utilization. RTI evaluated the implementation and impact of the program Model. Responsible for mixed-method research design, operationalizing of the evaluation framework, coordination of subject matter experts, and reporting.

**Oncology Care Model Implementation and Monitoring** (2016 to date)—*Senior Analyst*. The Centers for Medicare & Medicaid Services (CMS) provided funding to monitor the episode-based oncology payment model for Medicare fee-for-service (FFS) beneficiaries, aiming to improve health outcomes and reduce costs through practice transformation and appropriate care, including targeted cost and resource utilization reports, time-and-motion studies, site visits, claims and quality data monitoring. Responsible for site implementation and monitoring site visits, including conducting key informant interviews, analyzing data, and reporting results, ensuring coordination of the site visit team and deliverables.

**Evaluation of the Kansas Health Foundation Health Equity Partnership Initiative** (2016 to 2020)—*Network Analyst*. Contracted evaluator of the Kansas Health Foundation’s Health Equity Partnership Initiative, serving as network analyst for project evaluations and model development to reduce health disparities related to social and economic factors through capacity-building grants to build nonprofit capacity. Developed and oversaw a network-oriented evaluation plan, including survey creation, data analysis, and reporting.

**Integration of Health Care and Public Health to Improve HIV Early Detection and Control** (2015 to 2017)—*Co-Investigator*. Supported by the Robert Wood Johnson Foundation, this project focused on improving HIV systems of care by analyzing collaborative efforts among public health, primary care, and community organizations to identify, link to care, and provide continuous care for persons at risk or living with HIV/AIDS. Led social network analysis, developed and piloted data collection tools, contributed to qualitative and quantitative research, and participated in project communication and results dissemination.

**North Carolina Preparedness and Emergency Response Learning Center (PERLC)** (2014 to 2016)—*Task Leader*. One of 14 CDC-funded PERLCs in the nation (Grant No. 1U90TP000415), addressed training needs for public health agencies in North Carolina, Virginia, and West Virginia. Collaborating with regional partners, developed training based on national preparedness competencies and state priorities. Served as task leader for creating and piloting the Real-time Assessment and Learning Tool to match professionals with relevant training(s). Led the adaptation of the CDC Social Vulnerability Index with the Eastern Band of Cherokee Indians, coordinating data analysis and reporting deliverables.

**North Carolina Preparedness and Emergency Response Research Center (PERRC)** (2010 to 2014)—*Task Leader, Lead Analyst*. One of 9 CDC-funded PERRCs in the nation (Grant No. 1PO15TP000296.) to strengthen and improve public health preparedness capacity. Served as task leader for the North Carolina PERRC expansion of the Vulnerable and At-Risk Populations Resource Guide, creating an online mapping platform and database to help local health departments plan for vulnerable populations. Led project design, team coordination, IT vendor communication, geo-based vulnerability analysis, and dissemination of results through briefs and manuscripts. Lead analyst for the effects of accreditation on local public health preparedness project, managing a longitudinal survey of 85 North Carolina agencies and 247 agencies nationwide, ensured data collection, analysis, and reporting on preparedness enhancement through accreditation and performance improvement.

**Assessment of Potassium Iodide (KI) Distribution and Education among Communities within the 10-mile Emergency Planning Zone (EPZ) of a Nuclear Power Plant in North Carolina** (2010 to 2011)—*Team Member*. Contract with the North Carolina Division, Office of Public Health Preparedness and Response, Contract No. 02079-10, to evaluate the effectiveness of a KI distribution to residents within the 10-mile EPZ near Raleigh, North Carolina. Developed community survey instrument, coordinated field data collection, analyzed data, prepared reports and briefs of results, led dissemination of findings, including preparation of presentations, poster, and peer-reviewed manuscript.

**Community Field Studies and Analyses of Preparedness Networks** (2006 to 2009)—*Graduate Research Assistant*. This project, part of the Department of Homeland Security's Center of Excellence grant on the Study of Terrorism and Responses to Terrorism, examined implementation of homeland security programs in 5 urban areas. Responsibilities included conducting and analyzing community-based interviews, extracting and interpreting social network data, presenting findings, and developing a “Networks and Preparedness” curriculum for various education levels.

**IT Research: Responding to Crises and Unexpected Events (RESCUE)** (2004 to 2008)—*Graduate Research Assistant*. Served as network analyst for the Department of Homeland Security-funded, RESCUE project, which aimed to improve disaster response information sharing among agencies and the public. Analyzed data for the World Trade Center Emergent Multiorganizational Network project and led qualitative data collection for the Policy Information Sharing Architecture – Train Derailment Disaster Scenario. Coordinated focus groups, coded and analyzed results, and contributed to project reporting.

## Professional Experience (Selected)

2016 to date. RTI International, Durham, NC. **Senior Research Public Health Analyst** (2024-date); **Research Public Health Analyst** (2016-2024).

2014. Webster University, Webster Groves, MO. **Adjunct Assistant Professor**, Department of Behavioral & Social Sciences.

2011 to 2013. University of North Carolina at Chapel Hill, Chapel Hill, NC. **Research Associate**, MEASURE Evaluation, Carolina Population Center.

2010 to 2016. North Carolina Institute for Public Health, UNC Gillings School of Global Public Health, University of North Carolina at Chapel Hill, Chapel Hill, NC. **Epidemiologist Research Associate**, UNC Center for Public Health Preparedness.

2004 to 2010. University of Colorado, Boulder, Boulder, CO. **Graduate Research Assistant** (2005 to 2010) Natural Hazards Center, Environment Program, Institute of Behavioral Science; **Graduate Teaching Assistant** (2004), Department of Sociology.

2002 to 2004. University of Central Florida, Orlando, FL. **Graduate Research Assistant**. Department of Sociology & Anthropology.

## Professional Service (Selected)

Reviewer for *American Sociological Review* *American Journal of Public Health*, *Biosecurity and Bioterrorism: Biodefense Strategy, Practice, and Science*, *British Journal of Sociology*, *Computational and Mathematical Organization Theory* *Demographic Research*, *Disasters: The Journal of Disaster Studies, Policy and Management*, *Disaster Health Field Methods*, *Frontiers in Public Health Services and Systems Research*, *Health Communication* *Health Services Research*, *International Journal of Mass Emergencies and Disasters*, *Journal of Applied Social Science* *Journal of Family Issues*, *Journal of Health and Social Behavior*, *Journal of Homeland Security and Emergency Management*, *Journal of Public Health Management and Practice* *Journal of Public Management and Social Policy* *Natural Hazards Review*, *PLOS One*, *Population and Environment* *Social Forces*, *Social Problems*, *Social Science Research* *Southern Rural Sociology* *The Geographical Journal*

Discussant. “Disaster Resiliency: Conceptual Insights and Applications.” Building Disaster Resiliency and Sustainability Workshop. Orlando, FL, March 29–30, 2012.

Member, Social Science Research Council Task Force on Hurricane Katrina and Rebuilding the Gulf Coast, 2008 to 2012.

Managing editor, *Natural Hazards Review*. American Society of Civil Engineers and Natural Hazards Center, 2005 to 2010.

Conference co-organizer. Hazards and Disasters Researchers Meeting. Boulder, Colorado. July, 2007-2008.

Project supervisor and mentor. Research Experience for Undergraduates, Natural Hazards Center. National Science Foundation Supplemental Grant, 2006 to 2008.

Review panel member, Quick Response Grant Program, Natural Hazards Center, University of Colorado at Boulder, 2005 to 2007.

Managing editor, *Learning from Catastrophe: Quick Response Research in the Wake of Hurricane Katrina*, a peer-reviewed edited volume. University of Colorado at Boulder, Boulder, CO, 2006.

## Book Chapters (Selected)

- Bevc, C. A. (2013). Introduction to conceptual insights and applications of resilience. In N. Kapucu, C. V. Hawkins, & F. I. Rivera (Eds.), *Disaster resiliency: Interdisciplinary perspectives* (pp. 15–20). Routledge.
- Bevc, C. A., Nicholls, K., & Picou, J. S. (2010). Community recovery from Hurricane Katrina: Storm experiences, property damage, and the human condition. In D. Brunsma, D. Overfelt, & J. S. Picou (Eds.), *The sociology of Katrina: Perspectives on a modern catastrophe* (2nd ed., pp. 135–156). Rowen and Littlefield.

## Peer-Reviewed Journal Articles (Selected)

- McCormack, L. A., Squiers, L., Frasier, A. M., Bevc, C. A., Lynch, M., Bann, C. M., & MacDonald, P. D. M. (2021). Gaps in knowledge about COVID-19 among US residents early in the outbreak. *Public Health Reports*, 136(1), 107–116. <https://doi.org/10.1177/0033354920970182>
- Bevc, C. A., Retrum, J. H., & Varda, D. M. (2015). New perspectives on the “silo effect”: Initial comparisons of network structures across public health collaboratives. *American Journal of Public Health*, 105(Suppl. 2), S230–S235. doi:10.2105/AJPH.2014.302256
- Bevc, C. A., Simon, M. C., Montoya, T. A., & Horney, J. A. (2014). Institutional facilitators and barriers to local public health preparedness planning for vulnerable and at-risk populations. *Public Health Reports*, 129(Suppl. 4), 35–41. doi:10.1177/00333549141296S406
- Davis, M. V., Bevc, C. A., & Schenck, A. P. (2014). Effects of performance improvement programs on preparedness capacities. *Public Health Reports*, 129(Suppl. 4), 19–27. doi:10.1177/00333549141296S404
- Singleton, C. M., Corso, L., Koester, D., Carlson, V., Bevc, C. A., & Davis, M. V. (2014). Accreditation and emergency preparedness: Linkages and opportunities for leveraging the connections. *Journal of Public Health Management and Practice*, 20, 119–124. doi:10.1097/PHH.0b013e3182a9dbd8
- Rosselli, R. R., Bevc, C. A., Simon, M. C., Casani, J., & MacDonald, P. D. M. (2013). Residential household knowledge and receipt of potassium iodide within the 10- mile emergency planning zone of a nuclear power plant in North Carolina, 2010. *International Journal of Mass Emergencies and Disasters*, 31(2), 204–218. <http://www.ijmed.org/articles/622/>
- Bevc, C. A., Markiewicz, M. L., Hegle, J., Horney, J. A., & MacDonald, P. D. (2012). Assessing the roles of brokerage: An evaluation of a hospital-based public health epidemiologist program in North Carolina. *Journal of Public Health Management and Practice*, 18, 577–584. doi:10.1097/PHH.0b013e31825fbaf9

Tierney, K., Bevc, C., & Kuligowski, E. (2006). Metaphors matter: Disaster myths, media frames, and their consequences in Hurricane Katrina. *Annals of the American Academy of Political and Social Science*, 604, 57–81. doi:10.1177/0002716205285589

## **Other Publications (Selected)**

DiGrande, L., Bevc, C. A., Williams, J., Carley-Baxter, L. R., Lewis-Owen, C. W., & Triplett, S. M. (2019). *Pilot study on the experiences of hurricane shelter evacuees*. RTI Press Publication No. RR-0035-1909 <https://doi.org/10.3768/rtipress.2019.rr.0035.1909>

Bevc, C. A. (2008). Book review: Towards a Culture of Prevention: Disaster Risk Reduction Begins at School: Good Practices and Lessons Learned. *Children, Youth, and Environments*, 18(1; special issue on children and disasters), 521–524.

## ATIA FLYNN-ARUWAYO

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### Summary of Professional Experience

Atia Flynn-Aruwayo is a seasoned professional with over a decade of experience in technical writing, editing, and process improvement. At RTI, she has successfully transitioned into a management role, leading a team of documentation specialists who have expanded their direct project support and proposal contributions. Under her leadership, the team is spearheading a strategic initiative to enhance documentation management across RTI's Technology Practice Area.

Her expertise spans user manuals, online help systems, requirements documentation, and test documentation, as well as delivering training to both customers and internal staff. She has extensive experience supporting Agile software development teams, driving documentation quality and process efficiency.

Atia holds a master's degree in Systems Engineering, equipping her with the analytical and practical skills to support complex project methodologies and system design. Known for her strong communication skills and collaborative leadership style, she brings a passion for operational excellence and a commitment to high-quality documentation to every project she leads.

### Education

MS, Systems Engineering, George Washington University, Washington, DC, 2023.

MS, Technical Communications, Northeastern University, Boston, MA, 2020.

BAAS, Applied Technology Performance Improvement, University of North Texas, Denton, TX, 2010.

### Certifications and Licenses

CPTC Foundation, 2019

### Selected Project Experience

**Accountable Care Organization (ACO) Program Analysis Contractor (PAC), Program Analysis and Support Operations (PAOS)** (2023 to Present) Quality Assurance Manager, Documentation Specialist. The Medicare Shared Savings Program, established by the Patient Protection and Affordable Care Act, was developed to determine whether cost savings could be realized by using ACOs. RTI, the Medicare Shared Savings Program ACO PAC and ACO PAOS contractor, works with the Centers for Medicare & Medicaid Services to identify and analyze compliance, conduct surveys, collect data, evaluate quality, monitor performance, and make recommendations on the review and appropriate adjustments to the Medicare Shared Savings Program.

**BioData Catalyst (BDC) Data Management Core (DMC)** (2023 to date)—Documentation Specialist. BDC is the National Heart, Lung, and Blood Institute's cloud-based ecosystem that offers research data, analytical tools, applications, and workflows in secure spaces. The DMC's purpose is to enable data generators to ingest their datasets into BDC systems such that high-value data are available for research.

**National Institutes of Health (NIH) Helping to End Addiction Long-Term (HEAL) Initiative Data Stewards** (2023 to date)—Documentation Specialist. The aim of this project for the HEAL Initiative is to develop an infrastructure to collect, store and archive, index, and manage HEAL data and metadata as necessary to support a distributed approach, leveraging knowledge, existing solutions, and domain-

specific and general repositories. Provides documentation and project support to a team that coordinates engagement efforts across HEAL. The team provides data sharing, management, strategy, and operational modeling to support a more-than-\$1-billion NIH program to address the opioid and pain management public health crisis.

## Professional Experience

2023 to date. RTI International, Research Triangle Park, NC.

**Manager, IT Documentation** (2025 to date). Serves as the administrative supervisor of assigned staff, supports and mentors team members, strives to develop and improve leadership skills and that of the group members, and develops and promotes staff performance. In addition, communicates regularly with the program director and team members; keeps the program director informed of important issues related to staff; supports the division, practice area, SSES, and RTI's strategic plan; helps staff focus on delivering high-quality work products

**Quality Assurance Manager** (2024 to date). Develops and maintains quality assurance (QA) and quality control (QC) policies and procedures, trains project staff regarding QA and QC policies and procedures, and tracks project activities to ensure compliance with project QA and QC policies and procedures. Monitors compliance and reports to project directors and SQA representatives on status of project compliance with QA and QC policies and procedures. Tracks and responds to quality issues and leads root-cause investigations and corrective action development and implementation, works with task quality management coordinators to implement the quality program across all work activities, shares best practices, and identifies and implements process improvements. Interfaces with the client regularly and participates in project review meetings.

**Documentation Specialist** (2023 to date) Writes, edits, and facilitates project management, system, and user documentation. Maintains and manages quality documentation in repositories, knowledge bases, and project sites. Constructs knowledge management systems for new or existing project information. Identifies, maps, and documents policies and standard procedures. Advises projects on system development process compliance. Acts as business analyst to identify, document, and manage system requirements for project systems in the form of wireframes and specifications.

2017 to 2023. Collins Aerospace/Mirion Technologies, Carrollton, TX.

**Principal Specialist, Technical Publications.** Served as Project Documentation Team Lead with oversight of Project Technical Writers in daily operations to support project documentation deliverables. Provided customer training on the Software System user interface. Served as implementation lead of Lean Six Sigma process improvement event and championed process improvement efforts for the team. Trained to support configuration management activities.

2016 to 2017. GM Financial, International Operations, Ft. Worth, TX.

**Policy Analyst.** Participated in all stages of the policy development lifecycle, working with subject matter experts (SMEs), business units, and corporate compliance on all policy matters. Analyzed existing policies to assess operational risk and made suggestions for new policies and standards. Worked independently to maintain automated policy management reporting.

2015 to 2016. Nationstar Mortgage, Irving, TX.

**Policy Analyst.** Authored policies and procedures with strict adherence to company style guide standards using HTML. Revised high volumes of process procedures and policies for annual

review and audit remediation. Analyzed procedures and interviewed SMEs to identify process gaps. Converted documentation with high technical content into easy-to-understand step/action procedures.

## **Professional Associations**

Society for Technical Communication, DFW, Texas Chapter

## **Special Courses**

MgtDev New Manager Curriculum, January 2025

TechComm Fundamentals Bootcamp, August 2023

MadCap Flare Intermediate Training, November 2020

MadCap Flare Introductory Training, August 2020

## **Computer Skills**

Operating Systems: Microsoft Windows

Hardware: PCs, Apple, Android mobile devices

Software: Visio, SharePoint, Madcap Flare, Adobe FrameMaker, Atlassian Tools (Jira and Confluence, Bitbucket) Git and GitHub, IBM DOORS NextGen.

Program Languages: HTML, XML

## **Country Experience**

Samyook Language School – Missionary English Teacher, South Korea, 2011 to 2012

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## MICHAEL Q. HOGAN

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### Summary of Professional Experience

Michael Hogan, a senior manager in economic development in RTI International's Center for Applied Economics and Strategy, has 10 years of experience with applied economic research and project management. He has experience with program evaluation, labor market and workforce dynamics, regional economic analysis, data visualization, survey research, case study research, interview-based research, and geospatial analysis. His focus areas include applied labor market research for institutions of higher education, federal agencies, employers, and state and local governments.

### Education

MA, City and Regional Planning: Economic Development, University of North Carolina at Chapel Hill, Chapel Hill, NC, 2016.

BA, Economics (minors: Philosophy and Latin American Studies), University of Notre Dame, Notre Dame, IN, 2011.

Study Abroad Program, Pontificia Universidad Católica de Chile, Santiago, Chile, February to July 2010.

### Selected Project Experience

*Appalachian Regional Commission Capacity Building Strategy* (2024–present)—*Project Lead*.

Coordinates a cross-disciplinary team to understand the impacts of capacity building activities from the Appalachian Regional Commission and identify gaps in capacity building in the region. Informing a strategy to address the needs of Appalachian nonprofits, local development districts, and local governments to build capacity to better serve their communities.

*North Carolina Semiconductor Industry Workforce Landscape* (2024–present)—*Project Lead*. Supports the Commercial Leap-Ahead for Wide Bandgap Semiconductors (CLAWS) hub at North Carolina State University with a workforce landscape and needs assessment to strengthen the competitiveness of semiconductor manufacturing in North Carolina and in the southeast.

*Cybersecurity Workforce Data Initiative* (2023–present)—*Research Lead*. With the National Science Foundation's National Center for Science and Engineering Statistics, constructing a definition of the cybersecurity workforce and identifying data trends to inform a pilot national cybersecurity workforce survey.

*Virginia Commonwealth Cyber Initiative Impact Evaluation* (2021, 2023, 2025–present)—*Project Lead*. Provided and provides a comprehensive impact assessment and strategic recommendations for the Commonwealth Cyber Initiative (CCI). CCI is a statewide program supporting research, innovation, entrepreneurship, and workforce development in cybersecurity and related fields at institutions of higher education in Virginia.

*NC Innovation Regional Investment Strategy* (2023–2024)—*Research Lead*. Established baseline metrics and regional competitiveness profiles for four North Carolina regional university hubs supported by NC Innovation. Research included quantitative metrics and benchmarking of R&D competitiveness, innovation and entrepreneurship, academic programs, and industrial competitiveness to identify target areas for investment in applied university research and technology transfer.

*Association of Dental Support Organizations State of Dentistry Report* (2022–2023)—*Project Lead*. Tracked relevant trends in workforce pipeline, office consolidation, geographic migration, and costs and

wages for dentists and dental hygienists across the United States and in 17 states, combining public and proprietary data to identify critical trends in dental business, workforce, and health.

**Clover Park Technical College Environment Scan** (2022)—*Project Lead*. Delivered a quantitative and qualitative assessment of the economic trends and regional employer needs related to Clover Park Technical College in Tacoma, WA. The assessment addressed industry shifts; employer demands; housing; and the student pipeline in the broader Seattle–Tacoma metropolitan area to support strategic planning by the Clover Park Technical College.

**U.S. Department of Homeland Security Regional Ecosystems Assessment** (2021–2022)—*Lead Analyst*. Supported a large research team with identifying regional ecosystems and assets for technology transfer and innovation-led economic growth across the United States. The focus of this effort was to inform investment from the U.S. Department of Homeland Security in new technologies and commercialization.

## Professional Experience

2014 to date. RTI International, Research Triangle Park, NC.

**Senior Manager, Economic Development** (2024 to date). Leads a portfolio of work for federal, state, local, and private clients on applied analysis of economic and policy data related to workforce, innovation, transportation, and economic development.

**Senior Data and Policy Analyst, Economic Development** (2022 to 2024).

**Research Economist** (2016 to 2022).

**Research Assistant**, Innovation Economics (2014 to 2016).

2013 to 2014. InCuBA Copper Innovations (a National Copper Corporation of Chile Subsidiary), Santiago, Chile.

**Project Manager** (2012 to 2014). Directed projects in technology transfer, licensing agreements, and venture capital related to technology applications of copper and mining technologies in renewable energy and energy efficiency, bio health, water, and agriculture.

## Computer Skills

ArcGIS; Adobe Illustrator, InDesign, and Photoshop; IMPLAN; Lightroom; Microsoft Office and Access; Stata; Tableau

## Books, Book Chapters, and Monographs

Oliver, Z. T., & Hogan, M. Q. (2018). How the Research Triangle region promotes connections to support entrepreneurship. In *34th IASP World Conference on Science and Technology Parks: Better Together: Science Parks and Innovation Ecosystems: Articulating Future Trends and Strategies* (pp. 112–128). International Association of Science Parks and Areas of Innovation.

## Peer-Reviewed Journal Articles

Jordan, G. B., Hayter, C. S., Hogan, M., Gonzalez, M. A., & O'Connor, A. C. (2021). Case studies of successful technology transfer from federal laboratories. *Annals of Science and Technology Policy*, 5(3–4), 247–429. <https://doi.org/10.1561/110.00000019>

## Other Publications

- Lawrence, S., Hogan, M. Q., VanLear, S., & Rieth, K. T. (2020). *A blueprint for building an innovation corridor*. RTI International. <https://www.rti.org/publication/blueprint-building-innovation-corridor>
- Lawrence, S., Hogan, M. Q., & Brown, E. G. (2019). *Planning for an innovation district: Questions for practitioners to consider*. (RTI Press Publication No. OP-0059-1902). RTI Press. <https://doi.org/10.3768/rtipress.2018.op.0059.1902>
- Hogan, M., & Gallaher, M. (2018). *Quantitative indicators for country-level innovation ecosystems*. (RTI Press Publication No. OP-0051-1805). RTI Press. <https://doi.org/10.3768/rtipress.2018.op.0051.1805>

## Presentations and Proceedings

- Hogan, M. (2022). *Public sector workforce well-being*. Presented at the Triangle J Council of Governments 2022 Regional Summit, virtual.
- Oliver, Z., & Hogan, M. (2017). *The entrepreneurial ecosystem in the Research Triangle Region: Mechanisms for accessing resources critical to startup success*. Presented at the International Association of Science Parks 2017, Istanbul, Turkey.

## Technical Reports

- Bean de Hernandez, A., Hogan, M. Q., & Arbeit, C. A. (2024). *Cybersecurity workforce definitions report*. National Science Foundation, National Center for Science and Engineering Statistics. <https://ncses.nsf.gov/760/assets/0/files/ncses-cwdi-working-definitions.pdf>
- Hogan, M., Bailey, A., Wilkinson, J., Cowell, C., & Lawrence, S. (2023). *What federal funding applications in innovation tell us about the future of economic development in North Carolina*. RTI International.
- Hogan, M. Q., Nienow, S., Davis, C. J., & Bean de Hernandez, A. (2023). *Virginia Commonwealth Cyber Initiative impact evaluation*. Virginia Tech.
- Hogan, M. Q., Nienow, S., Bean de Hernandez, A., & Fein-Smolinski, B. (2022). *Clover Park Technical College environment scan*. Clover Park Technical College, Tacoma WA.
- Nienow, S., Brown, E. G., Depro, B. M., Woollacott, J. C., & Hogan, M. Q. (2022). *Economic impact of AAMC medical schools and teaching hospitals*. American Association of Medical Colleges
- Nienow, S., Hogan, M. Q., Woollacott, J. C., Davis, C. J., & Lakhani, R. G. (2022). *The economic and social contributions of North Carolina's health systems and hospitals*. RTI International, for North Carolina Healthcare Association. <https://www.ncha.org/economic-impact/>
- Hogan, M., & O'Connor, A. C. (2021). *Impact of CSIRO Futures: A case study of the National Hydrogen Roadmap*. Commonwealth Scientific and Industrial Research Organization, Australia.
- VanLear, S., Depro, B. M., Hogan, M. Q., Gallaher, M. P., Woollacott, J. C., Brown, E. G., & Gonzalez, M. A. (2021). *Facebook's U.S. Renewable Energy PPA Impact study*. Meta, Inc.
- Hogan, M. Q., Rieth, K. T., & Ashley, C. R. (2020). *North Carolina defense asset inventory and target industry cluster analysis*. U.S. Department of Defense.
- Lawrence, S., O'Connor, A. C., Tanthana, J., & Hogan, M. Q. (2019). *Study on the long-term impact and operational guidelines of regional science parks*. RTI International.

RTI International [Hogan, M. contributed]. (2017). *Driving innovation to deliver economic value: A needs assessment of the Philippines' technology sector*. RTI International. Prepared for the U.S. Agency for International Development (USAID) Science, Technology, Research and Innovation for Development (STRIDE) Philippines. <http://industry.gov.ph/wp-content/uploads/2017/12/A-Needs-Assessment-of-the-Philippine-Technology-Sector.pdf>

Lawrence, S. E., Oliver, Z. T., Hogan, M., VanLear, S., Baller, J., Horrigan, J., ... Watts, D. (2015, November). *Program evaluation of the Appalachian Regional Commission's telecommunications and technology projects: FY 2004–FY 2010*. Appalachian Regional Commission.

## ANWAR MOHAMMED

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### Summary of Professional Experience

Anwar Mohammed is a seasoned IT professional with over 25 years of experience in software project management, software development, and cybersecurity. As Director, Systems Analysis and Programming at RTI's Technology Practice Area (TPA), he leads a team of quality assurance experts, driving excellence in software delivery through proven methodologies and technical leadership. Anwar has comprehensive expertise across the software development life cycle, including requirements analysis, test strategy development, change control, process optimization, and application development. His technical proficiencies span cybersecurity, database management, Section 508 compliance, and automated testing. He has led numerous large-scale web application and multimode survey development projects, both in the U.S. and internationally.

He holds several industry-recognized certifications, including Project Management Professional (PMP) from the Project Management Institute, Certified Scrum Master (CSM), Certified Software Test Engineer (CSTE), Certified Software Quality Analyst (CSQA), and a Database Management certification from Oracle University. Over the course of his career, he has served as a Project Manager, Task Leader, and Application Manager, consistently ensuring that best practices in quality assurance and software development are followed to deliver high-quality solutions to clients.

### Education

MBA – Business Administration (Management Information Systems), India (1994)  
BS – Electrical & Electronics Engineering, India (1991)

### Certifications

PMP – Project Management Professional, PMI (2011)  
Certified Associate – CMMI, ISACA (2024)  
CSM – Certified ScrumMaster, Scrum Alliance (2022)  
CSTE – Certified Software Test Engineer, QAI (2012)  
CSQA – Certified Software Quality Analyst, QAI (2014)  
Section 508 Trusted Tester, U.S. Department of Homeland Security (2020)  
Data Management for Clinical Research, Vanderbilt University (2025)  
GCP – Good Clinical Practice, CITI Program (2025)  
Fundamentals of Database Management, Oracle University (2010)

### Selected Project Experience

**NIH Cloud Platform Interoperability (NCPI) Administrative Coordinating Center (ACC)** (2022 to date)—*Project Manager*. The ACC provides technical, administrative, coordination, and project management support across NCPI participants and collaborators. The primary responsibility of the ACC is to support the NIH in identifying, prioritizing, and overseeing interoperability projects, which are technical projects that are driven by scientific use cases that leverage data sets from multiple NIH cloud repositories. Responsible for overall project deliverables, contracts and financial management, and staff oversight. Mr. Anwar was also responsible for establishing standards for configuration control,

traceability, and interoperability validation, ensuring quality and secure data exchange across a multi-institutional research ecosystem.

***The National Health and Nutrition Examination Survey (NHANES)*** (2023 to date)—*QA Lead*. NHANES is the cornerstone of the health surveys conducted by the Centers for Disease Control and Prevention (CDC) and the preeminent source of gold standard measures of the health, nutrition, and physical well-being of the U.S. population. Data from this survey are used in epidemiological studies and health sciences research, which serve to develop sound public health policy, direct and design health programs and services, and expand the knowledge base of the nation's health. Responsible for the quality and security implementation of the numerous modules that integrate withing NHANES in a FIPS-moderate environment which includes the infrastructure and systems for data collection at the sampled households, capturing data from the medical exams housed in the Mobile Examination Centers, follow-up interviews over the phone, incorporating results from labs, building preliminary datasets for analysts, and disseminating summary results to participants.

***CDC PrEP: A Discrete Choice Experiment [CDC PrEP]*** (2019 to date)—*Systems Development and Data Processing Task Leader*. The PrEP methods among persons in US populations at highest need is a discrete choice experiment conducted by the CDC to help achieve ending the HIV Epidemic goal of reducing incident HIV infections by 90% by 2030. Responsible for managing all activities related to the design, development of collecting the data via web survey, ensuring security protocols are followed during the data collection period.

***NHLBI's BioData Catalyst Coordinating Center*** (2018 to date)—*Task Leader*. RTI has partnered with the RENaissance Computing Institute (RENCI) at UNC to organize a Coordinating Center (CC) supporting the NHLBI Project staff in managing the various institutions, data stewards, and other stakeholders that are collaborating to develop a digital ecosystem. This cloud-based platform will provide tools, applications, and workflows that enable research investigators who need to find, access, share, store, cross-link, and compute on large scale data sets in secure workspaces. Supports the Independent Verification & Validation (IV&V) efforts of six testers to meet quarterly releases and reporting to NHLBI on BioData Catalyst project IV&V progress.

***National Survey on Drug Use and Health (NSDUH)*** (2015 to 2017)—*Project Manager*. Conducted for the Substance Abuse and Mental Health Services Administration (SAMHSA), this survey collects data to provide national- and state-level estimates of use of tobacco, alcohol, illicit drugs, nonmedical use of prescription drugs, and related mental health issues. Responsibilities include sample selection and weighting, questionnaire development and testing, data collection, data processing, preparation of public use files, data analysis and reporting, and ad hoc methodological analyses. As project manager, was responsible for creating a work breakdown structure, providing coordination for the separate programs and initiatives under this complex contract, scheduling, risk management, issue tracking and management, resource planning, and scheduling, and progress reporting.

***Iraq Real Estate Registry Office (RERO)*** (2012 to 2019)—*Technical Project Manager*. Funded by the Department of State, this project provides technical assistance to the Ministry of Justice, Iraq, to modernize its land registry system through computerization. The objective of this project was to establish a modern secure national database for registering land titles (to document real estate registry) that provides land registry data for public property and private institutions to authorized users. Managed software builds developed by a Turkish subcontractor to deliver a large software system for Iraq's Real Estate Registry offices. Oversaw software development life cycle and quality assurance activities related to software releases and installations at 10 real estate registration offices around the country.

***National Electronic Health Records Surveys (NEHRS 2017, NEHRS 2018, NEHRS 2019, NEHRS 2021)*** (2017 to 2022)—*Systems Development and Data Processing Task Leader*. NEHRS is a national survey of 10,000+ office-based physicians conducted by the National Center for Health Statistics, CDC on behalf of the Office of the National Coordinator for Health Information Technology. This multimode

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(web, mail, and telephone) survey collects information on physicians' electronic health record (EHR) systems and other physician and practice characteristics. NEHRS data will be used by NCHS to understand the state of EHR adoption and use, quantify critical gaps in EHR functionality, and inform national policy on EHRs. Was responsible for programming survey instruments, processing all data, managing all data collection efforts, data delivery, and reporting. Managed project tasks associated with the designing, developing, launching, data collecting and maintenance of the multimode surveys.

***SAMHSA's Performance Accountability and Reporting System (SPARS)*** (2017 to 2020)—*Task Lead*. The SPARS project provides performance management services for multiple Substance Abuse and Mental Health Services Administration (SAMHSA) centers including Center for Substance Abuse Treatment (CSAT), Center for Substance Abuse Prevention (CSAP) and Center for Mental Health Services (CMHS). SPARS provides support to SAMHSA managers, project officers and over 1000 grantees in multiple areas including: submission of grantee performance data, performance reporting for grantees, grantee program officers and SAMHSA, training, technical assistance, and a help desk. Worked as SQA Task Lead, managing SQA resources, software builds for production release.

***Medicare Shared Savings Program Communications and Dissemination Portlet (CDP)*** (2014 to 2019)—*Task Leader/Software Quality Assurance Lead*. The Medicare Shared Savings Program component of the Patient Protection and Affordable Care Act was developed to determine whether cost savings could be realized through the use of accountable care organizations (ACOs). The CDP supports this effort by providing reports and other useful information to ACOs and CMS. Creates, edits, and manages and coordinates efforts concerning database tasks. Also serves as the SQA task leader, conducts security and compliance testing and coordinates the overall testing effort and supervises the activities of additional testers in the SQA group.

***Data Science SIF*** (2014 to 2019)—*Project Manager*. As project manager for the \$3 million Data Science SIF project, evaluated the level of effort for project activities, created a work breakdown structure, and developed a project schedule and timeline that is monitored and updated as needed. Coordinates the activities of various groups (Data Science, Business Development, ITS, and the marijuana prototype development group) and provides weekly status updates and monthly progress reports to the team and higher management.

***Fire Department of New York (FDNY) Clinical Center of Excellence (CCE) and Data Center Projects*** (2011 to 2015)—*Task Leader/Software QA*. RTI assists the FDNY in creating process infrastructure, operations documentation, and data management in support of federal contracts to provide health benefits to first responders to the 9/11 attacks on the World Trade Center. As Task Leader, ensures the monthly reports are tested for client use using BI Publisher, which involves complex reporting logic. Managed, coordinated, and conducted 508 compliance testing on the Web portal.

## **Professional Experience**

2009 to date. RTI International, Research Triangle Park, NC.

***Director, Systems Analysis and Programming / Program Manager, Software Quality Assurance*** (2011 to date). Manages the SQA program and supervises the team. Provides supervision and technical guidance to the staff in the areas of analysis, design, and testing. Leads technology teams and projects. Ensures information systems deploying software applications are defect free and compliant with technical and client specifications. Advises on quality assurance activities across the organization and drives standards and best practices for the unit.

***Research IT Quality Assurance Analyst*** (2009 to 2010).

2005 to 2009. Syngenta Biotechnology Inc., Research Triangle Park, NC.

***Lead Software Quality Assurance Engineer/Task Leader/Application Manager***

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2001 to 2005. American Tower (formerly SpectraSite Communications Inc.), Cary, NC.

***Sr. Software QA Engineer***

2000 to 2001. Imagitas Inc, Waltham, MA.

***Software QA Engineer***

## **Presentations and Proceedings**

Mohammed, A. U. H., Bensen, M. F., Schultz, D. R., & Henne, B. (2024). *Battling survey bots: Experiences and strategies to mitigate fraudulent responses in online surveys*. International Field Directors and Technologies Conference 2024, Cleveland, OH.

Mohammed, A. U. H., & Borasy, R. S. (2023). *Secure your web surveys from SQL Injection attacks*. Presented at the IFD&TC 2023, Long Beach, CA.

Mohammed, A. U. H., & Borasy, R. S. (2022). *Securing web surveys against sensitive data exposure*. IFD&TC 2022.

Mohammed, A. U. (2017, April). *Secure your web applications from cross site scripting*. Presented at Federal Computer Assisted Survey Information Collection 2017, Suitland, MD.

Mohammed, A. U. (2016, May). *Secure your surveys from common web vulnerabilities*. Presented at FedCASIC 2016, Suitland, MD.

Mohammed, A. U., Golla, B. J., Berry, A. M., Abu, K. I., & Sunkara, G. S. (Invited Speaker). (2016, May). *Testing mobile applications using automation*. Presented at IFD&TC 2016, Austin, TX.

Mohammed, A. U. (2015, May). *Secure your web surveys from XSS (cross-site scripting) web attacks*. Presented at IFD&TC 2015, Ft. Lauderdale, FL.

Mohammed, A. U. (Chair). (2014, May). *Mobile application development*. IFD&TC, Pasadena, CA.

Mohammed, A. U. (2014, May). *Secure your data from SQL injection*. Presented at IFD&TC 2014 conference session on mobile device management and security. Pasadena, CA.

Mohammed, A. U. (2013, May). *Web application security: Exploits and defenses*. Presented at IFD&TC 2013: Compliance, Security and Testing of Web Surveys, Providence, RI.

Mohammed, A. U., Cressman, G. M., Reynolds, E. M., Darcy, N. M., & Kattan, M. (2013, May). *Implementing an electronic real estate registration system for Iraq*. Presented at IFD&TC 2013: Survey Research in Developing Countries, Providence, RI.

Mohammed, A. U. (2013, March). *Securing your web applications against cyber attacks*. Presented at FedCASIC 2013, Washington, DC.

Mohammed, A. U. (2012, May). *Innovations in training: Using an open source online learning management system for e-learning, training and education*. Presented at IFD&TC, Orlando, FL.

Mohammed, A. U., Munoz, G., & Sattaluri, S. (2012, March). *Testing complex Web surveys using automated test tools*. Presented at the Federal Computer Assisted Survey Information Collection (FedCASIC) conference, Washington, DC.

Mohammed, A. U., Jackman, D. A., Borasy, R. S., Zmuda, M. S., Franceschini, G. E., Uglow, D. A., et al. (2011, August). *Using an open source online learning management system for e-learning, training and education*. Presented at CDC-2011 Public Health Informatics Conference, Atlanta, GA.

Mohammed, A. U. (2011 April). *Using Selenium to test for Section 508 compliance*. Presented at the Selenium Conference, San Francisco, CA.

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## DOUGLAS J. RUPERT

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### Summary of Professional Experience

Doug Rupert is director of RTI International's Social Marketing and Content Strategy program. With a dual background in marketing communication and public health, Mr. Rupert blends digital marketing techniques with behavioral science to develop, implement, and evaluate evidence-based communication initiatives on a variety of topics, including environmental health, unintentional injury, and community resilience. Mr. Rupert is certified in human-centered design and has more than 2 decades of experience designing campaigns that are grounded in behavior change theories and frameworks.

As a project director, Mr. Rupert has led more than \$20 million worth of projects for the U.S. Food and Drug Administration (FDA), the Centers for Disease Control and Prevention (CDC), and other federal and state clients. He has led cross-institute teams of up to 20 people that span multiple divisions and comprise skillsets ranging from content strategists and graphic designers to researchers, statisticians, videographers, and media buyers. Trained as a journalist, Mr. Rupert has more than 2 decades of experience as a scientific writer who can translate complex ideas into clear, actionable recommendations.

### Education / Certifications

MPH, Health Behavior and Health Education, University of North Carolina at Chapel Hill, School of Public Health, Chapel Hill, NC, 2006.

BSC, Interpersonal Communication/Journalism, Ohio University, Honors Tutorial College, Athens, OH, 2002.

Human-Centered Design Practitioner, LUMA Institute, Pittsburgh, PA, 2022.

### RTI Project Experience (Selected)

#### *Multimedia and Communication Campaigns*

**“Empower Vape-Free Youth” Campaign** (2020 to 2024)—*Project Director*. RTI developed, implemented, and evaluated a nationwide multimedia campaign for the U.S. Centers for Disease Control and Prevention (CDC) empowering U.S. middle and high school educators to speak with youth about the risks of e-cigarettes and to encourage them to avoid and/or quit vaping. RTI conducted formative mixed-methods research ( $n=664$ ) to understand educators' knowledge, perceptions, and experiences; conceptualized an evidence-based campaign framework; developed campaign and media strategies; created, tested, and refined campaign messages and products; disseminated materials through social and digital media and partner organizations; and evaluated the campaign's reach.

**“Air Aware” Campaign** (2017 to 2019)—*Project Director*. On behalf of CDC, RTI conceptualized, implemented, and evaluated a pilot campaign encouraging individuals to check their local outdoor air quality using the Environmental Protection Agency's (EPA's) [AirNow.gov](http://AirNow.gov). The campaign targeted at-risk populations, such as individuals with asthma, chronic obstructive pulmonary disorder (COPD), and heart disease. RTI and our creative partner, Better World Advertising, developed *Air Aware* materials and disseminated them through paid (print, transit, digital) and social (Facebook, Twitter, Epocrates, DMD) media. We also created campaign resources—such as a social media toolkit and a process evaluation handbook—that enabled CDC to implement future activities.

### **Digital Products and Materials Development**

**Newborn Screening Information Center** (2023 to date)—*Content Strategy Lead*. RTI is leading the overarching content strategy for the Health Resources and Services Administration (HRSA)'s Newborn Screening Information Center website, which helps new and expectant parents and their healthcare providers to understand and plan for newborn screening. RTI is enhancing the site by developing graphics and visuals that clearly communicate complex processes; incorporating images and reassuring messaging; revising the content and structure to be plain language and user centered; and creating new resources for parents and providers, such as a conversation guide for out-of-range screening results. In addition, RTI is working closely with newborn screening programs across the United States to ensure state-specific information on the site is accurate, accessible, and up to date and is promoting the site via social/digital media and professional conferences to increase site visitors.

**Outcomes of Babies with Opioid Exposure (OBOE) Patient Engagement Tool** (2021 to 2022)—*Senior Advisor*. The NIH OBOE study is a clinical research study examining the developmental and behavioral outcomes of infants exposed to opioids during pregnancy. Given low study enrollment (especially among non-White individuals), RTI developed a digital, interactive informed consent tool to explain the study's purpose, procedures, and risks to potential participants using visual communication and plain language. The tool was designed in both English and Spanish and used three different semi-photorealistic avatars—one each representing White, Black, and Latino populations—to walk potential participants through the consent process.

**Computer-Based Clinical Decision Support Tools for Breast Cancer Genetic Testing** (2008 to 2010)—*Evaluation Leader and Cognitive Interviewer*. Funded by the Agency for Healthcare Research and Quality (AHRQ), the goal of this project was to develop and pilot test an interactive tool to help patients and physicians make informed decisions about genetic testing for hereditary breast and ovarian cancer. RTI conducted formative research to explore audience needs and tool feasibility; developed an online tool with patient and physician interfaces; and evaluated the tool's effectiveness at several clinical sites.

### **User Research and Testing**

**Survey of Special Flood Hazard Areas (SFHA) and Storm Surge Populations in Virginia** (2016 to 2018)—*Task Leader*. The purpose of this Department of Homeland Security (DHS) project was to identify coastal Virginia residents' risk perceptions for flooding and flood events and why property owners purchase or refuse to purchase flood insurance. The project also aimed to identify the educational needs of residents and community organizations, including what risk messages and incentives might increase purchasing of flood insurance policies.

**Audience Profiling for Carbon Monoxide Poisoning Prevention** (2007 to 2012)—*Deputy Project Director*. This CDC study aimed to (1) identify and profile audience segments at heightened risk for unintentional carbon monoxide (CO) poisoning and (2) create and pretest materials for preventing CO poisoning. RTI identified several at-risk segments based on existing evidence; assessed the knowledge, attitudes, risk behaviors, and media habits of each segment; and created and pretested materials and dissemination routes with audience members.

**Formative Research for Pandemic Influenza Information** (2007 to 2008)—*Research Associate*. This CDC study examined the social/cultural barriers and facilitators to adopting CDC's pandemic flu prevention and response guidelines. RTI identified eight vulnerable populations, conducted formative research with population members and service organizations to identify barriers and facilitators, and developed recommendations for reaching and assisting each at-risk group.

**Environmental Health Information and Capacity Building** (2006)—*Research Associate and Interviewer*. Funded by the CDC, National Center for Environmental Health (NCEH), and the Agency for Toxic Substances and Disease Registry (ATSDR), this study combined mental modeling, social

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marketing, and community capacity-building theories to develop health communication messages regarding mercury exposure in locally caught fish. The study also connected residents with local resources that helped build their capacity to collectively explore and understand these health risks.

### **Community Engagement**

**“All of Us” Research Program, Engagement and Retention Innovator** (2020 to 2021)—*Disparities Team Lead*. The purpose of the National Institutes of Health (NIH) *All of Us* research program was to recruit and engage 1 million people across the United States to build the most diverse health database in history, which will accelerate health research, inform medical breakthroughs in precision medicine, and advance understanding of genetic, behavioral, and environmental influences on health. The overarching goal of the program was to help develop better treatments and ways to prevent different diseases. RTI served as an Engagement and Retention Innovator and worked with other consortium members to research, design, deliver, and evaluate multicultural learning engagements for communities and providers, with a particular focus on digital engagement modes.

**HEALing Communities Study** (2019 to 2020)—*External Communication Lead*. The HEALing Communities Study (HCS) was a multi-site experimental trial evaluating the effect of the “Communities That HEAL” (CTH) opioid harm reduction intervention versus usual care in 38 communities across four states. CTH is an intervention that engages multiple community partners, utilizes data-driven community response plans, and deploys evidence-based practices aimed at reducing opioid-related overdose deaths, reducing opioid-related stigma, and increasing naloxone use to reverse overdoses. In addition to leading the study’s data coordinating center, RTI led the study’s communication efforts, including helping CTH communities develop outreach materials (e.g., op-eds, PSAs, newsletters) and disseminating information to external stakeholders.

### **Professional Experience (Selected)**

2006 to date. RTI International, Research Triangle Park, NC. **Program Director** (2023 to date); **Senior Health Communication Scientist** (2020 to date); **Program Manager** (2017 to 2023); **Health Communication Scientist** (2006 to 2020).

2008 to 2009. P.I. Reed School of Journalism, West Virginia University, Morgantown, WV. **Adjunct Professor**.

2005 to 2006. Blue Cross and Blue Shield of North Carolina, Chapel Hill, NC. **Community Relations Intern**.

2004 to 2005. University of North Carolina Injury Prevention Research Center (IPRC), Chapel Hill, NC. **Research Assistant**.

2002 to 2004. MMG Health Communications, Rockville, MD. **Senior Account Executive** (2003-2004); **Account Executive** (2003); **Account Coordinator** (2002-2003).

2001. Burson-Marsteller, Washington, DC. **Public Affairs Intern**.

2000 to 2001. Ohio University College of Osteopathic Medicine, Athens, OH. **Public Relations and Publications Intern**.

1999. Forum Health Trumbull Memorial Hospital, Warren, OH. **Community Relations and Marketing Intern**.

### **Technical Expert Panels (Selected)**

Smoke Alarm and Carbon Monoxide Alarm In-home Survey Workshop, Consumer Product Safety Commission (CPSC)/National Fire Protection Association (NFPA) (2017)

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## Books and Book Chapters

Galik, C. S., **Rupert, D. J.**, Starkman, K., Threadcraft, J., & Baker, J. S. (2016). Enhancing home energy efficiency through natural hazard risk reduction: Linking climate change mitigation and adaptation in the home. In B. G. Southwell, E. M. B. Doran, & L. S. Richman (Eds.), *Innovations in home energy use: A sourcebook for behavior change* (pp. 111–140). RTI Press.  
<https://doi.org/10.3768/rtipress.2015.bk.0015.1512>

## Peer-Reviewed Journal Articles (Selected)

Damon, S. A., **Rupert, D. J.**, & Pryzby, R. (2022). Air Aware: Improving use of an existing air quality and health tool. *Journal of Health Communication*, 27(1), 1–7.

Pepper, J. K., Cress, M. J. M., Gammon, D. G., Razi, S., **Rupert, D. J.**, & Lee, Y. O. (2017). Battery safety information and warnings on e-cigarette packages and online. *Tobacco Regulatory Science*, 4(1), 605–613.

**Rupert, D. J.**, Poehlman, J. A., Hayes, J. J., Ray, S. E., & Moultrie, R. R. (2017). Virtual versus in-person focus groups: Comparison of costs, recruitment, and participant logistics. *Journal of Medical Internet Research*, 19(3). <https://doi.org/10.2196/jmir.6980>

Damon, S. A., Poehlman, J. A., **Rupert, D. J.**, & Williams, P. N. (2013). Storm-related carbon monoxide poisoning: An investigation of target audience knowledge and risk behaviors. *Social Marketing Quarterly*, 19(3), 188–199. <https://doi.org/10.1177/1524500413493426>

**Rupert, D. J.**, Poehlman, J. A., Damon, S. A., & Williams, P. N. (2013). Risk and protective behaviours for residential carbon monoxide poisoning. *Injury Prevention*, 19(2), 119–123.  
<https://doi.org/10.1136/injuryprev-2012-040339>

## Presentations and Proceedings

Benchea, M., Cipriani, D. L, **Rupert, D. J.**, & Zeiger, R. (2018, March). *Do online communities make us healthier?* Panel discussion at the South by Southwest Conference and Festival (SXSW), Austin, TX.

Razi, S., Poehlman, J. A., & **Rupert, D. J.** (2017, April). *Translating best practices in risk communication and product labeling to electronic nicotine delivery systems (ENDS) battery safety.* Presented at the U.S. Food and Drug Administration Public Workshop: Battery Safety Concerns in ENDS, Silver Spring, MD.

McCormack, L. A., Lee, J., & **Rupert, D. J.** (2016, February). *Best practices in risk communication and communicating uncertainty: Application to FDA regulated products.* Presented (by L. McCormack) at FDA Risk Communication Advisory Committee (RCAC) Meeting, Silver Spring, MD.

**Rupert, D. J.** (2014, November). *How do we define healthy places and environments?* Presented at the annual meeting for the American Public Health Association, New Orleans, LA.

**Rupert, D. J.**, Poehlman, J. A., Williams, P. S., & Damon, S. (2010, November). *Understanding risk behaviors for storm- and disaster-related carbon monoxide poisoning.* Poster presented at the annual meeting of the American Public Health Association, Denver, CO.

**Rupert, D. J.**, Poehlman, J. A., Damon, S., & Williams, P. N. (2009, August). *Who's at risk for carbon monoxide poisoning? Identifying audience segments and risk behaviors.* Poster presented at the National Conference on Health Communication, Marketing, and Media, Atlanta, GA.

## Appendix B. Financial Stability













Confidential/Proprietary Information contained on this page









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## **Appendix C. List of Errata and Exceptions**

RTI takes no exceptions to the RFP and the North Carolina General Contract terms and conditions.