

## Contract Award

Contract Number:	<b>Doc1677946894</b>
Contract Description:	<b>Staff Augmentation</b>
Vendor:	<b>WithersRavenel</b>

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

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

**TASK 4 – Procurement Compliance and Monitoring**

**TASK 6 – Action Plan Development and Amendments**

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

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

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

**TASK 17 – Environmental Review**

WITHERSRAVENEL



# Signed Execution Pages

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

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

**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:

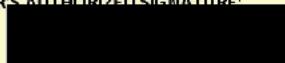
- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

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: <b>WITHERSRAVENEL, INC.</b>		
STREET ADDRESS: <b>115 MACKENAN DRIVE</b>		P.O. BOX: ZIP:
CITY & STATE & ZIP: <b>CARY NC 27511</b>		TELEPHONE NUMBER: <b>919 469 3340</b>
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE :		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: <b>C. Chan Bryant, P.E. Chief Risk Officer - SR VP</b>		FAX NUMBER: <b>919 467 6008</b>
VENDOR'S AUTHORIZED SIGNATURE: 	DATE: <b>2025-09-05</b>	EMAIL: <b>cbyrant@witherstravenel.com</b>

Proposal Number: Doc1677946894

Vendor: \_\_\_\_\_

### **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 \_\_\_\_\_  \_\_\_\_\_ (Authorized Representative of Department of Commerce).



Josh Stein  
GOVERNOR

Lee Lilley  
SECRETARY

Stephanie McGarrah  
DEPUTY SECRETARY

# Request for Offer Extension

<b>Solicitation Number:</b>	Doc1677946894
<b>Solicitation Description:</b>	Staff Augmentation
<b>Solicitation Opening Date and Time:</b>	September 11, 2025, at 2:00 pm ET
<b>Issue Date Request for Offer Extension:</b>	December 5, 2025
<b>Procurement Director:</b>	Angie Dunaway <a href="mailto:angela.dunaway@commerce.nc.gov">angela.dunaway@commerce.nc.gov</a> 919-526-8340
<b>Extension Response Due Date and Time:</b>	<b>December 8, 2025 by 5:00 pm EST</b>

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:

<b>Offer (Vendor Name):</b>	WithersRavenel, Inc. 
<b>Authorized Signature:</b>	
<b>Name and Title:</b>	C. Chan Bryant, P.E. Senior Vice President
<b>Date:</b>	12/5/2025

TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
<b>TASK 1 – Development of Policies, Procedures, and</b>	\$270.00	\$280.00	\$290.00
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME
<b>TASK 4 – Procurement Compliance and Monitoring</b>	\$230.00	\$240.00	\$250.00
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Financial Compliance Specialist; GIS Analyst	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Financial Compliance Specialist; GIS Analyst	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Financial Compliance Specialist; GIS Analyst
<b>TASK 6 – Action Plan Development and Amendments</b>	\$250.00	\$260.00	\$270.00
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Local Government SME
<b>TASK 7 – Needs Assessments, Market Analysis, and Geotech</b>	\$220.00	\$230.00	\$240.00
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; ED SME; GIS Manager; GIS Technician; Stormwater Engineer; Utilities Engineer; Construction Field Specialist	Infrastructure Program Manager; ED SME; GIS Technician; Stormwater Engineer; Utilities Engineer; Construction Field Specialist	Infrastructure Program Manager; ED SME; GIS Technician; Stormwater Engineer; Utilities Engineer; Construction Field Specialist
<b>TASK 11 – Technical and Engineering Support for</b>	\$215.00	\$225.00	\$235.00
<i>Vendor to Indicate All Position Title(s) HERE</i>	CDBC Compliance SME; Stormwater Engineer; Utilities Engineer; Site/Civil Engineer; NEPA SME; Construction Manager; GIS Technician;	CDBC Compliance SME; Stormwater Engineer; Utilities Engineer; Site/Civil Engineer; NEPA SME; Construction Manager; GIS Technician;	CDBC Compliance SME; Stormwater Engineer; Utilities Engineer; Site/Civil Engineer; NEPA SME; Construction Manager; GIS Technician;
<b>TASK 12 – Training, Technical Assistance, and Capacity</b>	\$215.00	\$225.00	\$235.00
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME

TASK 17 – Environmental Review*	UNIT COST	UNIT COST	UNIT COST
Exempt	\$2,500	\$2,750	\$3,025
Categorically Excluded Not Subject to §58.5	\$7,500	\$8,250	\$9,075
Categorically Excluded Subject to §58.5	#####	#####	#####

Environmental Assessment	#####	#####	#####
Environmental Impact Statements	#####	#####	#####
<b>Reevaluation Environmental Review:</b>			
Exempt	\$1,000	\$1,100	\$1,210
Categorically Excluded Not Subject to §58.5	\$2,500	\$2,750	\$3,025
Categorically Excluded Subject to §58.5	\$3,500	\$3,850	\$4,235
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

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

Assumptions that factored into

WithersRavenel environmental pricing:

1. Assumes projects will require NEPA 8-Step Process for Wetlands and
2. Assumes projects will not require Air Quality Modeling because the projects will be in an attainment area

3. Assumes projects will not require ESA Section 7 consultation with USFWS, as projects will not result in a potential "take" of a federally listed species.

4. Assumes projects will not require formal Section 106 consultation, such as archeological surveys (Ph I/II or III) and grave relocation.

NOTE: All listed hourly rates are fully inclusive of salary, overhead, travel outside the home office, and other related contract and staffing expenses.

All positions listed

Infrastructure Program Manager

Director of Funding

CDBG Compliance SME

Financial Compliance Specialist

Local Government SME

Director of Finance

Infrastructure modeling SME

GIS Manager

GIS Technician

Director of Stormwater

Stormwater Engineer

Stormwater Engineer

Economic Development SME

Site/Civil Engineer

Director of Utilities

Utilities Manager

NEPA/Environmental SME

Environmental Specialist

Construction Manager

Construction Field Representative

Client Manager

# NC DEPARTMENT OF COMMERCE: DIVISION OF COMMUNITY REVITALIZATION

Staff Augmentation: CDBG-DR Expert Administrative Support



WithersRavenel staff at work in Bat Cave following Hurricane Helene.



Authorized Representative

Amanda Whitaker  
Director of Funding

RFP #Doc1677946894  
September 11, 2025

**To the best of our knowledge and belief, no officers or employees of WithersRavenel are affiliated with this RFP and potential contract in any manner that would constitute a conflict of interest.**

WithersRavenel Headquarters  
115 MacKenan Drive, Cary NC 27511  
919-469-3340

Our WNC Office  
164 Broadway Street, Suite 201,  
Asheville, NC 28801  
828-255-0313

September 11, 2025



Angie Dunaway, DCR Procurement Director  
Division of Community Revitalization  
North Carolina Department of Commerce  
angela.dunaway@commerce.nc.gov

**SUBJECT: RFP FOR STAFF AUGMENTATION: CDBG-DR EXPERT ADMINISTRATIVE SUPPORT**

Dear Ms. Dunaway and Members of the Selection Committee:

Hurricane Helene caused widespread devastation across Western North Carolina (WNC), leaving lasting impacts on residents, businesses, and entire communities. WithersRavenel is helping storm-impacted municipalities recover by securing funding, restoring infrastructure, ensuring compliance, and designing with future resilience in mind.

WithersRavenel wants to continue working with local communities by joining with the North Carolina Department of Commerce (NCDOC) through its RFP seeking Staff Augmentation, specifically for **Tasks 1, 4, 6, 7, 11, 12, and 17**. Our team includes funding, infrastructure, design, data, and economic development experts who have already been making a difference in WNC communities. Additionally, our team members have decades of experience working on the front lines of disaster recovery, both with our employee-owned firm and through previous employment with North Carolina agencies. By choosing WithersRavenel, the NCDOC will recognize the following benefits:

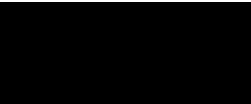
**Dedicated to North Carolina and its communities.** We are not a national firm. Headquartered in Cary and with a WNC office in Asheville, we are committed to our state, its local governments, and residents. We have worked with many WNC communities on Helene recovery and other funding, administrative, and infrastructure projects. Our existing relationships and bounty of experience will allow our team members to hit the ground running with NCDOC assignments.

**Infrastructure is our bread and butter.** Our engineering work for local governments is heavily focused on water, sewer, and stormwater infrastructure. These utilities are critical lifelines in our communities, and we are committed to not only completing projects successfully, but designing them with an eye on future resilience. Additionally, many of these community projects are funded through grants and loans; our engineers know how to work seamlessly with our funding experts to keep these projects compliant and running smoothly from start to finish.

**Funding and compliance experts.** Our dedicated funding team has helped communities earn more than \$1 billion in grants and loans for infrastructure repair, disaster recovery, asset inventory and assessment, economic development, and other critical projects. Our services do not stop with application services; we also provide grant administration, engineering, and compliance services for our clients as well. We've worked with programs such as CDBG, ARPA, and LASII. Since its inception, the team has supported FEMA PA, BRIC, HMGP, and CDBG-DR projects, ensuring compliance with the Stafford Act, 44 CFR, 24 CFR, and 2 CFR Part 200 regulations and policies.

Thank you for considering our qualifications. WithersRavenel acknowledges the addendum released August 26, and includes a signed copy. If you have any questions or require more information, please reach out to us.

Sincerely,  
WITHERSRAVENEL, INC.



**Mary Glasscock**  
Infrastructure Project Manager  
919-238-0462  
mglasscock@withersravenel.com



**Ty Colwell**  
Client Officer/Senior Director of Business Development  
919-535-5209  
tcolwell@withersravenel.com



# 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 <b>nonbinding annexes</b> (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 <b>System of Record (SOR)</b> referenced, does DCR anticipate a required integration with <b>HUD DRGR</b> , 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 <b>woman-owned prime (not HUB-certified) partnering with certified HUB subcontractors</b> be recognized as meeting the State's <b>10% HUB utilization goal</b> ?	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 <b>remote or hybrid staffing</b> be acceptable if we maintain weekday <b>8:00 a.m.–5:00 p.m. ET</b> 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-



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			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.



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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



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	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>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</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.



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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.



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		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.



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		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.



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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.



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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



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		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.



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		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.



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		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.



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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)



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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.



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		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



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	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



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		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.



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



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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.



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		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.



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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.



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		responding, will be submitted, correct?	
146	4.8 Vendor's Representations Page 16	Please confirm whether the selected vendor will be classified as a contractor rather than a subrecipient?	The selected vendor will be classified as a contractor.
147	5.1 General (Scope of Work) Page 18	Please confirm whether these tasks pertain to full-team capabilities rather than being specific to any one vendor?	If this question is referring to partners and subcontractors, then the tasks pertain to full-team capabilities (including partners and subcontractors).
148	5.1 General (Scope of Work) Page 18	For tasks similar to previous DCR CDBG-DR RFPs, does DCR expect to engage vendors for expanded scopes of work not previously contemplated, or only in the event of identified limitations with selected vendor for those RFPs?	DCR recognizes that either of these is possible – unanticipated work as well as limitations with another selected vendor. DCR will distribute tasks among vendors depending on its need and the vendors' qualifications and experience.
149	5.2 Tasks/Deliverables Page 19	<p>Would selected vendor(s) for the below tasks assist work in conjunction or in the alternative potentially to vendor(s) selected to perform the Scope of Work envisioned in RFP# DPC-646236801-MT?</p> <ul style="list-style-type: none"> <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.



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	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.



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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.



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		<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	<b>5.2 TASKS / DELIVERABLES</b> <b>Task 9 (section 5.2.9)</b> <b>Page 21</b>	<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	<b>4.11 FINANCIAL INFORMATION</b> <b>Page 17</b>	<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	<b>5.1 General</b> <b>Page 18</b>	<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>



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



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	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.



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			Pricing should be submitted in Excel format in eProcurement Sourcing Section 5.2 <b>ATTACHMENT A: PRICING.</b>
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



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		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



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		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.



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

 **Addendum**

		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:**

WITHERSRAVENEL, INC.

VENDOR: \_\_\_\_\_

AUTHORIZED SIGNATURE: \_\_\_\_\_ NAME and TITLE (Print or Typed): **C. Chan Bryant, P.E. Senior Vice President**DATE: **2025-09-05**



*Helene disaster recovery work by WithersRavenel*

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# Narrative Response

## OUR PEOPLE YOUR SUCCESS.

WithersRavenel, headquartered in Cary, is an Employee Stock Ownership Plan (ESOP) company. Our more than 460 employee-owners excel at providing consulting services for our clients.

Founded in October 1983 as Withers & Ravenel, Inc., WithersRavenel is equipped with more than 41 years of serving an array of government and private sector clients and projects through innovative and cost-effective engineering solutions

across North Carolina. **This includes extensive experience over the last decade working with North Carolina communities in response to natural disasters while working to build resilience within community infrastructure.**



**WithersRavenel**  
Our People. Your Success.

### HISTORY OF THE FIRM

- 1983** WithersRavenel was established in October 1983 as Withers & Ravenel, reflecting the partnership between founders and engineers Tony Withers and Sam Ravenel.
- 2014** WithersRavenel transitioned to an Employee Stock Ownership Plan (ESOP) company structure and changed its name to WithersRavenel to signify a company of employee-owners all working together for shared success.
- 2018** WithersRavenel became 100% employee-owned.
- 2023** WithersRavenel celebrates the 40th anniversary of its founding.
- 2025** WithersRavenel's grant funding total surpassed \$1 billion in public funding for 742 projects for government clients.

*This contract will be performed primarily from our Asheville, Charlotte, and Raleigh offices.*

In addition to our Cary headquarters, WithersRavenel maintains nine branch locations across North Carolina.

» Asheville	» Powells Point
» Cary (Downtown)	» Raleigh
» Charlotte	» Southern Pines
» Greensboro	» Wilmington
» Pittsboro	

### PROJECT CONTACT

**Mary Glasscock**  
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mglasscock@withersravenel.com

### HEADQUARTERS

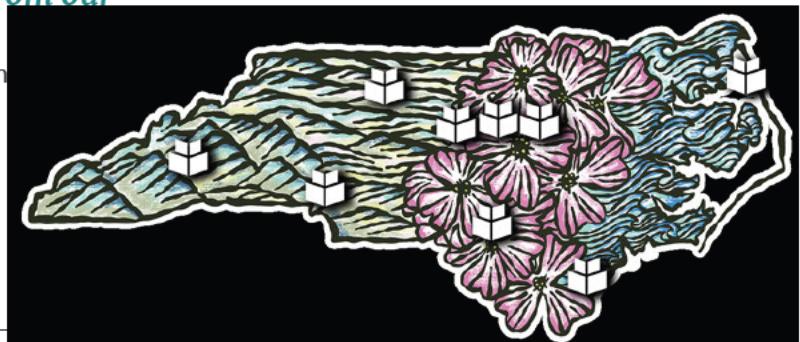
115 MacKenan Drive  
Cary, NC 27511

### ASHEVILLE OFFICE

164 Broadway Street, Suite 201  
Asheville, NC 28801

### SERVICES PROVIDED

- » Design & Planning
- » Disaster Recovery
- » Economic Development
- » Environmental
- » Funding & Finance
- » Geographic Information Systems
- » Infrastructure Asset Management
- » Land & Site Development
- » Parks & Recreation
- » Pavement Management
- » Public Engagement
- » Remote Sensing
- » Stormwater
- » Surveying & Geomatics
- » Water & Sewer Utilities





# Narrative Response

## SUBJECT MATTER EXPERTS IN DISASTER RECOVERY & INFRASTRUCTURE FUNDING

### **A Trusted, Expert Partner in North Carolina**

WithersRavenel is a specialized consulting firm with a proven reputation as one of North Carolina's most trusted partners at state, regional, and local levels. Our work focuses on both critical and non-critical infrastructure—from water and sewer systems to mountain trails and recreational facilities. **Unlike national firms with broad portfolios, we focus exclusively on federal and state-funded infrastructure programs throughout North Carolina.**

**Our work has been publicly commended by state legislators, a former Secretary of NCDEQ, and local and county officials throughout North Carolina, particularly for delivering one of very few successful programs under NCORR: Infrastructure.**

This recognition underscores our ability to achieve results where other programs have struggled and validates our role as trusted advisors in the state's recovery efforts.

Our goal is not to manage many federal disaster programs, but to lead and safeguard infrastructure programs—ensuring program delivery meets HUD's intent while easing local burdens. Ensuring the most efficient programmatic execution will remain our primary focus. This focus leads to specialized expertise, allowing us to serve as infrastructure experts under CDBG-DR that provide grantees timely project delivery without unrelated distractions.

### **Infrastructure Expertise That Delivers**

WithersRavenel is fully prepared and staffed to lead all major activities required for each task that we are proposing for the NC DCR infrastructure recovery program. For each task, we deliver complete systems, tools, and oversight for the Grantee, and provide clear, user-friendly documentation and guidance to Subapplicants so they can easily follow program requirements and stay compliant. **Our approach fully integrates cross-cutting federal requirements including Davis-Bacon, URA, Section 3,**

### **Correcting the Flow of Disaster Funding in North Carolina**

#### **The Challenge:**

North Carolina communities often experience significant delays in the release of FEMA funds, which can create a gap between FEMA Public Assistance repairs, FEMA HMGP, then the final tranche: CDBG-DR. This timing mismatch can lead to missed opportunities—especially when FEMA's 406 and 404 mitigation options are not fully integrated into identified MID area projects.

#### **The Solution:**

WithersRavenel develops sequencing strategies that help re-align recovery funding as much as possible—and within deadlines and milestones—so infrastructure funding flows in the order it was designed, allowing communities to achieve more comprehensive recovery outcomes. By combining funding expertise, engineering insight, and compliance leadership, we turn delayed timelines into opportunities for building stronger, more resilient infrastructure.

**environmental compliance, and procurement standards into practical, auditable processes as they related to infrastructure programs and have managed more than 50 of these projects under CDBG-I, CV, NR with full success.**

WithersRavenel builds every program on a foundation of federal authority—Title I of the Housing and Community Development Act of 1974, 24 CFR Part 570, 2 CFR 200.206(b), the most recent Universal Notice for CDBG-DR allocations (2023/2024, effective March 2025), and include relevant regional and state (NC-enhanced) FEMA Hazard Mitigation Plans and other guiding frameworks.





# Narrative Response

## Funding Flow Framework: Sequencing for Optimal Results

### Stage 1: FEMA Public Assistance (PA)

Supports disaster recovery projects focused on repair or replacement of damaged infrastructure, with opportunities for Section 406 mitigation measures to be included.

### Stage 2: Hazard Mitigation Grant Program (HMGP)

Provides dedicated mitigation funding to strengthen infrastructure beyond repair or replacement, reducing risks from future disasters.

### Stage 3: CDBG-DR Infrastructure Funding

Delivers long-term resources for resilience, enabling comprehensive infrastructure recovery and forward-looking improvements that protect entire communities.

## Rural Local Government Focus

Rural towns and counties face unique challenges: limited staff, constrained budgets, and aging infrastructure systems. **We work side by side with rural administrators, public works directors, and elected officials as an extension of their team. Our role is to translate FEMA and HUD requirements into clear, actionable steps, create compliance schedules that match local capacity, and craft scopes of work that position rural communities for maximum reimbursement.** This partnership allows rural leaders to focus on serving their citizens while we ensure projects meet federal standards and long-term goals.

## INFRASTRUCTURE RECOVERY

Project Manager Mary Glasscock has worked on infrastructure recovery projects with local NC governments, leading programs with a total dollar amount of \$22,314,874. Communities and programs include:

- » Bladen County: Stormwater Drainage
- » City of Lumberton: Flood Gate in West Lumberton
- » Duplin County: Condemned Building Demolition
- » Hyde County: Community Center Revitalization
- » Robeson County: Rural EM Facility Water Tank
- » Town of Fairmont: WWTP Rehabilitation
- » Town of Maxton: Sewer Lift Generators
- » Town of Parkton: WWTP Power
- » Town of Pembroke: Stormwater Project
- » Town of Princeville: Levee Floodgate
- » Town of Princeville: 53-acre Site Development
- » Town of Red Springs: Stormwater Project
- » Town of St. Pauls: Drainage Improvements

## TOOLS OF THE TRADE

WithersRavenel disaster funding and recovery subject matter experts are familiar with a range of programs, compliance requirements, tools and systems, including:

- » HUD Community Resilience Toolkit
- » HUD Environmental Review Online System (HEROS)
- » CDBG-DR Unmet Needs Assessment Requirements
- » HUD Duplication of Benefits Compliance
- » North Carolina Resilient Communities Planning Guide (December 2024)
- » State of North Carolina Enhanced Hazard Mitigation Plan
- » Regional and Local FEMA Hazard Mitigation Plans

## Engaging Leaders and Legislators

Infrastructure recovery is complex, both technically and politically. We turn regulatory requirements into clear, actionable programs for citizens, elected officials, and legislators, enabling informed advocacy and funding decisions that benefit entire communities. We are particularly recognized for our work in North Carolina's rural areas, including engineering and funding work in communities throughout Western North Carolina.



Helene disaster recovery work by WithersRavenel

# Narrative Response

## Responsible, Compliant Management

Effective recovery depends on financial integrity. Our firm brings specialized expertise in fiscal compliance, ensuring every project dollar is tracked, reported, and defensible. Our team has overseen the financial performance of federally declared disasters totaling billions of dollars in assistance. We reconcile reimbursements, manage grant reporting systems, and guide local governments through the full life cycle of disaster-funded infrastructure projects—from budgeting and procurement to audit and closeout. This gives our clients confidence that projects comply fully with federal cost principles and audit standards under 2 CFR Part 200 and 24 CFR Part 570.

**Our Funding team's subject matter experts work seamlessly with engineers and data modeling scientists, combining regulatory expertise with technical precision.** This integration ensures that funding strategies are directly informed by engineering realities and predictive analytics, resulting in optimal solutions that are both compliant and technically sound.

## Access to Senior Federal and State Leadership Experience

Our clients also benefit from access to full-time former leaders from DEQ, NCEM, FEMA, HUD, EDA, EPA, NC Commerce, and legislative offices. These individuals bring intricate knowledge drawn from every major storm since Hurricane Matthew in 2016. Their experience provides unparalleled insight into how funding decisions are made, how

## Recent Hurricane and Tropical Storm Flooding Damage Experience

- » Hurricane Helene (2024)
- » Hurricane Dorian (2019)
- » Hurricane Florence (2018)
- » Hurricane Matthew (2016)
- » Streambank/Slope Failures
- » Utility Infrastructure Failures
- » Dam, Dike, & Levee Failures
- » Assessment & Mitigation Design
- » Aviation Fuel & Heating Oil Spills
- » Man-Made Utility Damage



regulations are interpreted, and how projects are evaluated at the highest levels. By incorporating this expertise into every engagement, we give our clients a strategic advantage in navigating state and federal processes and securing the resources their communities deserve.

## OUR QA/QC PROCESS

### QA/QC MANAGER



Checklists appropriate for each type of project are used to verify content and ensure standardization of documents.

A general review of the overall design philosophy and approach is also completed at multiple project phases to ensure the design effort progresses in accordance with the appropriate project approach and good engineering practices.

All technical documents, plans, specifications, opinions of cost, and reports are reviewed and checked in detail by qualified personnel prior to submittal.

### PROJECT MANAGER

#### Every deliverable:

- Ensure it satisfies scope of work
- Meets quality standards
- Client preferences are adhered to
- Ready for bidding and construction



# Narrative Response

## Recognized, Validated Expertise

WithersRavenel's expertise is consistently validated by the clients and partners we serve. Local governments recognize our ability to simplify complex compliance rules. State agencies acknowledge the clarity of our programmatic recommendations. Quasi-governmental authorities and large-scale nonprofits have implemented policies and programmatic changes we submitted, further demonstrating the trust placed in our work.

Our expertise includes the delivery of the only successful program under NCORR: Infrastructure, which received numerous kudos when NC legislators were investigating serious delays in prior CDBG-DR funding delivery. Those commendations came from state legislators, the Secretary of NCDEQ, and local and county managers and emergency management directors in eastern North Carolina. Their

acknowledgment underscores not only the credibility of our work, but also our ability to deliver timely, effective results where other programs struggled.

The kudos we receive and the adoption of our recommendations are tangible evidence that our guidance drives real improvements in how disaster recovery funding is delivered and managed.

## The Result

North Carolina communities choose WithersRavenel because of our record of compliance, engineering excellence, financial integrity, and trusted partnership. **As a niche firm, deeply familiar with the state's disaster challenges and regulatory environment, we ensure that water, sewer, and stormwater systems are restored and improved—stronger, faster, and in full compliance with FEMA and HUD disaster authorities.**

## OUR OVERALL FUNDING SUCCESS

**\$1.02+ billion**  
**PUBLIC FUNDING**  
*for Government Clients*

**\$65.8+ million in**  
**CDBG program grants**  
*for 45 Community Projects*

**\$9.2+ million**  
**in FEMA Grants secured**  
**\$41.1+ million additional likely to be**  
*obligated and awarded*

**\$18.8+**  
**million**

Monitoring & Compliance  
Contracts  
for 104 Water, Sewer and  
Stormwater Projects

## COMPLIANT OUTCOMES

Our commitment to North Carolina's recovery and deep expertise with HUD and FEMA programs has made WithersRavenel a results-driven partner throughout the state. We have guided scores of CDBG infrastructure programs from policy design through implementation while fully supporting state agencies and communities in delivery of infrastructure projects with greater ease: on time, on budget, and in full compliance. Our established systems align with federal laws, statutes, and regulations, reducing risk and accelerating delivery. **HUD's Office of the Inspector General has never issued a single deobligation for a WithersRavenel-managed program—evidence of our ability to deliver successful, compliant outcomes at scale.**



# Narrative Response

Proposal Number: Doc1677946894

Vendor: WithersRavenel


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## ATTACHMENT H: EXPERIENCE

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

Example 1	
<b>Client Name:</b>	City of Sanford, and 20+ other NC municipalities
<b>Program:</b>	CDBG-Infrastructure (CDBG-I) & CDBG-Disaster Recovery (CDBG-DR) Funding & Engineering Program and Project Delivery
<b>Brief Description of Services Rendered:</b>	WithersRavenel has provided a range of grant application, administration and engineering services for twenty-nine (29) EPA/NC DEQ CDBG-I projects for North Carolina communities totaling more than \$51.2 million. Our team are experts in all facets of CDBG-I and CDBG-DR program compliance services on behalf of clients. Funding, Finance, Compliance and Engineering teams collaboratively engage internally to streamline and deliver infrastructure projects with success under highly complex HUD, 2 CFR Part 200, NEPA and numerous crosscutting federal and state requirements every step of the way. We understand how complex HUD CDBG programs can be and work to ease all possible local government burdens, providing task-directed deliverables for each infrastructure project. With total success under these programs – from whole-of-project kickoff to project and grant closeout including site and desk reviews and all audits.

Example 2	
<b>Client Name:</b>	Town of Dublin, and more than 20 other NC communities
<b>Program:</b>	CDBG-DR, Waterline Replacement, and additional CDBG-DR and other CDBG categories
<b>Brief Description of Services Rendered:</b>	WithersRavenel assisted the Town with a waterline replacement project through the CDBG-DR program. We provided ER/EID, surveying, plans and specifications, design, permitting, and construction services for water line replacements, along with grant application and administration services. In addition to providing CDBG-DR services for communities, WithersRavenel has helped more than 20 local governments across North Carolina with other CDBG project work, including CDBG-CV, CDBG-NR, CDBG-ED, and other CDSG projects. Our services provided included grant application, administration, and engineering services when applicable. Total among funded was approximately \$21.9 million. Of particular interest, our proposed Project Manager, Mary Glasscock, was CDBG-DR Infrastructure Program Manager under NCORR from 2018-2022. Before she departed this position, the \$20 million program allocation proved to be one of the most successful programs under this state agency. All projects are completed or presently completing work and close-out.

 **Narrative Response**

Proposal Number: Doc1677946894

WithersRavenel

Vendor: \_\_\_\_\_

Example 3	
<b>Client Name:</b>	Town of Maggie Valley (Sewer Utilities) and Maggie Valley Sanitary District (Water Utilities)
<b>Program:</b>	Fox Run Pipe Bridge FEMA project (FEMA public assistance), and other communities
<b>Brief Description of Services Rendered:</b>	<p>WithersRavenel has helped communities across North Carolina successfully secure more than \$9 million in FEMA funds following disasters, with another \$41 million in infrastructure funding through Hurricane Helene expected to be approved</p> <p>WithersRavenel is currently working with the Town of Maggie Valley on this FEMA-funded infrastructure initiative. The project will include the design and replacement of an 8-inch gravity sewer pipe bridge destroyed during Hurricane Helene.</p> <p>We provide FEMA coordination and administration services along with engineering, design, and associated technical assistance.</p>



# HELENE PROJECT EXPERIENCE

**Note:** In addition to our projects included in **Attachment H**, WithersRavenel has worked with numerous communities in Western North Carolina on Helene-related recovery projects.

# Disaster Recovery Professional Services

## SEVERAL WESTERN NORTH CAROLINA COMMUNITIES

In response to damage caused by Hurricane Helene, WithersRavenel is providing comprehensive disaster recovery management services for several communities in Western North Carolina.

Services being provided under this contract include monitoring, compliance, and grant management support, engineering assessments and review for FEMA Public Assistance and Hazard Mitigation Grant Programs, and the Department of Housing and Urban Development CDBG-DR support as well as other applicable disaster recovery programs as they are available.

Additionally, WithersRavenel is providing engineering support services for utilities, roads, culverts, stormwater, public buildings, parks and recreational sites, and other infrastructure common to local governments.

#### Communities served include:

- » Town of Maggie Valley
- » Town of Montreat
- » Town of Woodfin
- » Town of Old Fort
- » Town of Laurel Park
- » Polk County
- » Town of Burnsville
- » Town of Spruce Pine
- » Town of Elk Park

# Helene Disaster Response

## VARIOUS LOCATIONS IN WESTERN NORTH CAROLINA

The day after floodwaters from Hurricane Helene caused catastrophic damage to multiple cities and towns in Western North Carolina, staff from WithersRavenel were able to mobilize and begin assessing damages to critical water and wastewater infrastructure.

Our efforts initially focused on the hard-hit towns of **Spruce Pine, Burnsville, Maggie Valley, and Elk Park**. WithersRavenel reached out to multiple contractor partners to provide immediate repairs once a situation had been assessed and a solution identified.

Projects that were completed under FEMA's exigent circumstances criteria included:

- » Restoring use of Spruce Pine's WWTP within six weeks of the event through repairs to electrical components, influent pump station and headworks, repairs to clarifier two, and installation of a temporary effluent line.
- » Locating and assistance with procuring mobile temporary WWTP units to allow for early/temporary service to two school facilities in Spruce Pine.



- » Establishing a temporary raw water intake in Burnsville to replace the Town's intake on the Cane River that was damaged beyond repair.
- » Repairs to water and wastewater conveyances, including pipes and pump stations, in all the towns listed above.



## NCDOT Hurricane Helene UAS Recovery

### CHIMNEY ROCK AND BAT CAVE, NC

In the aftermath of Hurricane Helene, WithersRavenel worked with NCDOT to assess the extensive damage caused by flooding and landslides in the Chimney Rock and Bat Cave areas of Western North Carolina. Following the storm, our Remote Sensing crews were rapidly deployed to begin the survey process, which was operating on an expedited timeline to lay the groundwork for emergency roadway design. Survey control networks were quickly established in collaboration with other consultants to ensure alignment in NCDOT deliverables. We also provided additional conventional control and property surveys for the NC-9 corridor for the design engineer to complete that project.

Our Unmanned Aircraft System (UAS, or drone) teams were able to quickly map planimetrics and topography, providing more than four miles of data within the affected areas using drone-based orthomosaic imagery and LiDAR. Wingtra technology was used for imagery, while LiDAR data was obtained with a Riegl sensor.

Specific corridors that our pilots mapped were NC-9 from Bat Cave proceeding north to the Buncombe County line, and US-64 (also known as US-74 ALT) from Bat Cave east to Chimney Rock. Challenges were numerous, including more than one mile of roadway that was nonexistent due to the extensive flooding. Survey control and flight takeoff locations were also difficult to access in that portion of the project area.

The crucial data allowed for road design and rebuilding to begin in earnest in some of the most devastated areas in the region. Additional LiDAR surveys were completed in the same areas focused on the new alignments of three streams: Grassy Creek, Hickory Creek, and Reedy Patch Creek, and also the Broad River. These additional topographic datasets will assist NCDOT in studying the erosion and hydrology impacts from Hurricane Helene.

## ADDITIONAL DISASTER EXPERIENCE

### NCDOT Aviation Hurricane Dorian UAS Support

#### STATEWIDE, NC

WithersRavenel's UAS staff provide local, regional, and state organizations with a valuable assessment tool.

Following Hurricane Dorian in 2019, WithersRavenel worked with NCDOT to provide aerial imagery and video of flooding, erosion, and other storm effects.

Our UAS teams and equipment offered a quick response and real-time visuals that provided perspective otherwise unattainable in the aftermath of a natural disaster. While Hurricane Dorian was not a major event for most of North Carolina, there were small pockets of the state that were affected.

WithersRavenel UAS response teams were able to work closely with NCDOT coordinators to complete over 15 missions over a two-day period. Some missions ended up being good, positive confirmation of no impact; others showed in-progress flooding of roadways and bridges; others showed washed-out roads and culverts.

These images and videos provided critical information to aid the NCDOT Highways Division's response times to maintain safety on the roadways as well as coordinate repairs in a timely manner.



### Hurricane Florence Disaster Response

#### TROY, NC

The Town of Troy was devastated by flooding from Hurricane Florence in 2018, with some of the worst damage occurring at the Town WWTP. As flood waters of Denson's Creek receded, a breach was revealed in the south end of the 10-acre WWTP equalization basin/converted retired wastewater treatment lagoon. All 16,000,000 gallons of untreated wastewater had drained out. WithersRavenel immediately responded to observe the damage and secure a site inspection by a geotechnical consultant to offer assistance.

WithersRavenel has remained involved on the work since that time, offering consultation, temporary damage repair alternatives, assistance with resolving NCDEQ issues, detailed site inspection and documentation, assistance with Town negotiations with FEMA, and preparation of FEMA documents, including an all-inclusive Damage Dimension and Description and detailed cost opinions.



# Narrative Response

## Hurricane Florence Damage Repair & Stormwater Services

### MAXTON, NC

The Town of Maxton's stormwater conveyance system sustained damage in multiple places during Hurricane Florence in September 2018. FEMA identified the following areas for repair:

- » **Kincaid Street Damaged Road Culvert** – Includes repairing and armoring of downstream embankment of culvert crossing
- » **Ditch Repair** – Includes removal of deposited sediment from stormwater drainage ditch
- » **Malloy Street Culvert** – Includes replacement of asphalt roadway and curb and repair of culvert crossing embankments
- » **Town Drainage Culvert** – Includes repair of seven sink holes that have formed along a drainage culvert

WithersRavenel provided consulting services to aid in the repair, including supplemental field survey; subsurface utility exploration, including utility designation, vacuum excavation, and video pipe inspection; FEMA coordination; design; environmental permitting; informal bidding services; and construction observation services.

We began the project by walking the site with Town staff to review the damage sustained to the stormwater conveyance system and to discuss the project approach, timelines, permitting, and stakeholder engagement. WithersRavenel also reviewed apparent variances in the scope of work approved by FEMA under the disaster relief grant versus the repairs/improvements deemed necessary by the Town to not just restore the conveyance system but mitigate future flooding-related issues.

WithersRavenel's geomatics team collected field survey information and completed subsurface utility engineering (SUE) within the project area, including utility designation, vacuum excavation, and video pipe inspection. WithersRavenel's natural resource team delineated jurisdictional streams, wetlands, and riparian buffers.

We then completed a hydrologic and hydraulic (H&H) analysis to assess the performance of the conveyance system in its pre-disaster state and used the analysis to recommend mitigation, such as widening a drainage ditch to provide more capacity and armoring roadway embankments to increase protection from higher frequency storms.

Conceptual plans illustrating the proposed improvements were prepared, along with the H&H analysis report and scope of work revision request, which were approved by FEMA. WithersRavenel prepared final plans of the proposed repairs and improvements along with a Project Manual. Permits obtained for completion included environmental permitting through the USACE and NCDEQ.

WithersRavenel assisted the Town with bidding on the project and provided construction administration and observation tasks. Our firm also assisted the Town by reviewing payment applications and change order requests submitted by the contractor.





# Narrative Response

## Southeastern Economic Development Commission (SEDC) Disaster Recovery Coordinator

### SOUTHEASTERN NORTH CAROLINA

WithersRavenel assisted the SEDC's member communities with a variety of services, including assistance with grant writing.

#### HURRICANE MATTHEW

The work after Hurricane Matthew focused on assisting a select number of communities as nominated by Councils of Government. Activity centered around identifying priority issues within the following sectors, identified in the resilience plans:

- » Housing
- » Infrastructure
- » Business Development
- » Environment/Natural Resources/Agriculture
- » Public Health and Well-being

#### HURRICANE FLORENCE

Following Hurricane Florence, WithersRavenel opened services to any and all communities in the jurisdiction. Much of the focus has been on applications for the EDA Disaster Supplemental funding availability. One-on-one work with communities, however, identified other areas to address to enhance recovery and resiliency efforts.

### EXAMPLE PROJECTS

**Town of Red Springs** – Millions of dollars in funding for replacement of the Town's water treatment plant and distribution system rehabilitation and purchase of generators to provide backup power for its water supply wells

**City of Clinton** – Supplemental funding to relocate the influent pump station at the wastewater treatment plant to protect it from flooding; funding for levee repairs to protect the plant from creek flooding

**Town of Surf City** – Disaster relief funding for the installation of a second water line under the Intracoastal Waterway to build in a layer of resilience and redundancy for residents on Topsail Island

**Town of Clarkton** – Funding for the purchase of a utility vehicle, which is used to maintain the Town's drainage canals and utility easements

**Town of Pembroke** – Funding for a position equivalent to an Assistant Town Manager responsible for FEMA paperwork, which freed up the Town Manager to tackle CIP and other projects to help the Town move forward

**Town of Dublin** – Sewer outfall replacement

**Town of Lillington** – Emergency repairs

**Town of Bolton** – Emergency repairs

**Town of Maxton** – Water line replacement

**Town of Cerro Gordo** – Stormwater assessments

**Town of Autryville** – Stormwater assessments

**Richmond County** – FEMA disaster relief funding to replace and upsize a damaged culvert; supplemental disaster relief funding from Golden LEAF to replace an adjacent water line

**Sampson & Columbus counties** – Funds to pay for finance officer and planning positions

 **Narrative Response**

# ADDITIONAL STATE, DATA EXPERIENCE

## NCDEQ H&H Studies

### STATEWIDE, NC

In response to multiple dam failures due to overtopping during hurricanes, the NCDEQ, Division of Energy, Mineral and Land Resources (DEMLR), began a multiyear plan in 2019 to assess the overtopping potential of the State's 3,000+ jurisdictional dams.

The study was funded by the Disaster Recovery Act of 2016 and is part of an ongoing effort by Dam Safety to correlate dam susceptibility to overtopping failure with real-time rainfall data as an emergency response tool. WithersRavenel has been a consultant to the NCDEMLR from the program's beginning, providing hydrologic and hydraulic analysis and dam surveys as the program continues to evolve. WithersRavenel completed the surveying and reporting in accordance with Dam Safety's specifications to ensure uniformity so results could be uploaded to a database for future use.

The purpose of the survey and evaluations was for a new template entry for automation developed with teaming

partner RTI. The template entry forms were developed in partnership to improve NCDEQ's historic files of dam information. WithersRavenel field crews also created detailed notes in plan and profile of the impoundments along with updated imagery.

WithersRavenel provided a standardization to the North Carolina State Plane system in locations and elevations that had previously been based on assumed coordinates in many cases.

The results determined the overtopping potential of dams for use in emergency management response to hurricanes and other extreme flooding events. The data could then be used in singular or multiple watershed simulations with varied rainfall and time durations. Conventional and Global Navigation Satellite System (GNSS) Survey control was utilized on the site to create data for the template entries. The survey data provided upstream, downstream, crest(s) of dam, primary, and post outlets information.





# Narrative Response

## Asset Management, Asset Inventory and Assessment (AIA) STATEWIDE, NC

WithersRavenel has provided asset management services with a data-driven focus for a range of clients throughout North Carolina and across the nation from our local offices.

As an example, WithersRavenel assisted the Town of Old Fort in McDowell County with applying for and receiving two AIA grants in the amount of \$253,000 for each system to conduct additional studies to supplement existing Asset Management efforts.

For the water system project, the AIA study project was designed to compile a comprehensive inventory and condition assessment of all system components, create a basic water model of the distribution system, perform a risk analysis, carry out a rate study, create accurate system mapping, establish costs for capital upgrades and create a CIP.

The funded water AIA study will help the Town address water system challenges related to a lack of accurate system mapping, aged system conditions which lead to water loss and tank issues, and resolve compliance issues with DEQ.

We also provided grant administration and compliance services. Other NC municipalities who we have provided with infrastructure asset management or AIA projects include:

- » Asheville
- » Bald Head Island
- » Baton Water Corporation
- » Belmont
- » Cary
- » Clarkton
- » Durham
- » Elizabethtown
- » Elkin
- » Four Oaks
- » Fuquay-Varina
- » Garland
- » Garner
- » Gastonia
- » Goldsboro
- » Green Level
- » Greensboro
- » Henderson County
- » High Point
- » Holly Springs
- » Jefferson
- » Kannapolis
- » Kernersville
- » Lexington
- » Liberty
- » Matthews
- » Monroe
- » Morrisville
- » Old Fort
- » Orange County
- » Pinebluff
- » Pitt County
- » Raeford
- » Reidsville
- » Salisbury Utilities
- » Sanford
- » Selma
- » Siler City
- » Taylorsville
- » Thomasville
- » Troy
- » Tryon
- » Walnut Cove
- » Wayne County
- » White Lake

### UNIQUE ASSET MANAGEMENT EXPERIENCE

Michigan State University (MSU), home to more than 50,000 students and hundreds of facilities, partnered with WithersRavenel to improve infrastructure management, targeting investments, repairs, rehabilitation, and efficiency.

WithersRavenel and a teaming partner developed a facilities lifecycle model tailored to the University's needs. The project began with a comprehensive review of data sources, decision support processes, capital plans, and assessment reports provided by MSU. Workshops were conducted to address lifecycle modeling specific to facilities and to train University staff on updating and refining the model using proprietary software.

Building on the success of the facilities model, WithersRavenel has continued to support MSU with custom Power BI reporting, providing visual aids that enhance decision-making. Additionally, we have begun developing an electric infrastructure lifecycle model to further strengthen their asset management capabilities.

**Key Outcome:** MSU benefits from a tailored, evolving approach to lifecycle modeling and infrastructure planning, improving the efficiency and accuracy of its capital investment strategies.



# Narrative Response

## AVAILABILITY

WithersRavenel sees our team of subject matter experts and technical specialists as an extension of both DOC staff and as team members of Helene-affected communities.

Our culture is based on establishing long-lasting relationships with our clients to serve the communities where we work and live. Accordingly, for every project we pursue, we conduct a thorough evaluation of our capability and capacity to perform the work. In particular, we ensure that we have enough redundancy in depth and breadth of resources that allow us to commit staff to the contract.

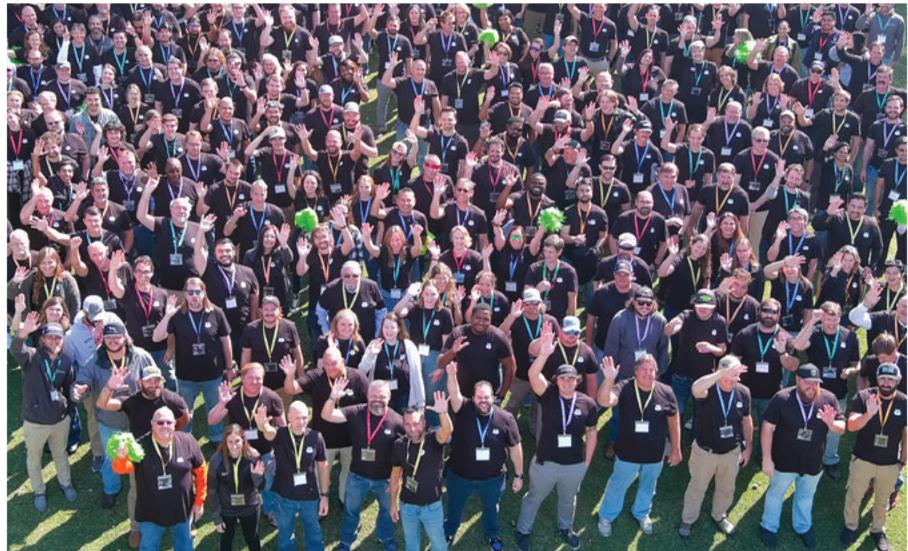
For workload planning, we use Unanet and Smartsheet to maintain a live short- and long-term availability of staff. Our workload planning is updated continuously based on new contracts and committed work.

Our current project workload indicates that we have proper availability to assign staff for this contract. Should additional personnel be needed, we have a deep bench of subject matter experts among our 470+ employee-owners at offices across North Carolina. This allows WithersRavenel the flexibility to work with the state and local communities on both short- and long-term assignments.

Name	Task categories	Availability
Mary Glasscock	Tasks 1, 4, 6, 7 and 12	55%
Ty Colwell	Client Liaison	As needed
Michele Faison	Tasks 1, 4, 6 and 12	50%
Amanda Whitaker	Tasks 1 and 12	35%
Monica Chevalier	Task 11	45%
Megan Powell	Tasks 1, 6, and 12	30%
Shannon Moore	Task 4	30%
Arthur Salido	Task 7	45%
Tucker McKenzie	Task 11	25%
Dori Sabeh	Tasks 7 and 11	30%
David Perry	Tasks 7 and 11	35%
Alisha Goldstein	Tasks 7 and 11	40%
Eddie Staley	Tasks 4, 7, and 11	35%
Glynn Fleming	Tasks 7 and 11	30%
Clark Maness	Tasks 7 and 11	35%
Warren Eadus	Tasks 11 and 17	40%
Gary Kreiser	Tasks 11 and 17	25%
Mark Smith	Task 4	30%
Justin Richardson	Tasks 7 and 11	40%
Joe Turner	Task 11	25%
Alan Mackey	Task 7	45%

### TASKS WE ARE PURSUING

**Task 1:** Development of Policies, Procedures, and Standard Operating Procedures (SOPs); **Task 4:** Procurement Compliance and Monitoring; **Task 6:** Action Plan Development and Amendments; **Task 7:** Needs Assessments, Market Analysis, and Geospatial Support; **Task 11:** Technical and Engineering Support for Infrastructure Projects; **Task 12:** Training, Technical Assistance, and Capacity Building; **Task 17:** Environmental Review





# Narrative Response

## DELIVERABLES THAT MAKE A DIFFERENCE

The deliverable activities provided do not fully reflect the scope of services we would perform should WithersRavenel be selected for this contract. Fuller scope deliverables will be provided with each task order.

### ***Task 1 – Development of Policies, Procedures, and SOPs (Infrastructure)***

WithersRavenel develops comprehensive frameworks that guide the consistent delivery of housing, economic development, and public infrastructure programs. For the Grantee, we create all program policies, procedures, SOPs, and process maps, delivering a clear framework for compliance from launch through closeout. We also maintain version-controlled documentation libraries to keep all policies auditable and current. Our creative staff collaborate with technical experts to transform complex compliance steps into clear, engaging materials that work for multiple types of learners. **For Subapplicants, we prepare step-by-step guides and plain-language templates that simplify complex rules and requirements so applicants can follow the process with minimal risk of error.**

Key aspects of what we provide:

- » Comprehensive program policies, SOPs, and process maps developed
- » Version-controlled documentation library for audit readiness established
- » Cross-cutting compliance requirements established in policies (Section 3, Davis-Bacon)
- » Process development for public hearings, responses to comments, and participation

- » Regulatory compliance crosswalk integrated within all program and policy documentation to ensure alignment with HUD CDBG-DR and other related requirements
- » Plain-language applicant guides, forms, and templates and application with print and online instructions
- » Stakeholder engagement plan and public-facing/online materials

### ***Task 4 – Procurement Compliance and Monitoring***

WithersRavenel transforms monitoring into a continuous, proactive process that reduces findings and speeds up closeout. For the Grantee, we design and manage monitoring systems that include risk assessments, compliance checklists, and schedules. Monitoring plans and process maps are customized using HUD's Monitoring Handbook and built directly into daily program operations. **For Subapplicants, we provide clear instructions and forms that explain how projects will be reviewed, helping applicants submit complete and accurate packages the first time.**

Key aspects of what we provide:

- » Risk assessment framework and annual monitoring schedule
- » Monitoring plans, checklists, and reporting templates tailored to HUD standards
- » Process maps embedding "monitor-as-you-go" compliance
- » Subapplicant monitoring guidance and forms
- » Corrective action tracking and follow-up system





# Narrative Response

## Task 6 – Action Plan Development and Amendments

WithersRavenel congratulates NC DCR on the quick submission and approval of their Action Plan. Our team fully supports amendments as needed of Action Plans to maintain federal requirements while enhancing locally-driven funding priorities. For the Grantee, we design action plan amendments and coordinate local, regional, state and partner input to ensure priorities for public infrastructure projects are representative of local needs. When amendments are required, we take an adaptive approach by incorporating changes in federal guidance, evolving local needs, and community input – quickly. **For Subapplicants, we prepare plain-language guidance to explain how to participate in the Action Plan process, how proposals are reviewed and how policies are established with data that always supports the delivery of this critical, timeline-driven information.**

Key aspects of what we provide:

- » Action Plan amendment drafting for infrastructure including alternatives to review, timelines, literature creation, public comment facilitation, and submission package
- » Adaptive amendment process with version tracking and reporting of feedback
- » Integration of FEMA PA/406, HMGP, and NFIP data for funding priorities as relevant if requested by NC DCR
- » Documentation of public hearings, responses to comments, and stakeholder participation with outcomes reports
- » Regulatory compliance crosswalk to ensure alignment with HUD Federal Register and other policy or programmatic modifications or federal requirements

## Task 7 – Needs Assessments, Market Analysis, and Geospatial Support

WithersRavenel conducts integrated assessments that combine FEMA obligations, NFIP claims, existing GIS data (LiDAR, etc.) and local feedback to prioritize CDBG-DR infrastructure funds for optimal economic revitalization. We review and validate Tropical Storm Helene geospatial datasets, producing updated maps, dashboards, and modeling that visualize impacts and recovery gaps and ideal



outcomes for MID areas. Our team quantifies unmet repair, replacement, codes & standards as feasible and remaining mitigation to establish true infrastructure unmet needs. We determine which federal and state funds are awarded to eligible subapplicants going beyond duplication of benefits review to ensure inclusion of FEMA PA and HMGP funds to the maximum amount allowable. We will then analyze pre- and post-Helene local economic data and devise steps within the infrastructure program's processes to capture – and deliver – infrastructure outcomes to the highest possible local benefit.

Key aspects of what we provide:

- » Verify Tropical Storm Helene geospatial datasets and damage data/maps
- » Needs assessment report evaluating repair, replacement, and mitigation gaps
- » Prioritization matrix linking gaps or needs to CDBG-DR funds and other programs
- » Produce online dashboard with data and maps for local and state decision-making, incorporating pre- and post-economic data with meaningful visual representations
- » Quantify infrastructure program project decisions and outcomes based upon public-facing, established assessments/analyses ensuring HUD MID and program compliance



# Narrative Response

## Task 11 – Technical and Engineering Support for Infrastructure Projects

Our engineering team ensures that public infrastructure projects are technically sound, cost-effective, and deliver measurable community benefits. For the Grantee, we review engineering plans, specifications, cost estimates and benefits to justify project opportunities that consider constructability, environmental impacts, and benefit-cost metrics. We perform project site inspections and continual project verification to support reimbursement requests and keep projects compliant and on schedule. We will provide all engineering verification reports, certifications, issue resolution documentation and related necessary materials to meet CDBG-DR compliance requirements. **For Subapplicants, as requested, we provide clear technical feedback, reports, and lay-friendly program and project-specific guidance to enhance local project scopes for ideal long-term outcomes and greater potential for future federal and state infrastructure funds.**

Key aspects of what we provide:

- » Engineering plan verification and cost estimate validation
- » Constructability and value-engineering recommendations
- » Feasibility studies including benefit-cost metrics
- » Technical memoranda with prioritization recommendations
- » Construction site visits, progress inspections and reimbursement verification reports
- » Project completion, documentation verification and project/program closeout

## Task 12 – Training, Technical Assistance, and Capacity Building

WithersRavenel delivers training and technical assistance that help build lasting capacity and bring innovative project planning and delivery ideas to increase long-term capacity at the state and local levels. For the Grantee, we provide trainings on key CDBG-DR complexities and requirements, clearly define state and local responsibilities, common and avoidable pitfalls, whole-of-community project ideas, documentation standards, and program and project management techniques to simplify lives. All TA comes with online, optimized program manuals, job aids, and visually-appealing guides to ensure consistency under CDBG-DR. **For Subapplicants, we design learning sessions that make complex requirements far more interesting, practical and applicable. We also offer real-time**

assistance about project eligibility and compliance to keep the program running on time.

Key aspects of what we provide:

- » Training curriculum and schedule tailored for program staff and subrecipients
- » Job aids, flow schematics, and manuals for consistent implementation
- » Live technical assistance for intake, eligibility, and compliance questions
- » Capacity-building workshops focused on procurement, monitoring, and closeout
- » Post-training evaluation and refresher materials to sustain knowledge

## Task 17 – Environmental Review

WithersRavenel assesses numerous infrastructure projects of widely varying sizes and types to perform all levels of environmental reviews that meet all federal and state requirements. For the Grantee, we identify the appropriate review tier, perform the necessary studies, publish public notices, and prepare the full environmental record. For Subapplicants, we provide guidance on all activities required of them along with the information needed for environmental compliance. Our team will support or perform the gathering of required data throughout the process. We perform reevaluations when project scopes or funding levels change, ensuring compliance is maintained through the entire project lifecycle, and QA/QC prior FEMA EA's as applicable under the regulations allowing one federal agency to adopt another's prospective or completed EA. Our construction specialists and engineers will ensure all permitting is included and verified.

Key aspects of what we provide:

- » Environmental review tier determination and schedule, or reevaluation and recommendation resulting from QA/QC of existing determination or EA
- » Site visits and work write-up documentation to support Tier 2 reviews
- » Coordination with SHPO/THPO and other agencies to avoid duplication
- » Reevaluation documentation for scope or funding changes
- » Environmental review record (ERR) including studies, public notices & HEROS
- » Closeout-ready compliance file for HUD monitoring



# Narrative Response

## ORGANIZATIONAL CHART

Our skill set and collaborative project approach will allow us to effectively meet task objectives and deadlines. We appreciate the opportunity to present our qualifications to the Department of Commerce to help serve communities in WNC with Helene recovery projects.



### TY COLWELL ■ CLIENT OFFICER

“Our People, Your Success” are not mere words for us—we go above and beyond through value-added approaches that we bring to our clients and projects. One way we put this philosophy into practice is a Client Officer, which is a complimentary service and will give this contract the attention it deserves. As Client Officer, Ty will routinely check in with you to ensure all milestones for on-call contract projects are being met and address any concerns or questions the Department of Commerce or WNC communities may have.



# Resumes and Bios

15 years of disaster recovery, funding, and compliance experience



Mary brings significant experience managing federally-funded grant programs for a variety of public sector and critical nonprofit infrastructure projects, including hospitals and K-12 schools. Her background provides clients essential regulatory clarity and reliable support to efficiently navigate dozens of federal and state grants including BIL funds. **Having worked with hundreds of local governments, utility authorities and non-profit educational and hospital systems, Mary emphasizes key efficiencies and effective interactions with state and federal agency partners to ensure consistent programmatic compliance.**

#### EDUCATION

- » MA, Journalism and Mass Communication, University of Memphis
- » BA, Organizational Psychology, DePaul University

#### TRAININGS LED

- » Minimizing federal compliance complexities for government staff
- » Justifying subsequent grant funding requests and cost shares
- » FEMA hazard mitigation plans and NFIP requirements
- » Federal administrative compliance (2 CFR Part 200) and effective internal controls using data-driven systems

## MARY GLASSCOCK

Infrastructure Project Manager

#### DISASTER RECOVERY EXPERIENCE

- » FEMA Public Assistance Manager, North Carolina Division of Emergency Management (NCEM) from 2014-18
- » CDBG-DR Infrastructure Program Manager, North Carolina Office of Recovery & Resiliency (NCORR) from 2018-22
- » **NCEM (Budget: \$1.7 billion), Statewide, NC. Recovery Operations Lead**
  - » At the request of NCEM chief and with permission from NCORR chief, led a statewide organizational restructuring for the NCEM Recovery Public Assistance section at the start of COVID in 2020

#### CURRENT HELENE PROJECT EXPERIENCE

- » Helene Disaster Recovery Services 4827-DR, Woodfin, NC. Senior Technical Consultant
- » Helene Disaster Recovery Services, Maggie Valley, NC. Senior Technical Consultant
- » Comprehensive Helene Disaster Recovery Services, Montreat, NC. Senior Technical Consultant

#### OTHER NORTH CAROLINA EXPERIENCE

- » Since 2022, justified a total of \$90 million in FEMA BRIC and Flood Management (FMA) benefit cost analyses for applications submitted by seven of North Carolina's local governments.
- » Hired by the state (OSBM DR) to redirect course working directly with Princeville on stalled funding from Hurricane Matthew.
- » Grant administration and compliant documentation system set up for local governments with multiple federal & state grant funds including Princeville and New Bern.
- » Camp Davis funding and projects liaison working with ONWASA and JOED to extend water and sewer to the site; Boiling Spring Lakes FEMA and Department of Defense DCIP grant management compliance advisor.
- » Multiple municipal clients: evaluating historic disaster impacts and viable grant and loan funding plans including EPA water & wastewater; FEMA BRIC; EDA site expansion; Dept. of Commerce rural development; Department of Transportation neighborhood access; and BIA (IIJA/IRA).
- » Policy expertise and lay-friendly reporting related to federal and state funds, project scope development, federal award management, duplication of benefits, and funding roadblocks.



# Resumes and Bios

15 years of disaster recovery, funding, and compliance experience



Michele has 18 years of experience working for state agencies that provide direct public assistance to local governments and nonprofit organizations. **She is currently leading financial and reimbursement compliance initiatives for Helene-ravaged communities in Western North Carolina.** Recently, she worked with the Recovery Section of NCEM as a Senior Grants Manager representing several counties in WNC, provided management and local support of large-scale operations, and was then selected to lead NCEM's Recovery Section Finance and Business Compliance activities.

As the former NCEM State Finance and Business Compliance Manager, her experience and management approach offers clients clarity and hands-on financial compliance guidance as well as opportunities for supplemental funding. She led NCEM's 30-person grant management, supervisory, and management staff in reimbursement requests for more than nine active disasters and led the technical assistance related to FEMA requirements with newly expanded NCEM EMGrants capacity. Her fiscal reporting to NCEM IA/PA Recovery Section leadership for frequent NC Governor's Briefings provided awareness and identified opportunities for improvement.

## EDUCATION

- » BS, Emergency and Disaster Management, Western Carolina University
- » AA, Accounting, Strayer University

## MICHELE FAISON

Federal Financial SME

### DISASTER RECOVERY EXPERIENCE

- » NCEM, Statewide, NC. State Recovery Finance and Business Compliance Manager
  - » Tracked, monitored, and provided budgetary compliance, guidance, and reporting to NCEM Senior Leadership for more than \$2.8 billion in federal funding for public and individual assistance for 18 State and Federal events
- » Non-Congregate Sheltering Program, Statewide, NC. Program Manager
  - » During the COVID-19 crisis, supported formal agreements to expedite CARES Act funding through the North Carolina Pandemic Recovery Office

### OTHER PROJECT EXPERIENCE

- » Comprehensive Helene Disaster Recovery Services, Montreat, NC. Project Manager
- » Helene Disaster Recovery Services 4827-DR, Woodfin, NC. Project Manager
- » Helene Disaster Recovery Services, Maggie Valley, NC. Project Manager
- » Resiliency Consulting Services, New Bern, NC. Project Manager
- » Disaster Closeout, three Legacy Disasters, Various Locations, NC. Project Manager
- » Financial Oversight, five Open State Disasters, Statewide, NC. Project Manager
- » **CDBG-I Grant Administration, Statewide, NC. Funding Specialist**
  - » Maxton                   » Reidsville                   » Goldston
  - » Selma                   » Lowell
- » **CDBG Housing Grant Administration, Statewide, NC. Funding Specialist**
  - » Eden                   » Selma                   » Goldston
  - » Lowell                   » Reidsville
  - » Bessemer City   » Maxton
- » **CDBG-NR Grant Administration, Statewide, NC. Funding Specialist**
  - » East Spencer           » Raeford
  - » Gaston County       » Reidsville
  - » Graham               » Troy



# Resumes and Bios



## EDUCATION

- » MPA, Community and Economic Development, UNC Greensboro
- » BA, Political Science, North Carolina State University

## AMANDA WHITAKER

Director of Funding

**25 years of funding and compliance experience**

Amanda's experience is concentrated in grant writing, grant administration, and community and economic development projects. She has worked with a number of granting agencies on successful projects, including NC Department of Commerce, NC Department of Cultural Resources, NC Department of Environmental Quality, NC Tobacco Trust, Golden LEAF Foundation, and the US Department of Agriculture. Much of her career has been focused on CDBG grants through the NC Department of Commerce and NCDEQ. She has successfully written and administered grants for projects all over North Carolina for economic development, neighborhood stabilization, disaster recovery, housing rehabilitation, parks and recreation, public infrastructure, and downtown revitalization. **She oversees WithersRavenel's entire funding program, which has secured more than \$1 billion for our local government clients.**

## PROJECT EXPERIENCE

- » Helene Disaster Recovery Services 4827-DR, Woodfin, NC. Director of Funding
- » Helene Disaster Recovery Services 4827-DR, Maggie Valley, NC. Director of Funding
- » Helene Disaster Recovery Professional Services, Old Fort, NC. Director of Funding
- » Comprehensive Helene Disaster Recovery Services, Montreat, NC. Director of Funding
- » CDBG-CV Administration, Clarkton, NC. Director of Funding
- » CDBG-NR Application, Gastonia, NC. Director of Funding
- » CDBG-Infrastructure, Shelby, NC. Director of Funding



## EDUCATION

- » MS, Natural Resources with Policy and Administration Concentration, North Carolina State University
- » BA, Life Sciences and Environmental Studies, Guilford College

## MONICA CHEVALIER

CDBG-DR Compliance Specialist

**16 years of funding and compliance experience**

Monica provides compliance expertise for planning, grant writing, administering, and implementing CDBG and HOME projects with federal funds from the U.S. Department of Housing and Urban Development (HUD), as well as providing QA/QC/assisting/coordinating in company-wide funding applications. In her previous role at NC Department of Commerce, she provided technical assistance to approximately 400 CDBG and NSP grantees in compliance. She has also conducted numerous CDBG compliance workshops and training conferences.

## PROJECT EXPERIENCE

- » Helene Disaster Recovery Professional Services, Old Fort, NC. Funding Specialist
- » CDBG-I Grant Administration, East Spencer, NC. Project Manager
- » Interceptor Replacement Project (CDBG-I Funded), Burnsville, NC. Funding Specialist
- » CDBG-CV Administration, Graham County, NC. Funding Specialist
- » CDBG Housing, Bessemer City, NC. Funding Specialist
- » CDBG-NR Administration, East Spencer, NC. Funding Specialist
- » CDBG-I Water & Sewer Improvements, Lowell, NC. Funding Specialist
- » CDBG-I Administration, Reidsville, NC. Funding Specialist
- » CDBG-I Administration, Sanford, NC. Funding Specialist
- » CDBG-I Sewer Improvements, Dunn, NC. Funding Specialist
- » CDBG-I Sewer Improvements, Benson, NC. Funding Specialist



# Resumes and Bios

**EDUCATION**

- » BS, Political Science, Appalachian State University
- » MPA, Public Management, Appalachian State University

**CERTIFICATION**

- » Certified Local Government Budget Officer

**MEGAN POWELL**

Local Government SME

**15 years of funding and compliance experience**

Megan has a strong background working on financial and funding initiatives for local governments in North Carolina. She has worked on grant administration for ARRA Funds, sustainability projects that involved outreach to the community. As a budget manager and internal auditor, she managed a team responsible for Henderson County's annual \$166 million general fund. Her work involved developing best practices, policies and procedures, complying with Local Government Budget and Fiscal Control Act, and ensuring compliance with all local, state, and federal laws. She is a Certified Local Government Budget Officer, and holds leadership positions with WNC community organizations.

**PROJECT EXPERIENCE**

- » Helene Disaster Recovery Services 4827-DR, Maggie Valley, NC. Senior Technical Consultant
- » Helene Disaster Recovery Services 4827-DR, Laurel Park, NC. Senior Technical Consultant
- » Comprehensive Helene Disaster Recovery Services, Montreat, NC. Funding Specialist
- » Disaster Recovery Professional Services, Old Fort, NC. Project Accountant
- » Helene Response, Burnsville, NC. Senior Technical Consultant
- » Helene Response 4827-DR, Woodfin, NC. Senior Technical Consultant
- » Stormwater Rate Study, Biltmore Forest, NC. Financial Analyst
- » Water Financial Analysis, CIP, Rate Study, Black Mountain, NC. Financial Analyst
- » Berkeley Mills Park Sports Complex Expansion, Henderson County, NC. Financial Analyst

**EDUCATION**

- » MBA, Western Carolina University
- » BS, Corporate Finance, Western Carolina University

**SHANNON MOORE**

Financial Compliance Specialist

**24 years of government financial experience**

Shannon brings more than two decades of experience as a financial and auditing professional, working in the private and public sectors. Previously, she served as the Finance Director for the City of Salisbury. Her responsibilities included leading the City's accounting, purchasing, budgeting, and customer service departments. She was a key member of the City's Stormwater fund startup and managed subsequent rate studies. At WithersRavenel, she leads projects that provide comprehensive financial analysis for municipal utility funds, which include diving into client financial data such as program revenues, expenditures, debt, and other factors. She works directly with North Carolina clients through work sessions to build accurate financial analysis models in order to build alternatives for revenue increases and build reserves.

**PROJECT EXPERIENCE**

- » Stormwater Rate Study, Biltmore Forest, NC. Director of Finance
- » CIP, Financial Analysis, and Rate Study, Franklin, NC. Director of Finance
- » Stormwater CIP & Financial Analysis, Cramerton, NC. Director of Finance
- » Water Rate and SDF Study, Cleveland County, NC. Project Manager
- » Financial Analysis and Rate Study, Lowell, NC. Director of Finance
- » Implementation Plan, North Wilkesboro, NC. Director of Finance
- » Stormwater Fee Analysis, Bessemer City, NC. Director of Finance
- » Water and Sewer Merger & Regionalization Feasibility Studies, Old Fort, NC. Director of Finance



# Resumes and Bios



## EDUCATION

- » MS, Civil/Structural Engineering; BS, Civil Engineering, University of Alabama

## LICENSURE

- » Professional Engineer: NC, #044797
- » Certified Floodplain Manager: #NC-17-0666

## GLYNN FLEMING, PE, CFM Practice Area Lead, Utilities Manager

**14 years of infrastructure engineering experience**

Glynn is WithersRavenel's Practice Area Lead for Utilities. He specializes in providing engineering management and general consultation services to developing cities and towns, resident-board water districts, special districts, and state/regional authorities. His technical expertise includes the design and construction of water transmission and distribution systems, wastewater collection and conveyance systems, and systems condition assessment and rehabilitation. He has led a variety of public infrastructure initiatives related to the funding, design, and construction of municipal drainage improvements, drinking water infrastructure, and wastewater infrastructure.

## PROJECT EXPERIENCE

- » CDBG-I Sewer Rehabilitation & Replacement, Benson, NC. Practice Area Lead, Utilities
- » CDBG-I Sewer Improvements, Sanford, NC. Practice Area Lead, Utilities
- » CDBG-I Sewer Rehabilitation, Reidsville, NC. Practice Area Lead, Utilities
- » CDBG-CV Administration, Reidsville, NC. Practice Area Lead, Utilities
- » Pine Swamp WWTP Helene Damages, Burnsville, NC. Practice Area Lead, Utilities
- » On-Call Engineering Services, Clayton, NC. Project Manager
- » On-Call Engineering Services, Benson, NC. Project Manager
- » Briery Run FEMA Mitigation, Kinston, NC. Practice Area Lead, Utilities
- » On-Call Engineering Services, Four Oaks, NC. Project Manager



## CLARK MANESS, PE Utilities Engineer

**12 years of infrastructure engineering experience**

Clark has more than a decade of engineering and project management experience in water and wastewater treatment plant design, pump station analysis and design, sewage sludge incineration system design, anaerobic digester biogas system design, construction administration for various wastewater and water treatment plant projects, project cost estimation, lifecycle cost analysis for prospective treatment plant and biosolids projects, and the development of detailed contract documents.

## PROJECT EXPERIENCE

- » Helene Engineering Response, Spruce Pine, NC. Project Manager
- » CDBG-I Water Line Replacement, Dublin, NC. Project Manager
- » CDBG-I Sewer Improvements, East Spencer, NC. Project Manager
- » CDBG-I Sewer Improvements, Sanford, NC. Project Engineer
- » CDBG-I Interceptor Replacement, Burnsville, NC. Project Engineer
- » CDBG-I Sewer Rehabilitation & Replacement, Benson, NC. Project Engineer
- » Sewer Pump Station Evaluation, Brevard, NC. Project Engineer
- » WWTP Evaluation, Burnsville, NC. Project Engineer
- » WWTP Rehabilitation, Rutherfordton, NC. Project Manager
- » Two Rivers Utilities WTP Assess & CIP, Gastonia, NC. Project Manager
- » Water Quality Study, North Wilkesboro, NC. Project Manager



# Resumes and Bios



## EDUCATION

- » MS, Civil and Environmental Engineering, Univ. of South Florida
- » BS, Civil Engineering, St. Joseph's University

## LICENSURE

- » Professional Engineer: NC, #047183
- » GISP: NC, #67848

## DORI SABEH, PE, GISP Practice Area Lead, Stormwater

### 25 years of infrastructure engineering experience

Dori is our firm's Practice Area Lead for Stormwater. He is a seasoned engineer and project manager with more than 25 years of experience working on a variety of municipal, water resources, and transportation projects for the public and private sectors. His technical expertise includes H&H modeling, natural systems protection and restoration, watershed management master plans, stormwater infrastructure design, and dam engineering. His background also includes extensive work with project development, planning, scoping and budgeting, QA/QC, and construction services.

## PROJECT EXPERIENCE

- » Comprehensive Helene Disaster Recovery Services, Montreat, NC. Practice Area Lead, Stormwater
- » Engineering Services for Infrastructure Damage Repair, Woodfin, NC. Project Manager
- » Helene Disaster Recovery Professional Services, Maggie Valley, NC. Practice Area Lead, Stormwater
- » Woodfin Reservoir Dam Inspection - Helene 4827-DR, Woodfin, NC. Project Manager
- » Comprehensive Stormwater Master Plan, Waynesville, NC. Practice Area Lead, Stormwater
- » Brooklawn-Coulwood SDIP, Charlotte, NC. QA/QC Manager
- » Long Street Storm Drainage Improvements, Salisbury, NC. QA/QC Manager
- » Wastewater Treatment Plant Levee Repair, Maggie Valley, NC. QA/QC Manager



## DAVID PERRY, PE, CFM Stormwater Engineer

### 28 years of infrastructure engineering experience

David ensures stormwater infrastructure solutions that meet all of our clients' goals. He is responsible for overall project analysis, design, and project management, along with practical, cost-effective and constructible solutions for hydraulic designs. His experience includes design of closed systems, flood control measures, floodplain analysis, Stormwater Control Measures (SCM), and stream restoration. David has more than 25 years of experience, both in the public and private sectors.

## PROJECT EXPERIENCE

- » LASII Asset Inventory and Assessment, Spruce Pine, NC. Project Manager
- » Altondale SDIP, Charlotte, NC. Project Manager
- » Watershed Management Plan, Indian Trail, NC. Project Manager
- » Berkeley Mills Park Sports Complex Expansion, Henderson County, NC. Stormwater Engineer
- » Niblick Drive Culvert Replacement, Gastonia, NC. Project Manager
- » Mountain View Drive Culvert, Asheville, NC. Project Manager
- » On-Call Stormwater Services, Cramerton, NC. Project Manager
- » Stormwater Assessment and Planning, Dallas, NC. Project Manager
- » Jump and Run Branch Study, Salisbury, NC. Project Manager
- » LASII Residential Drainage Improvements Study, Kannapolis, NC. Project Manager
- » Long Street Storm Drainage Improvements, Salisbury, NC. Project Manager



# Resumes and Bios



## EDUCATION

- » MS, Civil Engineering: Water Resources, Drexel University
- » BS, Earth and Environmental Engineering, Columbia University

## LICENSURE

- » Professional Engineer: NC, #049642

## ALISHA GOLDSTEIN, PE Stormwater Engineer

**18 years of infrastructure engineering experience**

Alisha is a seasoned stormwater engineer with a variety of experiences as a private consultant, municipal government employee, federal government reviewer, and academic researcher. She has acted as a municipal reviewer and a third party reviewer for stormwater plans and permits across multiple jurisdictions. While working for the Town of Chapel Hill, she co-authored the MS4 annual report. Alisha is committed to regulatory compliance and client communication. She is proficient in a variety of programs, including EPA SWMM, ArcGIS, HEC-RAS, HydroCAD, TR-55, AutoCAD, and Bluebeam Studio.

## PROJECT EXPERIENCE

- » Comprehensive Stormwater Master Plan, Waynesville, NC. Stormwater Engineer
- » LASII Asset Inventory and Assessment, Spruce Pine, NC. Stormwater Engineer
- » On-Call Stormwater Review, Waynesville, NC. Stormwater Engineer
- » WWTP Levee Repair, Maggie Valley, NC. Stormwater Engineer
- » Watershed Management Plan, Indian Trail, NC. Stormwater Engineer
- » LASII Residential Drainage Improvements Study, Kannapolis, NC. Stormwater Engineer
- » Long Street Storm Drainage Improvements, Salisbury, NC. Stormwater Engineer
- » Stormwater Assessment and Planning, Dallas, NC. Stormwater Engineer
- » Niblick Drive Culvert Replacement, Gastonia, NC. Stormwater Engineer
- » Altondale SDIP, Charlotte, NC. Stormwater Engineer



## EDUCATION

- » Engineering Technology, Sandhills Community College

## LICENSURE

- » Professional Land Surveyor: NC, #L-5114
- » GISP: NC, #46317
- » FAA Part 107 Remote Pilot: NC, #398479

## EDDIE STALEY, PLS, GISP Infrastructure Modeling SME

**36 years of local government project experience**

Eddie's decades of service to clients in the local government sector have prepared him for the unique and broad challenges that communities face in maintaining levels of service of public utilities and facilities. Eddie has conducted hundreds of asset inventory and condition assessments for public infrastructure, established a prioritization approach for infrastructure maintenance, and provided a foundation for master planning and capital improvement planning. He has worked with numerous cities across the state to develop funding mechanisms and strategies as part of their infrastructure management programs. Eddie and the Asset Management Team specifically work with clients to help define and develop unique technology, strategic goals, and tactical approaches for managing their infrastructure.

## PROJECT EXPERIENCE

- » Asset Management Lifecycle Planning, Fuquay-Varina, NC. Senior Technical Consultant
- » Asset Inventory of Water & Wastewater, Holly Springs, NC. Senior Technical Consultant
- » Lifecycle Modeling, East Point, GA. Senior Technical Consultant
- » CDBG-Infrastructure Engineering, East Spencer, NC. GIS Specialist
- » CDBG-I Sewer Improvement, Goldston, NC. GIS Specialist
- » CDBG-I Sewer Rehabilitation, Reidsville, NC. GIS Specialist
- » CDBG-I Water Rehabilitation, Maxton, NC. GIS Specialist
- » Utilities Managed Services, Salisbury-Rowan Utilities, Rowan County, NC. Senior Technical Consultant



# Resumes and Bios



## EDUCATION

- » PhD, Analytical Chemistry, Wake Forest University
- » MBA, Business Administration, Western Carolina University
- » BA, Chemistry, Vanderbilt University

## ARTHUR SALIDO

Economic Development SME

**10 years of economic development experience**

Arthur helps communities across the state understand, leverage, and build local assets and resources for growth, prosperity, and resiliency. His background in public and private sector economic development, executive leadership, community engagement, and process management allows him to lead our clients to long-term success on a variety of projects and strategic initiatives. He has contributed to various site development projects across the state, being involved in site identification, due diligence, and infrastructure development. He also collaborates with communities to lead comprehensive economic development planning, risk and resiliency responses, and market analysis.

## PROJECT EXPERIENCE

- » Comprehensive Economic Development Strategy, Jackson County, NC. Project Manager
- » Mountain West Partnership Site Identification, Sylva, NC. Project Manager
- » Asheville Chamber Site Development Strategy, Asheville, NC. Project Manager
- » Marion Business Incubator, McDowell County, NC. Project Manager
- » Duke Energy Site Readiness Program, Statewide, NC. Senior Technical Consultant
- » Site Development Program (Golden LEAF Funded), Statewide, NC. Project Manager
- » Shell Building Program (Golden LEAF Funded), Statewide, NC. Senior Technical Consultant
- » Nantahala Outdoor Center Site Development, Bryson City, NC. Project Manager
- » Rosman Greenhouse Economic Development, Transylvania County, NC. Project Manager



## EDUCATION

- » AA, Civil Engineering; AA, Surveying Technology, Sandhills Community College

## LICENSURE

- » Professional Engineer: NC, #044527

## TUCKER MCKENZIE, PE

Site/Civil PAL, Engineer

**19 years of site/civil engineering experience**

Tucker is WithersRavenel's Practice Area Lead for Site/Civil Development. His experience in residential, commercial, municipal, and industrial land development projects include master planning, sketch layouts, utility layout design, roadway design, and storm drainage design. Tucker has worked with local communities on a range of infrastructure improvement and new development projects.

## PROJECT EXPERIENCE

- » Mountain Community Health Partnership Medical Clinic/Offices, Yancey County, NC. Site/Civil Practice Area Lead
- » Sewer Improvements, Goldston, NC. Project Engineer
- » Lynwood Lakes Water and Sewer, Greensboro, NC. Project Engineer
- » Amity Hill Pump Station Replacement, Cleveland, NC. Project Engineer
- » Pleasant Park, Apex, NC. Project Engineer
- » Project Protein, Apex, NC. Site/Civil Practice Area Lead
- » Chatham Park Development, Pittsboro, NC. Project Engineer
- » East Clayton Community Park, Clayton, NC. Project Engineer
- » North Main Athletic Complex, Holly Springs, NC. Project Engineer
- » Welcome Venture Park, Durham, NC. Site/Civil Practice Area Lead
- » Swift Creek Greenway, Cary, NC. Project Engineer
- » Forestville Road Athletic Park, Knightdale, NC. Project Engineer



# Resumes and Bios

**EDUCATION**

- » BS, Geology, East Carolina University

**LICENSURE**

- » Professional Geologist: NC, #1954

**CERTIFICATIONS**

- » Certified Well Driller: NC, #3410-B
- » Stormwater BMP Inspection and Maintenance

**WARREN EADUS, PG**  
**Environmental Scientist/NEPA SME**
**25 years of environmental experience**

Warren is WithersRavenel's Western Region Director for Environmental Services. He has 25 years of professional work experience in geology and environmental science. The early part of his career dealt chiefly with soil and groundwater contamination assessment and mining work in the Carolinas, and project and operations management. The last 20 years have been spent preparing SEPA and NEPA documents, conducting landfill assessments, Phase I ESAs, Brownfields, wetland and stream delineations, and working on restoration and enhancement projects.

**PROJECT EXPERIENCE**

- » Helene Response/FEMA, Polk County, NC. Project Manager
- » Environmental Site Assessment for Foothills Regional Airport Industrial Park, Caldwell County, NC. Project Manager
- » Berkeley Mills Park Sports Complex Expansion, Henderson County, NC. Environmental Scientist
- » Kims Cove Road Stream Delineation, Canton, NC. Project Manager
- » East Main Sewer Interceptor Improvements (ARPA Funded), Burnsville, NC. Environmental Scientist
- » Blowing Rock Country Club Dam Removal (WATAU-021), Blowing Rock, NC. Environmental Scientist
- » Yancey County Industrial Park Development, Burnsville, NC. Environmental Scientist

**EDUCATION**

- » MS, Soil Science, North Carolina State University
- » BS, Biology, UNC Wilmington

**CERTIFICATIONS**

- » Licensed Soil Scientist: NC, #1276
- » Surface Water ID and Training Course

**GARY KREISER, LSS**  
**NEPA SME**
**19 years of environmental experience**

Gary specializes in coordination with local, state, and federal regulatory agencies for environmental permitting and consistency with current regulations. He is responsible for overseeing and completing NEPA/SEPA and Section 106 review and documentation for various types of public and private development projects. His experience includes environmental assessments of property for due diligence, wetland delineations, riparian buffer determinations, endangered species surveys, riparian buffer coordination and permitting, and Section 401/404 environmental permitting.

**PROJECT EXPERIENCE**

- » Sewer Interceptor Project (CDBG-I funded), Burnsville, NC. NEPA Specialist
- » Water Rehabilitation (CDBG-I funded), Maxton, NC. NEPA Specialist
- » WWTP Rehabilitation (CDBG-I funded), Hertford, NC. NEPA Specialist
- » Sewer Rehabilitation (CDBG-I funded), Reidsville, NC. NEPA Specialist
- » Sewer Rehabilitation (CDBG-I funded), Benson, NC. NEPA Specialist
- » Sewer Replacement (CDBG-I funded), Selma, NC. NEPA Specialist
- » Sewer Rehabilitation (CDBG-I funded), Sanford, NC. NEPA Specialist
- » Sewer Rehabilitation (CDBG-I funded), East Spencer, NC. NEPA Specialist
- » Collection System Improvements (ASADRA funded), Liberty, NC. NEPA Specialist
- » East Side Pump Station (USDA funded), Dunn, NC. NEPA Specialist
- » Raw Water Improvements (FEMA BRIC funded), Dunn, NC. NEPA Specialist



# Resumes and Bios



## MARK SMITH, GISP GIS Analyst

22 years of GIS experience

Mark is a GIS Manager and Analyst responsible for execution of projects which include the supervision and management of people, resources, and clients. This includes mobilizing office and field staff for data collection, data conversion, data management, and providing QA/QC on deliverables. Prior to joining WithersRavenel, Mark acquired 17 years of GIS Consultant experience serving federal, state, and local government clients.

### EDUCATION

- » MS, Natural Resources and Spatial Information Systems, North Carolina State University
- » BS, Forestry and Wildlife Resources, Virginia Tech

### LICENSURE

- » GIS Professional: #90158

### PROJECT EXPERIENCE

- » Stormwater Asset Management Plan, Hendersonville, NC. Project Manager
- » Water & Sewer AIA Engineering, Tryon, NC. GIS Manager/Analyst
- » Water Model Upgrade, Gastonia, NC. GIS Manager/Analyst
- » Mountain Creek Area Sewer Study, Newton, NC. GIS Manager
- » East Main Sewer Interceptor Improvements (ARPA Funded), Burnsville, NC. GIS Manager/Analyst
- » Watershed Management Plan, Indian Trail, NC. GIS Manager/Analyst
- » Sewer Rehabilitation/Replacement (SRF Funded), Tryon, NC. GIS Manager
- » Lead Service Line Compliance Inventory, Jefferson, NC. Project Manager
- » On-Call Stormwater Services, Morganton, NC. GIS Manager
- » Water AIA Engineering, Walnut Cove, NC. GIS Manager/Analyst
- » LASII Residential Drainage Improvements Study Kannapolis, NC. GIS Manager/Analyst



## JUSTIN RICHARDSON, GISP GIS Technician

17 years of GIS experience

Justin is a GIS technician with experience in GPS field data collection, remote sensing technology, and spatial analysis techniques. Prior to joining the WithersRavenel team, Justin worked as a GIS technician for various municipalities in North Carolina and Arizona as a GIS and Engineering Technician in charge of editing and maintaining various municipal GIS data. He is an integral part of the WithersRavenel team utilizing his experience from working with various municipalities to help him understand what our clients need even if they are unable to articulate it. He is proficient in ArcGIS Desktop, Pro, and Online and understands the flow and connection between all of those programs. He is happiest when creating and cleaning up data or creating Online Maps.

### PROJECT EXPERIENCE

- » Sewer AIA Engineering, Marion, NC. GIS Technician
- » Church & King Streets Water & Sewer Improvements, Hendersonville, NC. GIS Technician
- » GIS Stormwater Culvert Inspections, Greensboro, NC. GIS Technician
- » Sewer Rehabilitation/Replacement (SRF Funded), Tryon, NC. GIS Technician
- » US-441 Water Line Replacement, Cherokee, NC. GIS Technician
- » Water AIA Engineering, Elkin, NC. GIS Technician
- » Sewer AIA Engineering, Tryon, NC. GIS Technician
- » Stormwater Master Plan, Biltmore Forest, NC. GIS Technician
- » GIS Conversion, Franklin, NC. GIS Technician



# Resumes and Bios



## JOSEPH TURNER, PE

Construction Manager

**19 years of construction administration experience**

Joe is WithersRavenel's Director of Construction Administration. He brings transportation design and construction administration experience rooted in his work for the North Carolina Department of Transportation and Town of Knightdale. Specifically, he provides driveway and encroachment permitting, erosion and sediment control plans, right-of-way and utility coordination, plan review, and capital improvement project cost estimating.

### EDUCATION

- » BS, Civil Engineering, North Carolina State University

### LICENSURE

- » Professional Engineer: NC, #037512

### PROJECT EXPERIENCE

- » Sunset and Simmons Streets Water Lines Replacement, Pilot Mountain, NC. Project Manager
- » Black Hill Road Water & Sewer, Bryson City, NC. Construction Manager
- » Amazon Sort & Distribution Facility, Garner, NC. Construction Manager
- » East Yancey Sewer Improvements, Burnsville, NC. Construction Manager
- » Church & King Streets Water & Sewer Improvements, Hendersonville, NC. Construction Manager
- » Sunset Sub-Basin Sewer Line Replacement, Pump Station Work, and SCADA System Implementation, Pilot Mountain, NC. Project Manager
- » Pine Swamp WWTP Rehabilitation, Burnsville, NC. Construction Manager
- » Hickory Creek Sewer Outfall, Shelby, NC. Construction Manager
- » Downtown Cary Park, Cary, NC. Construction Manager



## ALAN MACKEY

Construction Field Specialist

**32 years of construction administration experience**

Alan has more than 30 years of experience in the construction industry. He has served as a field representative, foreman, and inspector. He is very familiar with the complex regulatory issues concerning water and wastewater facility construction. His many years of experience in this region have given him a broad understanding of the topography, surface waters and climate of Western North Carolina.

### PROJECT EXPERIENCE

- » Helene Response, Spruce Pine, NC. Construction Field Specialist
- » Highway 19E Force Main Relocation, Spruce Pine, NC. Construction Field Specialist
- » Stream Restoration (DWI Funded), Biltmore Forest, NC. Construction Field Specialist
- » Wastewater Treatment Plant Levee Repair, Maggie Valley, NC. Construction Field Specialist
- » East Yancey Sewer Improvements, Burnsville, NC. Construction Field Specialist
- » Berkeley Mills Park Sports Complex Expansion, Henderson County, NC. Construction Field Specialist
- » Interceptor Replacement Project (CDBG-I Funded), Burnsville, NC. Construction Field Specialist
- » Clinchfield Sub-Basin Rehabilitation & Replacement, Marion, NC. Construction Field Specialist
- » East Main Sewer Interceptor Improvements (ARPA Funded), Burnsville, NC. Construction Field Specialist

### EDUCATION

- » AAS, Building and Construction, Asheville-Buncombe Technical Community College

### CERTIFICATION

- » OSHA Safety

# **WithersRavenel, Inc. and Subsidiaries**

## **Independent Auditor's Report and Consolidated Financial Statements**

December 31, 2023 and 2022



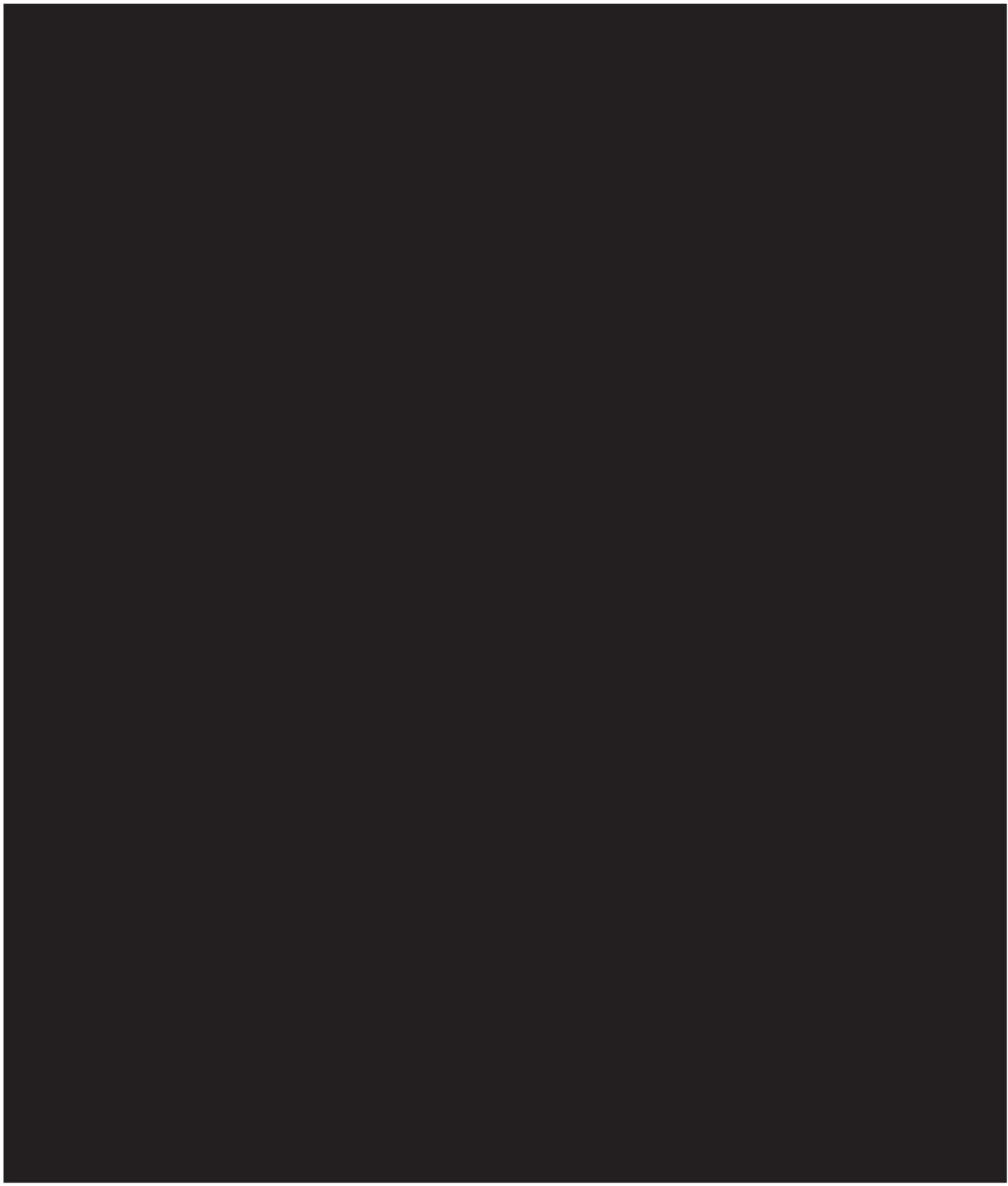
Forvis Mazars, LLP  
One James Center 901 E. Cary Street, Suite 1000  
Richmond, VA 23219  
P 804.282.7636 | F 804.282.1461  
[forvismazars.us](http://forvismazars.us)





# *Financial Capability*

WithersRavenel, Inc. and Subsidiaries  
Consolidated Balance Sheets  
December 31, 2023 and 2022



# Financial Capability

WithersRavenel, Inc. and Subsidiaries  
Consolidated Balance Sheets  
December 31, 2023 and 2022

(Continued)



# *Financial Capability*

WithersRavenel, Inc. and Subsidiaries  
Consolidated Statements of Income  
Years Ended December 31, 2023 and 2022





**WithersRavenel, Inc. and Subsidiaries**  
**Consolidated Statements of Cash Flows**  
**Years Ended December 31, 2023 and 2022**

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**WithersRavenel, Inc. and Subsidiaries**  
**Notes to Consolidated Financial Statements**  
**December 31, 2023 and 2022**

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# *Financial Capability*

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WithersRavenel, Inc. and Subsidiaries  
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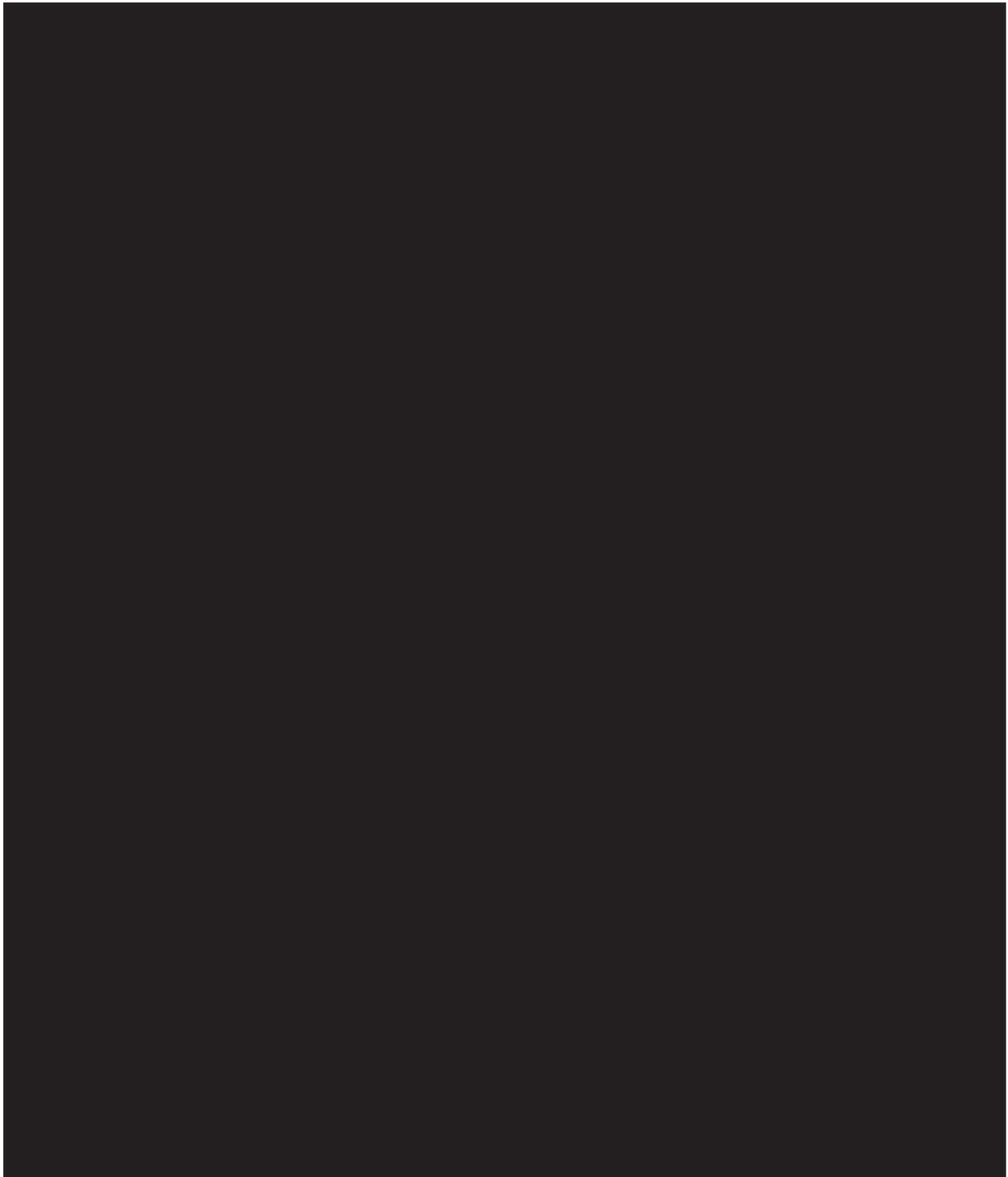
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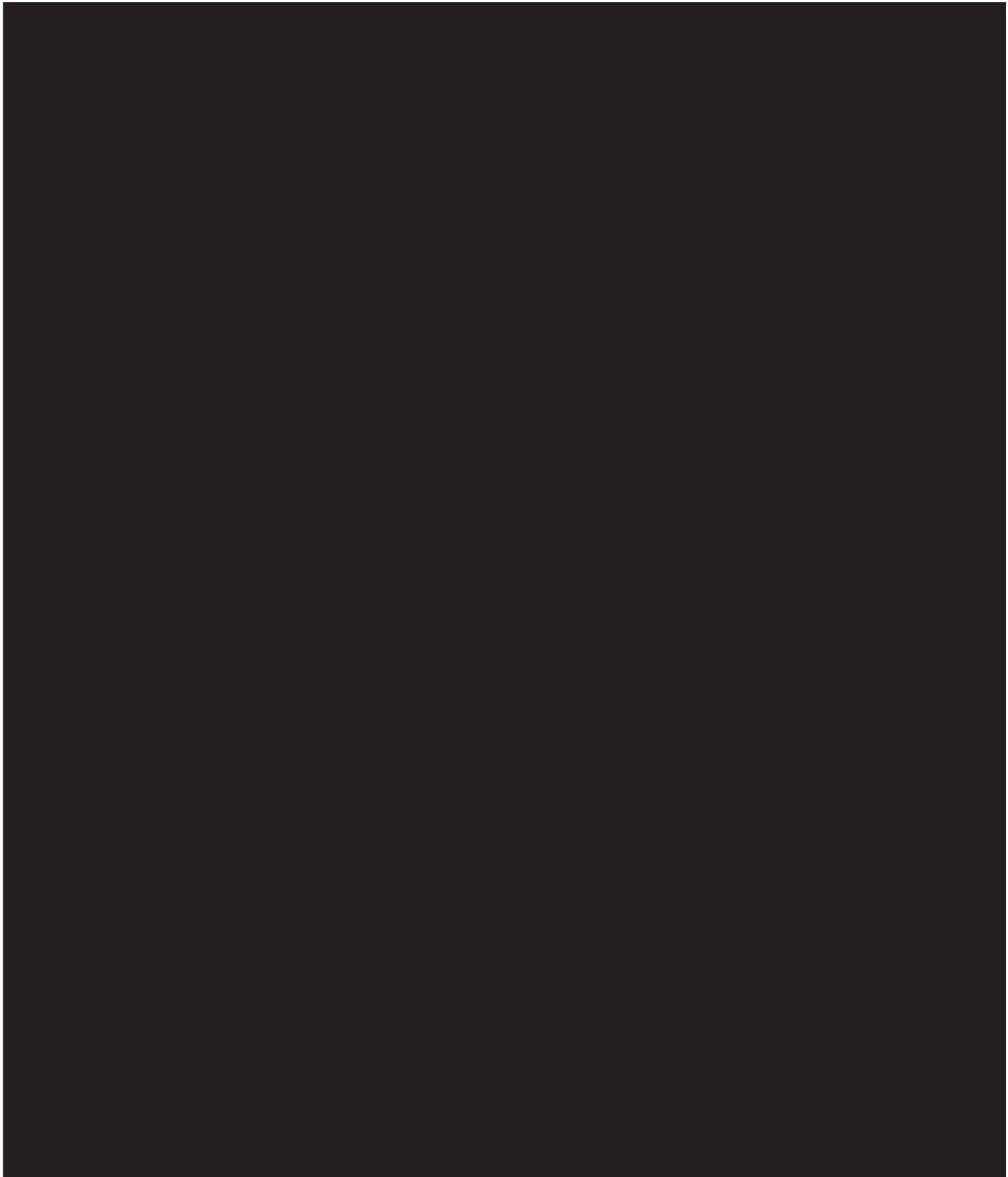
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# **WithersRavenel, Inc. and Subsidiaries**

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WithersRavenel, Inc. and Subsidiaries

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December 31, 2024 and 2023

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One James Center 901 E. Cary Street, Suite 1000  
Richmond, VA 23219  
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[forvismazars.us](http://forvismazars.us)

 **forvis**  
mazars

Board of Directors and Audit Committee  
WithersRavenel, Inc.

*Forvis Mazars, LLP*

# *Financial Capability*

**WithersRavenel, Inc. and Subsidiaries**  
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**(Continued)**

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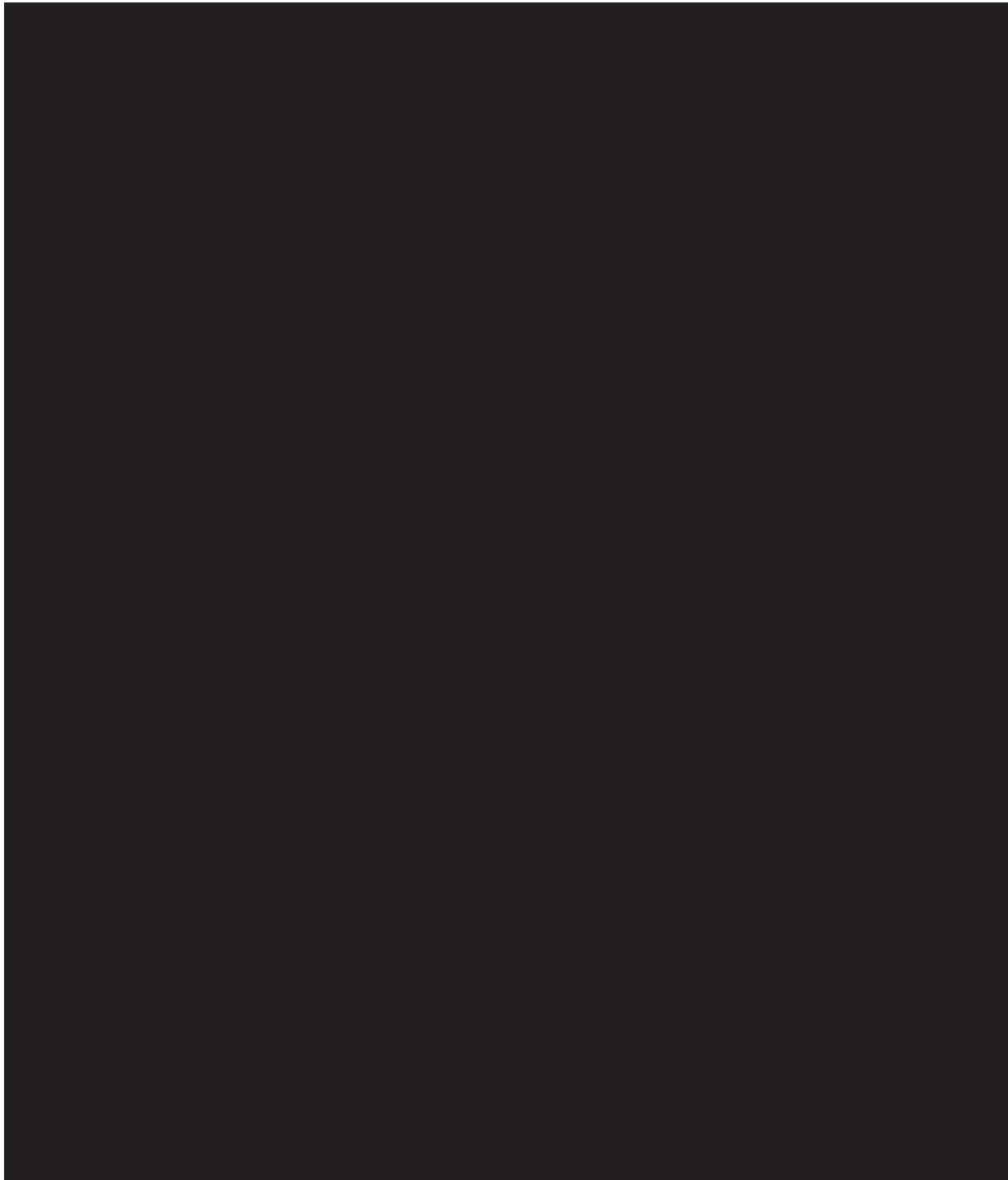
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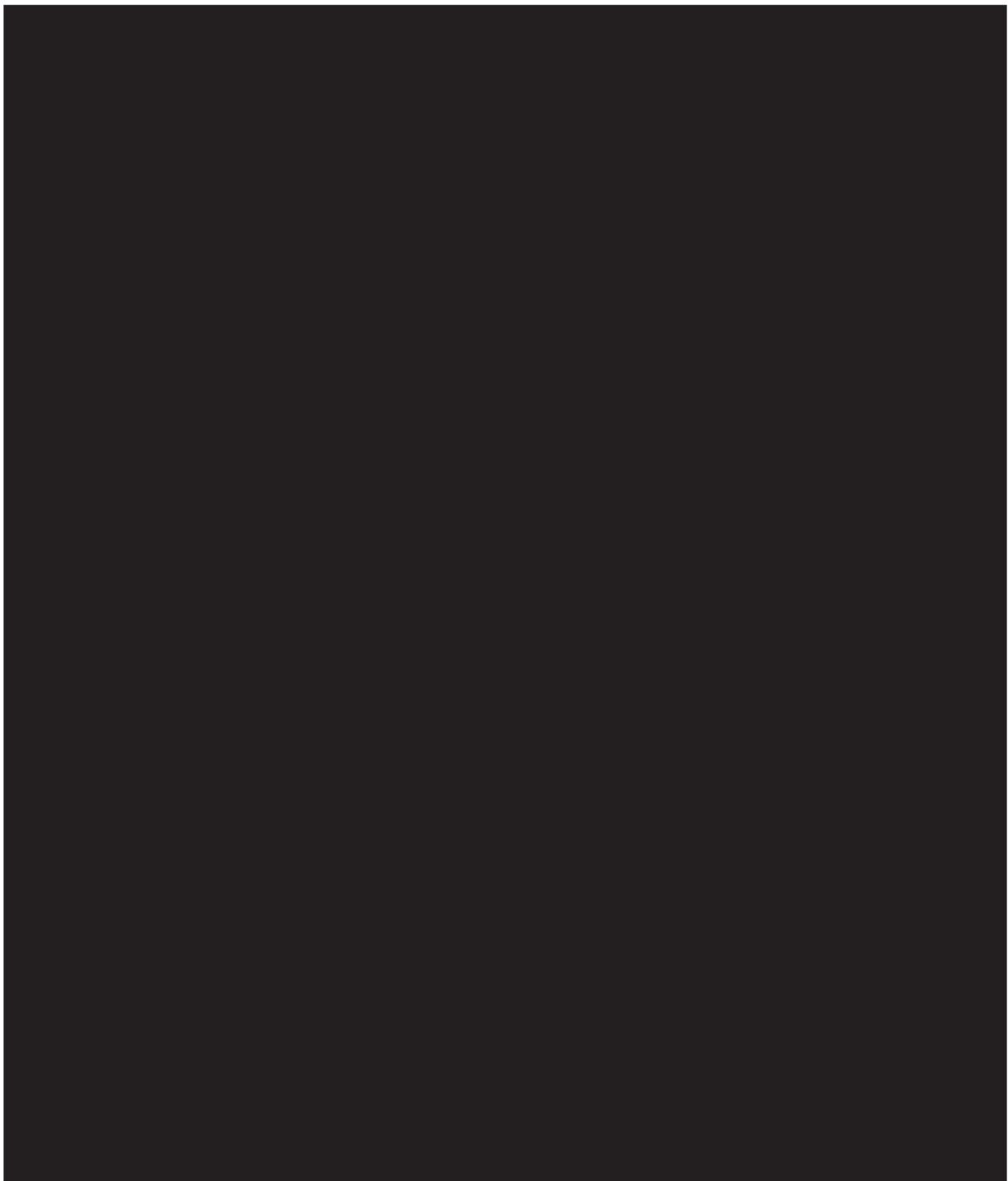
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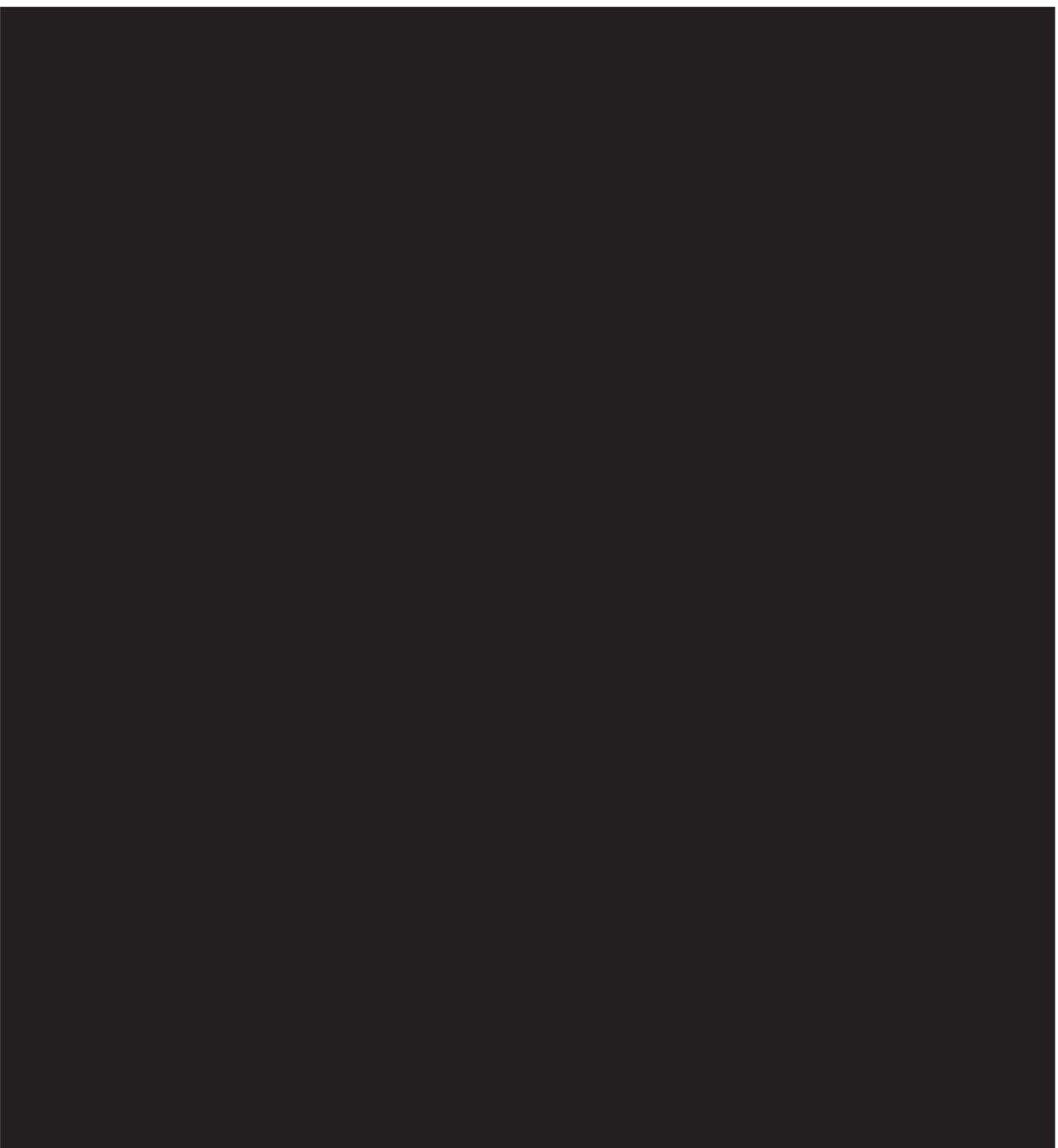
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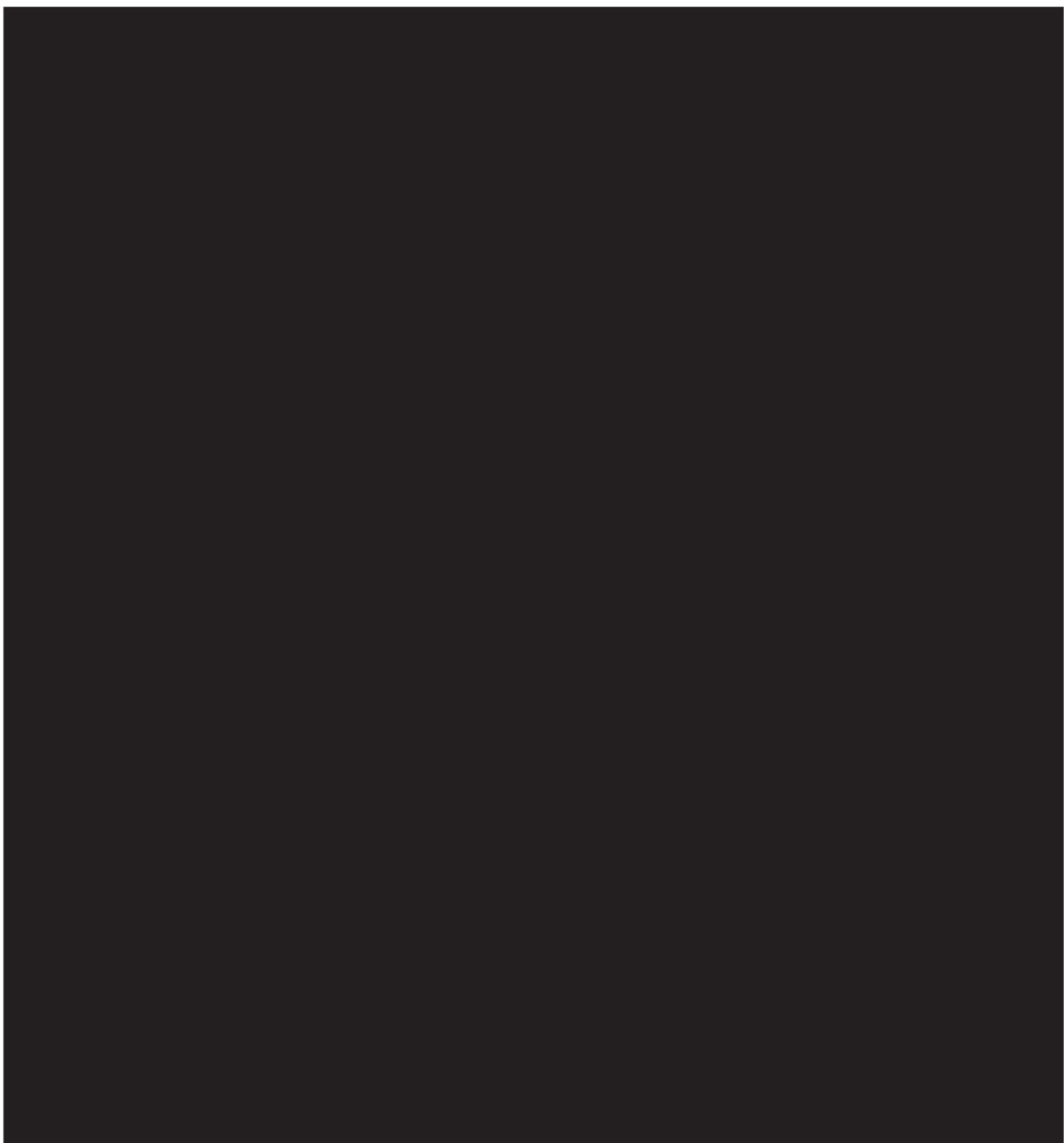
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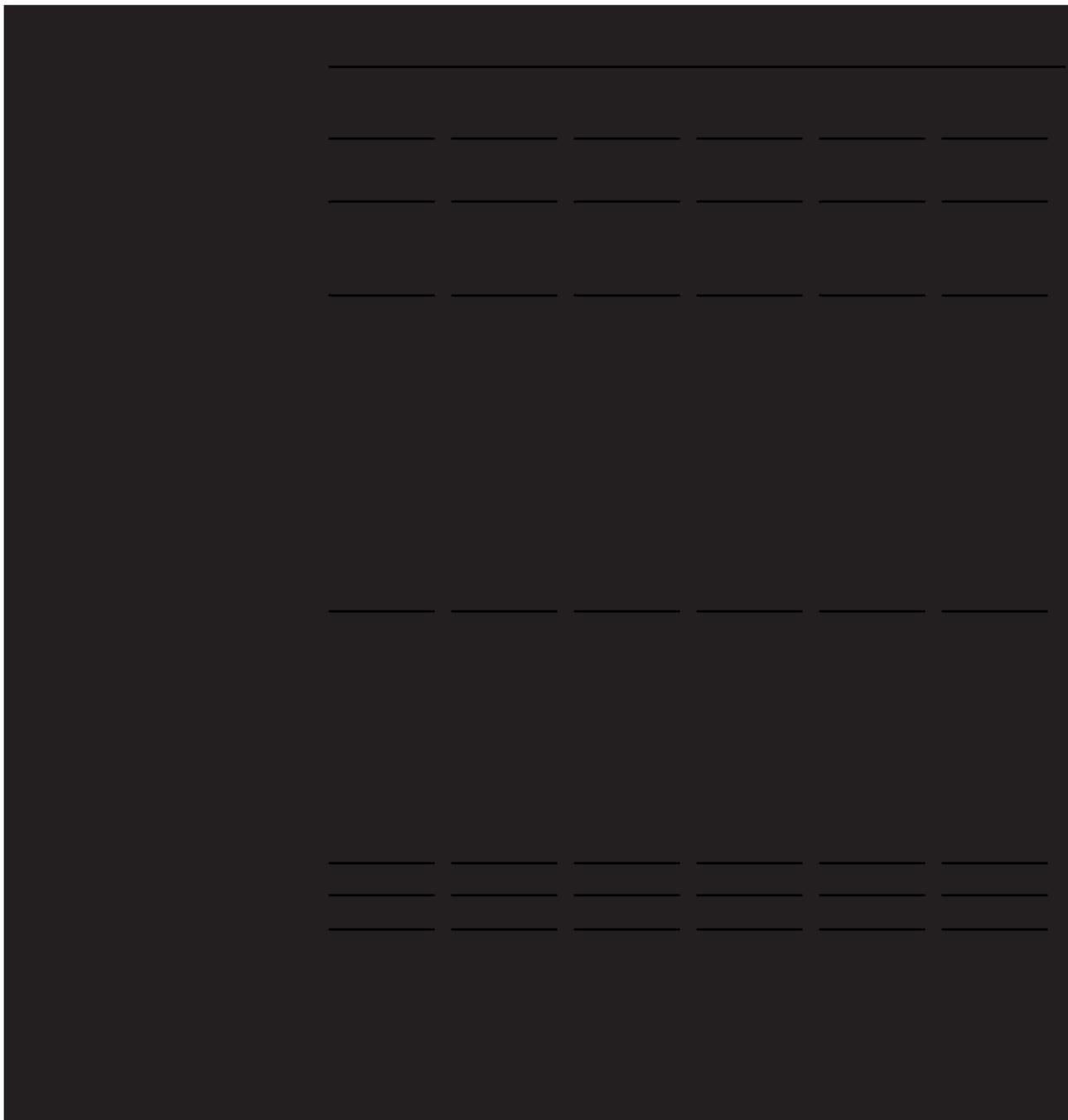
# Financial Capability

WR Balance Sheet - WithersRavenel



WR Income Statement - WithersRavenel

For the period 2025-06



### ***No disclosures to identify***

WithersRavenel has no disclosures for any events, liabilities, or contingent liabilities that could affect our ability to perform this contract.

# *RFP Including Signed Pages, Attachments*



## **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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# RFP Including Signed Pages, Attachments

Proposal Number: Doc1677946894

Vendor: WithersRavenel

## 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**

---

### **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."



# RFP Including Signed Pages, Attachments

Proposal Number: Doc1677946894

WithersRavenel  
Vendor: \_\_\_\_\_

## 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	<b>August 18, 2025, by 5:00 pm ET</b>
Provide Response to Questions	State	August 25, 2025
Submit Proposals	Vendor	<b>September 4, 2025, BEFORE 2:00 pm ET (by 1:59:59)</b>
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.



# RFP Including Signed Pages, Attachments

Proposal Number: Doc1677946894

Vendor: WithersRavenel

**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



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- 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.



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- 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.

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## 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



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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



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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

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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:



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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

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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.

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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).



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## 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.

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## 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



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## 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.



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## 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



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## 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



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- 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



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## 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



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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>	\$270	\$280	\$290
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME
<b>TASK 2 – Financial Compliance, Oversight, and Fraud Prevention</b>			
<b>TASK 3 – Duplication of Benefits (DOB) Compliance</b>			
<b>TASK 4 – Procurement Compliance and Monitoring</b>	\$230	\$240	\$250
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Financial Compliance Specialist; GIS Technician	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Financial Compliance Specialist; GIS Technician	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Financial Compliance Specialist; GIS Technician
<b>TASK 5 – Claims, Appeals, and Case Reviews</b>			
<b>TASK 6 – Action Plan Development and Amendments</b>	\$250	\$260	\$270
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Local Government SME	Infrastructure Program Manager; CDBG-DR Compliance Specialist; Local Government SME
<b>TASK 7 – Needs Assessments, Market Analysis, and Geospatial Support</b>	\$220	\$230	\$240
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager; ED SME; GIS Manager; GIS Technician; Stormwater Engineer; Utilities Engineer; Construction Field Specialist	Infrastructure Program Manager; ED SME; GIS Manager; GIS Technician; Stormwater Engineer; Utilities Engineer; Construction Field Specialist	Infrastructure Program Manager; ED SME; GIS Technician; Stormwater Engineer; Utilities Engineer; Construction Field Specialist
<b>TASK 8 – Program Performance Monitoring and Evaluation</b>			
<b>TASK 9 – Civil Rights, Fair Housing, Labor Standards, and Historic Preservation</b>			
<b>TASK 10 – Audit Readiness and Monitoring Support</b>			
<b>TASK 11 – Technical and Engineering Support for Infrastructure and Housing Projects</b>	\$215	\$225	\$235
<i>Vendor to Indicate All Position Title(s) HERE</i>	CDBG Compliance SME; Stormwater Engineer; Utilities Engineer; Site/Civil Engineer; NEPA SME; Construction Manager; GIS Technician;	CDBG Compliance SME; Stormwater Engineer; Utilities Engineer; Site/Civil Engineer; NEPA SME; Construction Manager; GIS Technician;	CDBG Compliance SME; Stormwater Engineer; Utilities Engineer; Site/Civil Engineer; NEPA SME; Construction Manager; GIS Technician;



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TASK ORDER CATEGORY	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
<b>TASK 12 – Training, Technical Assistance, and Capacity Building</b>	\$215	\$225	\$235
<i>Vendor to Indicate All Position Title(s) HERE</i>	Infrastructure Program Manager, CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager, CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME	Infrastructure Program Manager, CDBG-DR Compliance Specialist; Federal Financial SME; Local Government SME
<b>TASK 13 – Relocation Program (URA/TRA) Development and Compliance Support</b>			
<b>TASK 14 – Communication, Public Information, and Outreach Support</b>			
<b>TASK 15 – Grant Management</b>			
<b>TASK 16 – Technical Systems Specification &amp; Project Management</b>			
<b>TASK 17 – Environmental Review*</b>	<b>UNIT COST</b>	<b>UNIT COST</b>	<b>UNIT COST</b>
<b>Initial Environmental Review:</b>			
Exempt	\$2,500	\$2,750	\$3,025
Categorically Excluded Not Subject to §58.5	\$7,500	\$8,250	\$9,075
Categorically Excluded Subject to §58.5	#####	#####	#####
Environmental Assessment	#####	#####	#####
Environmental Impact Statements	#####	#####	#####
<b>Reevaluation Environmental Review:</b>			
Exempt	\$1,000	\$1,100	\$1,210
Categorically Excluded Not Subject to §58.5	\$2,500	\$2,750	\$3,025
Categorically Excluded Subject to §58.5	\$3,500	\$3,850	\$4,235
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

Assumptions that factored into WithersRavenel environmental pricing:

1. Assumes projects **will** require NEPA 8-Step Process for Wetlands and Floodplain
2. Assumes projects **will not** require Air Quality Modeling because the projects will be in an attainment area
3. Assumes projects **will not** require ESA Section 7 consultation with USFWS, as projects will not result in a potential "take" of a federally listed species.
4. Assumes projects **will not** require formal Section 106 consultation, such as archeological surveys (Ph I/II or III) and grave relocation.

**NOTE:** All listed hourly rates are fully inclusive of salary, overhead, travel outside the home office, and other related contract and staffing expenses.

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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.



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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)



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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.

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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 it 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.



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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.



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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 TRANACT 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



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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



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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

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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.

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- 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

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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



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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

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

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

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

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

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

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

- a) Vendor warrants to the best of its knowledge that:
  - i) Performance under the Contract does not infringe upon any intellectual property rights of any third party; and
  - ii) There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;
- b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor's judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor for such deliverables and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the

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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.



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## 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,



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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



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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.

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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.



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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.



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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

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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>.



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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

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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).

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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

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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.

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Vendor: \_\_\_\_\_**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:**

WithersRavenel will provide the majority of contract services from our headquarters in Cary, NC, and our Asheville, NC, office. Other North Carolina offices which may provide services are located in Raleigh, Downtown Cary, Charlotte, Greensboro, Wilmington, Pittsboro, Southern Pines, and Powells Point.

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**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

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WITHERSRAVENEL, INC.

Vendor: \_\_\_\_\_

**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, WITHERSRAVENEL, INC., 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****C. Chan Bryant, P.E. Chief Risk Officer - Senior VP****Name and Title of Vendor's Authorized Official****2025-09-05****Date**

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WithersRavenel  
Vendor: \_\_\_\_\_

**ATTACHMENT G: DISCLOSURE OF LOBBYING ACTIVITIES**

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

Not applicable

**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.