

**STATE OF NORTH CAROLINA**

**Department of Health and Human Services**

**Request for Proposal #: 30-25255-DSS**

**Temporary Assistance for Needy Families (TANF)**

**Date of Issue: June 4, 2025**

**Proposal Opening Date: July 9, 2025**

**At 2:00 PM ET**

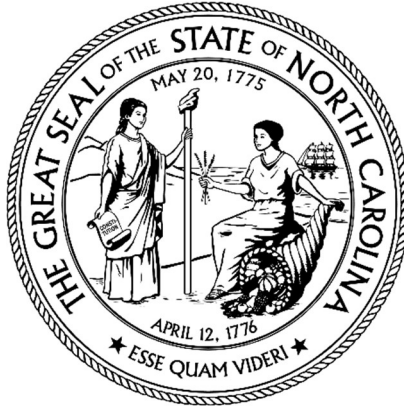
**Direct all inquiries concerning this RFP to:**

David Lukas

Acquisition Support Specialist

Email: [david.lukas@dhhs.nc.gov](mailto:david.lukas@dhhs.nc.gov)

Phone: 510-457-8020



## STATE OF NORTH CAROLINA

### Request for Proposal #

**30-25255-DSS**

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For internal State agency processing, including tabulation of proposals, provide your company's eVP (Electronic Vendor Portal) Number. Pursuant to G.S. 132-1.10(b) this identification number shall not be released to the public. **This page will be removed and shredded, or otherwise kept confidential**, before the procurement file is made available for public inspection.

**This page shall be filled out and returned with your proposal.  
Failure to do so may subject your proposal to rejection.**

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Vendor Name

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Vendor eVP#

**Note:** For a contract to be awarded to you, your company (you) must be a North Carolina registered vendor in good standing. You must enter the vendor number assigned through eVP (Electronic Vendor Portal). If you do not have a vendor number, register at

<https://vendor.ncgov.com/vendor/login>

<b>STATE OF NORTH CAROLINA DIVISION OF SOCIAL SERVICES</b>	
Refer <u>ALL</u> Inquiries regarding this RFP to the procurement lead through the Message Board in the Sourcing Tool. See section <b>2.5</b> for details:	Request for Proposal #: 30-25255-DSS
	Proposals will be publicly opened:
Using Agency: Division of Social Services	Commodity No. and Description: 861322 – Educational Support Services
Requisition No.: 25255	

**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 bid, 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-Vendors 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.

As required by Executive Order 24 (2017), the undersigned vendor certifies will comply with all Federal and State requirements concerning fair employment and that it does not and will not discriminate, harass, or retaliate against any employee in connection with performance of any Contract arising from this solicitation.

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 contracts; 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 is not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

By executing this bid, Vendor certifies that it has read and agreed to the **INSTRUCTION TO VENDORS** and the **NORTH CAROLINA GENERAL TERMS AND CONDITIONS incorporated herein**. These documents can be accessed from the Ariba Sourcing Tool.

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

COMPLETE/FORMAL NAME OF VENDOR:		
STREET ADDRESS:	P.O. BOX:	ZIP:
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE (SEE INSTRUCTIONS TO VENDORS ITEM #21):		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:	FAX NUMBER:	
VENDOR’S AUTHORIZED SIGNATURE*:	DATE:	EMAIL:

**VALIDITY PERIOD**

Offer shall be valid for at least three hundred and sixty-five (365) days from date of bid opening, unless otherwise stated here: \_\_\_\_\_ days, or if extended by mutual agreement of the parties in writing. 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. Depending upon the Goods or Services being offered, other terms and conditions may apply, as mutually agreed.

**FOR STATE USE ONLY:** Offer accepted and Contract awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, as indicated on

The attached certification, by \_\_\_\_\_.

**(Authorized Representative of Division of Social Services)**

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## 1.0 PURPOSE AND BACKGROUND

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The North Carolina Department of Health and Human Services (DHHS) through the Division of Social Services (DSS)/Economic and Family Services Section (EFS) administers the Temporary Assistance for Needy Families (TANF)/Work First Family Assistance (WF) program. At present, all services and benefits are delivered by the county department of human/social services in North Carolina’s 100 counties.

The Work First (WF) program in North Carolina is to assist families in achieving self-sufficiency by providing training, short-term cash benefits and other supportive services. The DSS/EFS Work First team is concerned that the program is not meeting the goal of helping families achieve self-sufficiency. The TANF/WF modernization project will provide DSS with expert advice and guidance in restructuring the program. New available resources and programmatic reforms will help DSS better serve vulnerable families and provide these families with the opportunity to exit the program successfully. DSS/EFS realizes the need for external assistance in determining the best way to modernize the TANF/WF program in North Carolina.

DSS is searching for an experienced vendor with subject matter expertise in TANF/WF modernization to thoroughly review the program in its entirety to provide an assessment of how the program is currently meeting the needs of the citizens of North Carolina. Once this initial review is complete, DSS is expecting the vendor to provide a complete roadmap on how the agency can modernize the program in overall customer service delivery.

The intent of this solicitation is to award an Agency Specific Contract.

### 1.1 CONTRACT TERM

The Contract shall have an initial term of three (3) years, beginning on the date of final Contract execution (the “Effective Date”).

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

## 2.0 GENERAL INFORMATION

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### 2.1 REQUEST FOR PROPOSAL DOCUMENT

This RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award, which are incorporated herein by reference.

### 2.2 E-PROCUREMENT FEE

**ATTENTION: This is an NC eProcurement solicitation facilitated by the Ariba Network. The E-Procurement fee may apply to this solicitation. See the paragraph entitled ELECTRONIC PROCUREMENT of the North Carolina General Terms and Conditions.**

General information on the E-Procurement Services can be found at: <http://eprocurement.nc.gov/>.

#### What is the Ariba Network?

The Ariba Network is a web-based platform that serves as a connection point for buyers and vendors. Vendors can log in to the Ariba Network to view purchase orders, respond to electronic requests for quotes, participate in Sourcing Events, and collaborate with buyers on contract documents.

For training on how to use the Sourcing Tool to view solicitations, submit questions, develop responses, upload documents, and submit offers to the State, Vendors should go to the following site:

<http://eprocurement.nc.gov/training/vendor-training>.

### 2.3 NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS

It shall be 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, issues, regarding any component of this RFP, those must be submitted as questions in accordance with the instructions in the PROPOSAL 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 rejects and will not be 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 Vendors’ instructions herein or to render the proposal non-binding or subject to further negotiation. Vendor’s proposal shall constitute a firm offer that shall be held open for the period required herein (“Validity Period” above).

**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	6/4/2025
Submit Written Questions	Vendor	6/13/2025
Provide Response to Questions	State	6/18/2025
Proposal Due/Opening	State	7/9/2025
Contract Award	State	7/30/2025

**2.5 PROPOSAL 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 Proposal Questions process, Vendors shall submit any such questions by the “Submit Written Questions” date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum.

Questions related to the content of the solicitation, or the procurement process should be directed to the person on the title page of this document via the Sourcing Tool's message board by the date and time specified in the RFP SCHEDULE Section of this RFP. Vendors will enter “RFP # 30-25255-DSS – Questions” as the subject of the message. Question submittals should include a reference to the applicable RFP section. This is the only manner in which questions will be received.

Questions or issues related to using the Sourcing Tool itself can be directed to the North Carolina 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.

Questions received prior to the submission deadline date, the State’s response, and any additional terms deemed necessary by the State will be posted in the Sourcing Tool in the form of an addendum 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 *only* on written material contained in the RFP and an addendum to this RFP.

**2.6 PROPOSAL SUBMITTAL**

**IMPORTANT NOTE: This is an absolute requirement.** Late bids, 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. Failure to submit a proposal in strict accordance with instructions provided shall constitute sufficient cause to reject a Vendor’s proposal(s). Solicitation responses are subject to Sealed Bidding requirements.

Vendor’s proposals for this procurement must be submitted through the Sourcing Tool. For training on how to use the Sourcing Tool to view solicitations, submit questions, develop responses, upload documents, and submit offers to the State, Vendors should go to the following site: <https://eprocurement.nc.gov/training/vendor-training>

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

#### Tips for Using the Sourcing Tool

1. Vendors should review available training and confirm that they are able to access the Sourcing Event, enter responses, and upload files well in advance of the date and time response are due to allow sufficient time to seek assistance from the North Carolina eProcurement Help Desk.
2. Vendors may submit their responses early to make sure there are no issues, and then submit a revised response any time prior to the response due date and time. The State will only review the most recent response.
3. Vendors should respond to all relevant sections of the Sourcing Event. Certain questions or items are required in order to submit a response and are denoted with an asterisk. The Sourcing Tool will not allow a response to be submitted unless all required items are completed. The Sourcing Tool will provide error messages to help identify any required information that is missing when response is submitted.
4. Simply saving your response in the Sourcing Tool is not the same as submitting your response to the State. Vendors should make sure they complete the submission process and receive a message that their response was successfully submitted.
5. **Only Proposals submitted through the Content Section of the Ariba Sourcing Event will be considered. Proposals submitted through the Message Board will not be accepted or considered for award.**

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.

If the Vendor does not provide a redacted version of the proposal with its proposal submission, the Department may release an unredacted version if a record request is received.

## 2.7 PROPOSAL CONTENTS

Vendors shall provide responses to all questions and complete all attachments for this RFP that require the Vendor to provide information and upload them to the Sourcing Event in the Sourcing Tool. Vendor may not be able to submit its response in the Sourcing Tool unless all required items are addressed. Vendors shall provide authorized signatures 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.

Vendor shall include the following items and attachments in the Sourcing Tool:

- a) Cover Letter, which must contain the following: (i) a statement that confirms that the proposer has read the RFP in its entirety, including all links, and all Addenda released in conjunction with the RFP; (ii) a statement that the Vendor agrees to perform in accordance with the scope of work, requirements, and specifications contained herein; and (iii) Vendor's agreement to comply with all instructions, terms and conditions, and attachments.
- b) Title Page: Include the company name, address, phone number and authorized representative along with the Proposal Number.
- c) Completed and signed version of all EXECUTION PAGES, along with the body of the RFP.
- d) Signed receipt pages of any addenda released in conjunction with this RFP, if required to be returned.

- e) Completed version of ATTACHMENT A: PRICING
- f) Completed and signed version of ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION
- g) Completed and signed version of ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR
- h) Completed and signed version of ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION
- i) Completed and signed version of CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS and OMB STANDARD FORM LLL

## **2.8 ALTERNATE PROPOSALS**

Unless provided otherwise in this RFP, Vendor may submit alternate proposals for comparable Goods, various methods or levels of Service(s), or that propose different options. Alternate proposals must specifically identify the RFP requirements and advantage(s) addressed by the alternate proposal. Each proposal must be for a specific set of Goods and Services and must include specific pricing. Each proposal must be complete and independent of other proposals offered. If a Vendor chooses to respond with various offerings, Vendor shall follow the specific instructions for uploading Alternate Proposals in the Sourcing Tool.

## **2.9 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS**

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

## **3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS**

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### **3.1 METHOD OF AWARD**

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. The Goods or Services being procured shall dictate the application and order of criteria; however, all award decisions shall be in the State's best interest. All qualified proposals will be evaluated, and awards will be made to the Vendor(s) meeting the specific RFP Specifications and achieving the highest and best final evaluation, based on the criteria described below.

While the intent of this RFP is to award a Contract(s) to a single Vendor, the State reserves the right to make separate awards to different Vendors for one or more line-items, to not award one or more line-items 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 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 subvendors and suppliers, is prohibited from engaging in conversations intended to influence the outcome of the evaluation. See Paragraph 29 of the Instructions to Vendors entitled COMMUNICATIONS BY VENDORS.

Each Vendor submitting a proposal to this RFP, including its employees, agents, subvendors, 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 subvendor 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 according to the method stated in the Proposal 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. When negotiations after receipt of bids are authorized pursuant to G.S. 143-49 and 01 NCAC 05B.0503, only the names of offerors and the Goods and Services offered shall be tabulated at the time of opening. If negotiation is anticipated, cost and price shall become available for public inspection at the time of the award. Interested parties are cautioned that these costs and their components are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of a Vendor's pricing position.

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.

Upon completion of the evaluation process, the State will make award(s) based on the evaluation and post the award(s) to the *electronic Vendor Portal (eVP)*, <https://evp.nc.gov>, under the RFP number for this solicitation. Award of a Contract to one Vendor does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous and represented the best value to the State.

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, and in either case to require Vendor to submit a Best and Final Offer (BAFO) based on discussions and negotiations with the State.

### 3.4 EVALUATION CRITERIA

In addition to the general criteria in G.S. 143-52 which may or may not be relevant to this RFP, all qualified proposals will be evaluated, and award made based on considering the following criteria, to result in an award most advantageous to the State:

**BEST VALUE:** "Best Value" procurement methods are authorized by N.C.G.S. §§143-135.9 and 143B-1350(h). 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 offer; the Vendor's past performance; and the evaluated probability of performing the specifications stated in the solicitation on time, with high quality, and in a manner that accomplishes the stated business objectives and maintains industry standards compliance. The intent of "Best Value" procurement is to enable Vendors to offer and the Agency to select the most appropriate solution to meet the business objectives defined in the solicitation and to keep all parties focused on the desired outcome of a procurement.

A ranking method of source selection will be utilized in this procurement using evaluation criteria listed in order of importance in the Evaluation Criteria section below to allow the State to award this RFP to the Vendor(s) providing the Best Value and recognizing that Best Value may result in award other than the lowest price or highest technically qualified offer. By using this method, the overall ranking may be adjusted up or down when considered with, or traded-off against, other non-price factors.

**EVALUTION METHOD:** Narrative and by consensus of the evaluation committee, explaining the strengths and weaknesses of each proposal and why the recommended awardee(s) provide the best value to the State.

All qualified proposals will be evaluated, and award made based on considering the following criteria listed in descending order of importance, to result in an award most advantageous to the State:

1. Vendor Technical Approach (Section 5.2 Technical Approach)
2. Vendor Experience (Section 4.5).
3. Pricing (Section 4.1/Attachment A)

### 3.5 PERFORMANCE OUTSIDE THE UNITED STATES

Vendor shall complete ATTACHMENT F: 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

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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 Proposal Questions Section above.

### 4.1 PRICING

Proposal price shall constitute the total cost to the State for complete performance in accordance with the requirements and specifications herein, including all applicable charges for handling, transportation, administrative and other similar fees. Complete ATTACHMENT A: PRICING FORM and upload in the Sourcing Tool.

## 4.2 INVOICES

Vendor shall invoice the Purchasing Agency. The standard format for invoicing shall be Single Invoices, meaning that the Vendor shall provide the Purchasing Agency with an invoice for each order. Invoices shall include detailed information to allow Purchasing Agency to verify pricing at point of receipt matches the correct price from the original date of order. The following fields shall be included on all invoices, as relevant:

Vendor's Billing Address, NC Contract Number, Item Descriptions, Price, Quantity, and Unit of Measure.

**INVOICES MAY NOT BE PAID UNTIL AN INSPECTION HAS OCCURRED AND THE GOODS OR SERVICES ACCEPTED.**

## 4.3 FINANCIAL STABILITY

As a condition of contract award, the Vendor must certify that it has the financial capacity to perform and to continue to perform its obligations under the Contract; that Vendor has no constructive or actual knowledge of an actual or potential legal proceeding being brought against Vendor that could materially adversely affect performance of this Contract; and that entering into this Contract is not prohibited by any contract, or order by any court of competent jurisdiction.

Each Vendor shall certify it is financially stable by completing ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION. The State is requiring this certification to minimize potential issues from contracting with a Vendor that is financially unstable. From the date of the Certification to the expiration of the Contract, the Vendor shall notify the State within thirty (30) days of any occurrence or condition that materially alters the truth of any statement made in this Certification. The Contract Manager may require annual recertification of the Vendor's financial stability.

## 4.4 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 vendors in purchasing Goods and Services. As such, this RFP will serve to identify those Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subvendors. Vendor shall complete ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION.

## 4.5 VENDOR EXPERIENCE

In its Proposal, Vendor shall demonstrate experience with public and/or private sector clients with similar or greater size and complexity to the State. The vendor shall provide, at minimum, one (1) reference from previous like-item services pertaining to program assessments/management. The selected vendor should review this scope of work to determine if their organization meets the minimum requirements listed by DSS/EFS. The vendor must demonstrate they have:

- Relevant experience with public assistance programs such as SNAP (Supplemental Nutrition Assistance Program), TANF (Temporary Assistance for Needy Families), Medicaid, Child Support, Childcare subsidies, etc.
- Project management capacity, particularly in organizational change management methods (OCM), quality assurance (QA), and other methods that are needed.
- The capability to provide their services remotely.

## 4.6 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 vendor under this Contract and shall be responsible for the performance and payment of all subvendors(s) that may be approved by the State. Names of any third-party Vendors or subvendors of Vendor may appear for purposes of convenience in Contract documents; and shall not limit Vendor's obligations hereunder. The vendor will retain executive representation for functional and technical expertise as needed in order to incorporate any work by third party subvendor(s).

Should the Vendor’s proposal result in an award, the Vendor shall be required to agree that it will not substitute key personnel assigned to the performance of the Contract without prior written approval by the Contract Lead. Vendor shall 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. Upon such termination, the State may request acceptable substitute personnel or terminate the contract Services provided by such personnel.

**4.7 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, 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 to the same extent and in the same manner as if specifically described in the Contract. 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.

**4.8 LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS**

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

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

Vendors must complete and submit the CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS and the OMB STANDARD FORM LLL when responding to this solicitation.

**5.0 SPECIFICATIONS AND SCOPE OF WORK**

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**5.1 GENERAL**

**I. Background**

The North Carolina Department of Health and Human Services (DHHS), through the Division of Social Services (DSS)/Economic and Family Services Section (EFS), administers the Temporary Assistance for Needy Families (TANF)/Work First Family Assistance (WF) program. At present, all services and benefits are delivered by the county department of human/social services in North Carolina’s 100 counties.

The selected vendor will assist the DSS team with resolving these questions:

- How can DSS best serve North Carolina citizens enrolled in the program moving forward?
- Is DSS effectively utilizing current program resources to provide the necessary tools to assist clients in the program?
- What are the best action steps DSS should take to achieve these goals?
- Are there resources available that DSS is not aware of to help clients become self-sufficient?
- Are there other stakeholders in this field who DSS should partner with to best serve clients?
- Are there current Work First policies that could be changed with or without legislative involvement? Are current Work First policies too restrictive for clients that could negatively impact their success in the program?

## II. Purpose

The selected vendor will be an active partner in assisting DSS with developing plans for this project. DSS would like to explore initiatives that focus on modernizing the TANF/WF program. The topics listed below are of interest to DSS; however, this is not an exhaustive list, as the team is open to additional recommendations from the selected vendor:

- Review existing TANF/WF policies to determine the effectiveness of these policies and to determine any necessary revisions. If any policy is deemed ineffective, the vendor will present solutions to DSS on how to make the necessary changes. The vendor will provide assistance to DSS in making those changes.
- Reviewing North Carolina general statutes and federal TANF regulations to determine how to proceed in developing strategies on presenting arguments for amendments to existing state regulations. The vendor will also provide interpretations of new TANF rules that are not currently applicable to North Carolina.
- Create and maintain collaborations with other divisions that share the same clients for better solutions to serve these clients. This could involve creating a Memorandum of Agreement (MOA)/Memorandum of Understanding (MOU) with these divisions. The Vendor will draft communications on how to address this need.

We are seeking a vendor to design, develop policy and process flows and outcome measures to address the following topics:

- Two-generational approach to serving vulnerable families. What could this look like in the North Carolina modernized plan.
- Enhanced behavioral and mental health services for adults and children.
- Enhanced communication with local county leaders in implementing modernized processes that will benefit citizens in that county.
- Short-term gains within the program that could be achieved in twelve months or less. Short term gains are those benefits or services that do not require legislative approval.
- Long term program revisions that do not require legislative approval.
- Increased awareness of the program, especially in rural areas where clients may not be aware of the program and their eligibility for the program.

The vendor will inform DSS if the above action items can be achieved in this state and if so, the vendor must have the capacity to provide an innovative approach in helping DSS reach the goal of modernizing the program.

The selected vendor should have the following skill set and be able to provide the requested services listed below:

- Provide continuous expert advice on the best course of action to take in all major developments throughout the life of the project. The vendor will provide written action steps on how to achieve all recommendations submitted to DSS.
- Closely working with the DSS/EFS team on how to achieve goals agreed upon by the DSS/EFS team through regular meetings via in person, by phone or virtual platform.
- Project management tools including coaching DSS program staff to assist the team in identifying areas of restructuring the overall program.
- Conduct an As-Is assessment of the current program.

- Conduct a To-Be Analysis of how the program can modernize overall services and benefits.
- Blueprint on how to build partnerships with other divisions within the Department of Health and Human Services and other state and local agencies.
- Determining what changes require legislative approval and those changes that can be made by DSS leadership. The vendor should be able to offer viable suggestions on how to develop and submit these recommendations to the legislative body. These suggestions should be accompanied by a written action plan to DSS/EFS.

### III. Milestones and Deliverables

The following are Milestones and Deliverables that the vendor must work with the DSS/EFS team to complete:

#### 1. Identify Relevant Stakeholders

- a. The vendor shall identify all the stakeholders who will impact or may be impacted by this effort and provide the stakeholder analysis report to DSS.
- b. As a result of the stakeholder analysis report, the vendor shall develop a Responsibility Assignment Matrix (Responsible Accountable Support Consult and Informed – (RASCI chart) to define stakeholders' roles and responsibilities.

#### 2. Conduct Analysis of Current Business Processes

- a. The vendor shall document all relevant "as-is" DSS business processes as well as any workarounds that are currently employed, including but not limited to As-Is Workflow(s), SWOT analysis, and Value stream map.

#### 3. Conduct To-Be Process Analysis

- a. The vendor shall provide recommendations for new policies/procedures to streamline and modernize the program. The vendor will work with the DSS/EFS team to suggest process improvements and areas of policy which may be streamlined for efficiency.
- b. As a result of the business process analysis, the vendor shall develop a process optimization plan.

#### 4. Project Reporting and Documentation

- a. The vendor is required to provide the DSS project team with weekly written progress reports for this project. These are due to DSS project team by the close of business on a specific day each week, to be determined by DSS project team throughout the life of the project.
- b. The vendor will prepare a risk/issue and decision log to be maintained throughout the life of the project.
- c. The vendor will maintain its project work plan throughout the life of the project.
- d. The progress reports shall cover all work performed and completed during the week for which the progress report is provided and shall present the work to be performed during the subsequent week.
- e. The progress report shall identify any problems encountered or still outstanding with an explanation of the cause and resolution of the problem or how the problem will be resolved.
- f. The vendor will be responsible for conducting weekly status meetings with the DSS project team. The meetings will be held on a specific day of each week at a time and place so designated by DSS project team- unless revised by DSS project team. The meetings can be in person or over the phone at the discretion of the DSS project team.

- g. The vendor must solicit stakeholder feedback from the bi-weekly meetings and incorporate this feedback towards completion of the Deliverables.

**5. Project Management Activities**

- a. Provide weekly briefings on progress and risks to DSS leadership.
- b. Finalize project timeline within the first 90 days with quarterly updates along with information sharing methods.
- c. Perform internal project management including, but not limited to, management of an integrated work plan, ownership and coordination of the TANF/WF practice and policy workstream(s) within the integrated workplan, and coordination of NC DSS decision making processes.
- d. Assist DSS management and program staff to identify, document, prioritize, and manage project action items and tasks through organizing information.
- e. Support designated DSS program staff, the Work First policy team and vendor personnel with the coordination of program and policy work related to the TANF Modernization project.

**6. Deliverable Guidelines**

- a. Deliverables must be provided on the dates specified. Any changes to the delivery date must have prior approval (in writing) by the DSS contract administrator or designee.
- b. If the deliverable cannot be provided within the scheduled time frame, the vendor is required to contact the DSS contract administrator in writing with a reason for the delay and the proposed revised schedule. The request for a revised schedule must include the impact on related tasks and the overall project.
- c. A request for a revised schedule must be reviewed and approved by the DSS contract administrator before placed in effect. Contract Terms and Conditions may dictate remedies, costs, and other actions based on the facts related to the request for a revised schedule.
- d. DSS project team will complete a review of each submitted Deliverable within 15 working days from the date of receipt.

**IV. TASKS/DELIVERABLES**

Identify Relevant Stakeholders			
Reference	Deliverable	Completion Date	Service Offered Meets Specification
1.	Kickoff Meeting	Within 14 days of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO
2.	Stakeholder Analysis Document	Within 30 days of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO
3.	Responsibility Assignment Matrix (RASCI Chart)	Within 8 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO

Conduct Analysis of Current Business/Program Procedures			
Reference	Deliverable	Completion Date	Service Offered Meets Specification
4.	As-Is Workflow(s)	Within 8 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO

5.	Program Value-Stream map of current program	Within 8 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO
6.	SWOT analysis	Within 8 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO

**Conduct To-Be Process Analysis**

Reference	Deliverable	Completion Date	Service Offered Meets Specification
7.	Recommendations for procedures to streamline and standardize existing processes. Future State Value Stream map and recommendations with detailed steps	Within 12 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO
8.	Process Optimization Plan	Within 12 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO

**Project Reporting and Documentation**

Reference	Deliverable	Completion Date	Service Offered Meets Specification
9.	Risk/Issue and Decision Log	Within 14 weeks of contract execution	<input type="checkbox"/> YES <input type="checkbox"/> NO
10.	Project Work Plan	Within 12 weeks of contract execution and ongoing	<input type="checkbox"/> YES <input type="checkbox"/> NO
11.	Status Report	Bi-weekly	<input type="checkbox"/> YES <input type="checkbox"/> NO
12.	Project Meeting Agendas	No later than 24hours prior to meeting	<input type="checkbox"/> YES <input type="checkbox"/> NO
13.	Project Meeting Minutes	No later than 24hours prior to meeting	<input type="checkbox"/> YES <input type="checkbox"/> NO

**Project Management Activities**

Reference	Deliverable	Completion Date	Service Offered Meets Specification
14.	This line-item is for hourly project management activities not directly linked to a deliverable but are associated with directly with the program assessment. For example, assist DSS executive and program staff to identify, document, prioritize, and manage project action items and tasks associated with legislation and DSS Program Staff Training.	Iterative and ongoing throughout life of project	<input type="checkbox"/> YES <input type="checkbox"/> NO

**5.2 TECHNICAL APPROACH**

Vendor’s proposal shall include, in narrative, an outline, and/or graph form the Vendor's approach to accomplishing the tasks outlined in the Scope of Work section of this RFP. A description of each task and deliverable and the schedule for accomplishing each shall be included.

## 6.0 CONTRACT ADMINISTRATION

All Contract Administration requirements are conditioned on an award resulting from this solicitation. This information is provided for the Vendor’s planning purposes.

### 6.1 CONTRACT MANAGER

The Vendor shall be required to designate and make available to the State a contract manager. The contract manager shall be the State’s point of contact for Contract related issues and issues concerning performance, progress review, scheduling, and service.

Contract Manager Point of Contact	
Name:	
Office Phone #:	
Mobile Phone #:	
Email:	

### 6.2 POST AWARD PROJECT REVIEW MEETINGS

The Vendor, at the request of the State, shall be required to meet periodically with the State for Project Review meetings. The purpose of these meetings will be to review project progress reports, discuss Vendor and State performance, address outstanding issues, review problem resolution, provide direction, evaluate continuous improvement and cost saving ideas, and discuss any other pertinent topics.

### 6.3 CONTINUOUS IMPROVEMENT

The State encourages the Vendor to identify opportunities to reduce the total cost the State. A continuous improvement effort consists of various ways to enhance business efficiencies as performance progresses.

### 6.4 ACCEPTANCE OF WORK

Performance of the work and/or delivery of Goods shall be conducted and completed at least in accordance with the Contract requirements and recognized and customarily accepted industry practices. Performance shall be considered complete when the Services or Goods are approved as acceptable by the Contract Administrator.

Acceptance of Vendor’s work product shall be based on adherence to the Scope of Work.

The State shall have the obligation to notify Vendor, in writing ten (10) calendar days following completion of such work or delivery of a deliverable described in the Contract that it is not acceptable. The notice shall specify in reasonable detail the reason(s) it is unacceptable. Acceptance by the State shall not be unreasonably withheld; but may be conditioned or delayed as required for reasonable review, evaluation, installation, or testing, as applicable to the work or deliverable. Final acceptance is expressly conditioned upon completion of all applicable assessment procedures. Should the work or deliverables fail to meet any specifications, acceptance criteria or otherwise fail to conform to the Contract, the State may exercise any and all rights hereunder, including, for Goods deliverables, such rights provided by the Uniform Commercial Code, as adopted in North Carolina.

### 6.5 DISPUTE RESOLUTION

During the performance of the Contract, the parties agree that it is in their mutual interest to resolve disputes informally. Any claims by the Vendor shall be submitted in writing to the State’s Contract Manager for resolution. Any claims by the State shall

be submitted in writing to the Vendor's Project Manager for a resolution. The Parties shall agree to 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. The Parties will agree on a reasonable amount of time to resolve a dispute. If a dispute cannot be resolved between the Parties within the agreed upon period, either Party may elect to exercise any other remedies available under the Contract, or at law. This provision, when agreed in the Contract, shall not constitute an agreement by either party to mediate or arbitrate any dispute.

## **6.6 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. Amendments to the contract can only be made through the contract administrator.

## **6.7 ATTACHMENTS**

All attachments to this RFP are the copies found within the Ariba Sourcing Tool, and are incorporated herein, and shall be submitted by responding in the Sourcing Tool.

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**ATTACHMENT A: PRICING**

<b>Identify Relevant Stakeholders</b>			
<b>Reference</b>	<b>Deliverable</b>	<b>Completion Date</b>	<b>Price</b>
1.	Kickoff Meeting	Within 30 days of execution	\$
2.	Stakeholder Analysis Document		\$
3.	Responsibility Assignment Matrix (RASCI Chart)		\$

<b>Conduct Analysis of Current Business/Program Procedures</b>			
<b>Reference</b>	<b>Deliverable</b>	<b>Completion Date</b>	<b>Price</b>
4.	As-Is Workflow(s)		\$
5.	Program Value-Stream map of current program		\$
6.	SWOT analysis		\$

<b>Conduct To-Be Process Analysis</b>			
<b>Reference</b>	<b>Deliverable</b>	<b>Completion Date</b>	<b>Price</b>
7.	Recommendations for procedures to streamline and standardize existing processes		\$
8.	Process Optimization Plan		\$

<b>Project Reporting and Documentation</b>			
<b>Reference</b>	<b>Deliverable</b>	<b>Completion Date</b>	<b>Price</b>
9.	Risk/Issue and Decision Log		\$
10.	Project Work Plan		\$
11.	Status Report		\$
12.	Project Meeting Agendas		\$
13.	Project Meeting Minutes		\$

<b>Project Management Activities</b>			
<b>Reference</b>	<b>Deliverable</b>	<b>Completion Date</b>	<b>Price</b>
14.	This line-item is for hourly project management activities not directly linked to a deliverable but are associated with directly with the program assessment. For example, assist DSS executive and program staff to identify, document, prioritize, and manage project action items and tasks associated with legislation and DSS Program Staff Training.		\$