



Orange Water and Sewer Authority

Our community's trusted partner for clean water and environmental protection.

RFP NO. 25-005

REQUEST FOR PROPOSALS

FOR

**CONSULTING SERVICES FOR ADMINISTRATIVE POLICY AND CUSTOMER
SERVICE MATURATION ROADMAP**

Date Issued: July 9, 2025



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NOTIFICATION

REQUEST FOR PROPOSALS

**SOLICITATION NO. 25-005
FOR
CONSULTING SERVICES FOR ADMINISTRATIVE POLICY AND CUSTOMER
SERVICE MATURATION ROADMAP**

1 NOTICE OF REQUEST FOR PROPOSALS

Orange Water & Sewer Authority (hereinafter called “OWASA”) invites qualified consultants to submit a proposal to assist in the development of a comprehensive Administrative Policy Manual for the Customer Service and Billing Division, and to create a strategic roadmap for the maturation of OWASA’s customer service. This work will ensure alignment with industry best practices, legal and regulatory requirements, and the future vision for customer service excellence at OWASA..

NC Certified HUB Vendors are encouraged to submit Proposals for all solicitation opportunities at OWASA.

To obtain a copy of the Request for Proposal (RFP) document, suppliers shall download the document from the OWASA’S website at <https://www.owasa.org/Proposal-opportunities>

Proposals for the *Consulting Services for Administrative Policy and Customer Service Maturation Roadmap* are being solicited and will be accepted in either paper format or as two separate PDF files submitted via email to dmoore@owasa.org. The submission deadline is **3:00 p.m. ET on Thursday, July 24, 2025.**

Proposers are advised that late Proposals will not be accepted.

Questions regarding the RFP shall be directed to David Moore, Procurement Coordinator at dmoore@owasa.org.

OWASA reserves the right to reject any or all Proposals.

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2 SCHEDULE OF EVENTS

| <i>DATE</i> | <i>SCHEDULE OF EVENTS</i> |
|---|--|
| July 9, 2025 | RFP distributed and posted to OWASA’s website |
| July 16, 2025 – 3:00 PM ET | Inquiries must be received in writing by (e-mail only) to David Moore at dmoore@owasa.org |
| July 18, 2025 – 3:00 PM ET | Responses to all questions received will be posted on the OWASA’s website. |
| July 24, 2025 – 3:00 PM ET | Proposals are due at the administrative offices of OWASA or via email at dmoore@owasa.org |
| July 31 – August 6, 2025 (tentative, if needed) | Interviews with shortlisted firms |
| August 11, 2025 (tentative) | Announcement of Intent to Award Contract |

3 SCOPE OF WORK

(SEE ATTACHMENT A)

4 PROPOSAL SUBMITTAL REQUIREMENTS

Proposals must be signed by authorized officials and submitted either electronically or in paper format by **Thursday, July 24, 2025, at 3:00 pm ET**. Proposals submitted in envelopes should be clearly labeled on the front as:

"Response to RFP 25-005 for Consulting Services for Administrative Policy and Customer Service Maturation Roadmap."

Submission Options:

- **Electronic Submission (via Email):**
 - Email proposals to dmoore@owasa.org.
 - Include two separate PDF attachments:
 1. **Section 1 – Qualifications and Approach**
 2. **Section 2 – Cost Proposal**
- **Paper Submission (via Mail or Delivery):**
 - Include three bound copies of the proposal and one USB drive containing electronic files.
 - Clearly separate Section 1 and Section 2 in the printed submission.



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- Provide a **separate sealed envelope** for Section 2: Cost Proposal.
 - Deliver proposals to:
David Moore, Procurement Coordinator
Orange Water and Sewer Authority
400 Jones Ferry Road
Carrboro, NC 27510-2001

Ensure all materials are clearly organized with a table of contents indicating sections and page numbers.

The information outlined below must be presented in a clear, comprehensive, and concise manner, following the prescribed format. To facilitate OWASA's evaluation of qualifications based on established criteria, proposals should be organized in the specified order. Submissions should be straightforward, economical, and focused on providing concise and relevant details.

5 SECTION 1 – QUALIFICATIONS AND APPROACH

This section should include the consultant's experience, capabilities, and proposed approach for completing the work outlined in the Scope of Work. Proposals should be clear, focused, and tailored specifically to OWASA's needs. To ensure consistency and ease of evaluation:

Proposals must be no less than five (5) pages and no more than fifteen (15) pages, excluding appendices such as resumes, references, and other supporting documentation. OWASA reserves the right to disregard content beyond the stated page limit.

Proposals should include:

1. A summary of the firm's experience in policy development, customer service operations, organizational assessments, and utility-related consulting for public entities.
2. Identification of the proposed project team, including their roles, qualifications, and relevant experience. Resumes may be included in an appendix.
3. A description of the consultant's methodology for completing the key tasks, including stakeholder engagement, policy review and development, benchmarking, technology assessment, and strategic roadmap creation.
4. A preliminary project timeline, including major tasks, milestones, and estimated completion dates.
5. Examples of at least three similar projects completed within the past five years. Include client name, Scope of Work, dates, and contact information for references.



-
6. Disclosure of any potential conflicts of interest, regulatory actions, or pending litigation.

6 SECTION 2 – COST PROPOSAL

The cost proposal must be submitted **separately** as either a separate PDF (for electronic submission) or a sealed envelope (for paper submission) clearly labeled:

“Cost Estimate – RFP 25-005.” The cost proposal must include:

- Provide a lump sum cost for completing the entire Scope of Work.
- Include a breakdown of that lump sum by major task (as listed in the Scope of Work), identifying estimated hours and hourly rates for team members assigned to each task. This breakdown is for evaluation purposes only and will not be used for billing.
- A list of any reimbursable expenses (e.g., travel, materials), if applicable.
- Identification of any optional services, along with associated pricing, should be clearly listed and itemized separately from the base scope.

To comply with statutory requirements, the following attachments must be accurately completed and included with your submission except for “Reference Only”. These documents are essential for demonstrating compliance with applicable laws.

- a. **Scope of Work (Attachment A)** *Reference Only*
- b. **Cost Proposal Form (Attachment B)** *Mandatory Form*
- c. **E-Verify Affidavit (Attachment C)** *Mandatory Form*
- d. **Certification Regarding Conflict-of-Interest (Attachment D)** *Mandatory Form*
- e. **Iran Divestment Act Certification (Attachment E)** *Mandatory Form*
- f. **Companies Boycotting Israel Divestment Act Certification (Attachment F)** *Mandatory Form*
- g. **Non-Collusion Affidavit (Attachment G)** *Mandatory Form*
- h. **Reference Form (Attachment H)** *Mandatory Form*
- i. **RFP Response Checklist (Attachment I)** *Reference Only*

Proposers are advised that late Proposals will not be accepted.

7 EVALUATION CRITERIA AND SELECTION PROCESS

The evaluation and selection process is designed to ensure a fair, transparent, and comprehensive review of all proposals while identifying the firm that best meets OWASA’s needs. Proposals will be evaluated based on specific criteria, including qualifications, experience, approach, cost, and references. The goal is to select a firm that demonstrates a clear understanding of the project scope,



a strong track record of successful work in similar environments, and the capacity to deliver high-quality results that align with OWASA's strategic objectives.

Detailed evaluation criteria and the step-by-step selection process are outlined below:

Evaluation Criteria:

1. Qualifications and Relevant Experience (30 Points)

The proposer's experience in developing administrative policies, conducting organizational assessments, and supporting customer service transformation in public sector or utility settings will be assessed. This includes qualifications of key personnel, their relevant backgrounds, and the firm's successful completion of similar projects.

2. Project Approach and Methodology (25 Points)

This criterion evaluates the consultant's proposed methodology for executing the Scope of Work, including stakeholder engagement, policy review, technology assessment, benchmarking, and strategic roadmap development. Proposals should demonstrate a clear, thoughtful, and practical approach tailored to OWASA's objectives.

3. Cost Proposal (20 Points)

Cost proposals will be reviewed separately after evaluation of qualifications and approach. While cost is a factor, it will not be the sole determining factor. OWASA seeks to ensure value and effectiveness over lowest cost alone.

4. Project Timeline and Resource Planning (15 Points)

Proposals will be assessed on the feasibility and clarity of the proposed schedule, including key milestones and resource allocations. The ability to meet deadlines and effectively manage staff effort and time will be considered.

5. References (10 Points)

Proposers must provide at least three references from public sector or utility clients for whom similar work has been performed. References will be used to verify past performance, communication effectiveness, and client satisfaction. OWASA reserves the right to contact all listed references.

Interviews and Final Scoring

As part of the evaluation process, shortlisted firms may be invited to participate in interviews to discuss their proposals in greater detail. These interviews will provide an opportunity for firms to present their qualifications, approach, and expertise, as well as to address any questions from the evaluation panel. The results of the interviews will contribute to the final scoring and selection of the firm that best meets OWASA's needs.



OWASA reserves the right to reject any and all Proposals.

8 GENERAL PROPOSAL CONDITIONS

8.1 Addenda and Communication Guidelines

Any changes to this RFP document will be issued as written addenda by OWASA. Once issued, the addenda become part of the official RFP document and take precedence over any inconsistent or conflicting provisions in earlier versions. Addenda will be made available for download from the OWASA website, alongside the original RFP document. This process will be repeated for each subsequent addendum issued.

Proposers must acknowledge receipt of all addenda in their submission. Failure to provide a detailed listing of addenda received may result in disqualification from further consideration.

To ensure fairness and impartiality in the procurement process, OWASA is committed to providing the same information to all interested parties. OWASA will not respond to telephone inquiries or personal visits. Respondents or their representatives may visit OWASA only if requested by OWASA for interviews. All questions related to this RFP must be submitted in writing.

Submit written questions via email to **David Moore, Procurement Coordinator, at dmoore@owasa.org by 3:00 p.m. Eastern Time on July 16, 2024.** Responses to questions will be posted on the OWASA website no later than **3:00 p.m. Eastern Time on July 18, 2024.** Please note that verbal answers or directives regarding the RFP process from any OWASA employee other than Mr. Moore are not binding. Only written responses provided via addenda or official postings are considered authoritative.

6.2 Public Proposal Opening

There will not be a Public Proposal Opening.

8.3 Late Proposals

Proposers are reminded that late submissions will not be accepted. It is the responsibility of the proposer to ensure their proposal is submitted on time. An acknowledgment will be sent for all proposals received via email. If you do not receive a confirmation within 15 minutes, please assume the proposal was not received and promptly contact dmoore@owasa.org or call 919-271-3905. Proposers are strongly encouraged to allow sufficient time for any potential delays via email so that issues can be addressed before the submission deadline.



8.4 Confidentiality and Public Records Disclosure

Proposers must clearly state in writing any reservations regarding the use of data contained in their proposals. OWASA will make reasonable efforts to comply with a Proposer's designation of proprietary or confidential information. However, under the **North Carolina Public Records Act (the Act)**, OWASA may be required to disclose records, including data or documents, if requested by the public, unless an applicable exemption under the Act applies.

OWASA's decision to withhold or disclose a record will be determined based on the specific circumstances and whether the record is exempt from disclosure under the Act. Proposers must clearly identify any records they consider to be trade secrets, privileged, or confidential by marking each page of such records accordingly.

8.5 Method of Response

Proposals must be prepared and submitted in accordance with the scope of work and the instructions provided in this RFP. Failure to follow these instructions may result in the rejection of the proposal.

8.6 Withdrawal of Proposals

Proposers may withdraw their Proposal at any time before the specified closing date and time. A withdrawal request must be submitted by the Proposer or an authorized representative. Withdrawing a Proposal does not prevent the Proposer from submitting a new Proposal prior to the closing time. Once the deadline has passed, Proposals cannot be withdrawn.

8.7 Acceptance of Terms and Conditions

Proposers understand and agree that submission of a Proposal will constitute acknowledgment and acceptance of, and a willingness to comply with, all the terms, conditions, and criteria contained in this RFP, except as otherwise specified in the Proposal. Any and all parts of the submitted Proposals may become part of any subsequent Agreement between the selected Proposer and OWASA.

8.8 False, Incomplete or Unresponsive Statements

False, incomplete, or unresponsive statements in connection with a Proposal may be sufficient cause for rejection of the Proposal. The evaluation and determination of the fulfillment of the above requirement will be OWASA'S responsibility and its judgment shall be final.

8.9 Clear and Concise Submission

Proposals shall provide a straightforward, concise delineation of the Proposer's capability to satisfy the requirements of the RFP. Each Proposal shall be submitted in the requested format and provide all required information. Each Proposal shall be signed in ink by a duly authorized officer of the company.



8.10 Prime Proposer's Responsibilities

The selected Proposer will be required to assume responsibility for all requested deliverables as indicated in *Attachment A-Scope of Work* regardless of who produces them. Further, OWASA will consider the selected Prime Proposer to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

8.11 Minority Business Participation

OWASA is committed to fostering an inclusive and equitable environment in its contracting processes by providing minority-owned businesses with equal opportunities to participate in all aspects of its contract activities. This policy reflects OWASA's dedication to diversity, ensuring that minority businesses have fair access to contract opportunities and can contribute meaningfully to projects and services. By actively supporting minority business inclusion, OWASA aims to promote a competitive and diverse marketplace that benefits the organization and the broader community it serves.

8.12 Insurance

During the performance of the Contract, Proposer shall maintain the minimum levels of insurance shown below and provide certificates of such coverage to Owner prior to performance. All policies must provide ten (10) days advance written notice to Owner in the event of cancellation, expiration, or alteration.

6.12.1 Excess/Umbrella Liability Insurance, with a limit of \$4,000,000.

6.12.2 General Liability Insurance, with a combined single limit of \$1,000,000 for each occurrence and \$1,000,000 in the aggregate.

6.12.3 General Liability Property Damage Liability, with a limit of \$1,000,000 for each occurrence.

6.12.4 Automobile Liability Insurance, with a combined single limit of \$1,000,000 for each person and \$1,000,000 for each accident.

6.12.5 Workers' Compensation Insurance in accordance with statutory requirements and Employers' Liability Insurance, with a limit of \$1,000,000 for each occurrence.

8.13 Contract Term

The term of this Agreement shall be for one (1) year, with the option to extend for one (1) additional year at the sole discretion of OWASA.



9 PROTEST PROCEDURES

9.1 Protests Received Prior to Receipt of Proposals

Protests concerning the procedures of this solicitation must be submitted in writing to the OWASA Director of Finance not later than five (5) working days prior to the date set for the receipt of Proposals. Upon receipt of a protest, the Director of Finance may, at his/her discretion, extend or postpone the deadline for receipt of Proposals. The Director of Finance will answer the protest in writing not later than three (3) working days prior to the deadline date for receipt of Proposals.

9.2 Selection Protests

Following this announcement, a Proposer may file a protest regarding the recommendation. A protest of the recommendation must be in writing and must be received by the OWASA Director of Finance not later than five (5) working days after the OWASA Announcement of Notice of Intent to Award Contract. OWASA will consider all protests regarding the recommended Proposer prior to executing the contract.

9.3 Filing Procedures

Any and all protests filed with the OWASA shall:

1. Include the name and address of the protester.
2. Identify the procurement.
3. Contain a statement of the legal and factual grounds for the protest and any supporting documentation. The grounds for the protest must be fully supported.
4. Indicate the ruling or relief desired from OWASA.

Protests shall be filed with the OWASA Director of Finance, via personal delivery or courier to 400 Jones Ferry Road Carrboro, NC 27510; The Director of Finance will respond in detail to each substantive issue raised in the protest. With regard to a properly filed protest, OWASA's determination will be final.

10 COSTS AND DAMAGES

All costs of a protest shall be the responsibility of the protestor and undertaken at the protestor's expense. OWASA will not be liable for damages to the Proposer filing the protest or to any participant in the protest, on any basis, expressed or implied.

Attachment A Scope of Work

Consulting Services for the Development of an Administrative Policy Manual and a Roadmap for the Maturation of OWASA's Customer Service

Key Tasks and Deliverables

Task 1: Project Initiation and Planning

- Conduct a project kickoff meeting with OWASA staff.
- Review project goals, deliverables, timeline, and communication protocols.
- Develop a detailed project work plan and schedule.

Deliverable:

- Project work plan and kickoff summary

Task 2: Review and Analysis of Existing Policies and Practices

- Facilitate a series of collaborative meetings with Customer Service and Billing Division staff to:
 - Review and discuss current administrative policies
 - Identify gaps, inconsistencies, and opportunities for improvement
- Gather documentation of existing procedures, policies, and workflows.
- Assess alignment with organizational objectives and customer service standards.

Deliverable:

- Summary of findings from staff consultations and documentation review

Task 3: Technology Stack Assessment

- Review current customer service and billing technology systems, tools, and platforms.
- Evaluate functionality, integration, and potential for optimization.
- Identify opportunities to leverage existing or new technologies to improve service delivery, data accuracy, and user experience.

Deliverable:

- Technology assessment report with recommendations for enhancement or replacement

Task 4: Benchmarking and Best Practices

- Benchmark OWASA's practices against peer utilities, recognized standards, and legal requirements.

Deliverable:

- Industry best practices and legal compliance summary report

Task 5: Development of Administrative Policy Manual

- Draft a comprehensive Manual of Administrative Policy tailored to OWASA's Customer Service and Billing practices
- Include policies related to customer accounts, billing processes, payment processing, collections, dispute resolution, service applications, and related areas.
- Ensure policies reflect input from staff, technology capabilities, legal requirements, and industry standards.
- Conduct iterative review sessions with OWASA stakeholders for feedback and refinement.

Deliverable:

- Finalized Manual of Administrative Policy in digital format, with an editable template for future updates

Task 6: Roadmap for Maturation of Customer Service and Billing Practices

- Develop a phased roadmap outlining strategic improvements to OWASA's customer service and billing practices.
- Identify short-term, mid-term, and long-term initiatives, including policy changes, training needs, process improvements, and technology investments.
- Include estimated timelines, resource considerations, and success metrics.

Deliverable:

- Customer Service and Billing Maturation Roadmap

Task 7: Final Presentation and Knowledge Transfer

- Present key findings, deliverables, and recommendations to OWASA leadership and relevant stakeholders.
- Provide consultation and guidance for initial implementation steps.
- Deliver all materials in digital formats, including editable versions of the manual and roadmap.

Deliverables:

- Final presentation deck
- Complete document package (policy manual, roadmap, supporting materials)

Project Timeline

Estimated duration: 6-9 months to be finalized in collaboration with OWASA.

Consultant Qualifications

The consultant should demonstrate:

- Proven experience in utility customer service and billing operations
- Expertise in policy development and organizational maturity assessment
- Familiarity with relevant best practices, legal, and regulatory frameworks
- Strong facilitation and stakeholder engagement skills



Attachment B

Cost Proposal Form

Orange Water and Sewer Authority
400 Jones Ferry Road
Carrboro, NC 27510

The undersigned, as the Proposer, hereby declares that this Cost Proposal is made without connection to any other person, company, or parties making a similar Cost Proposal and that the Cost Proposal is in all respects fair and in good faith, without collusion or fraud.

The Proposer has carefully examined the scope of work and instructions to Proposer and hereby declares that Proposer will furnish all services called for in the manner prescribed in the scope of work and instructions to Proposers for the following price:

Please complete the cost proposal form below based on the defined tasks in Attachment A – Scope of Work. The total proposed cost must be presented as a lump sum and broken down by task. Include title of position ,estimated hours, hourly rates, and total costs. This form must be submitted as a separate attachment (Section 2 – Cost Proposal).

| Task | Title of Position | Estimated Hours | Hourly Rate | Total Cost |
|---|-------------------|-----------------|-------------|------------|
| Task 1: Project Initiation and Planning | | | | |
| Task 2: Review and Analysis of Existing Policies and Practices | | | | |
| Task 3: Technology Stack Assessment | | | | |
| Task 4: Benchmarking and Best Practices | | | | |
| Task 5: Development of Administrative Policy Manual | | | | |
| Task 6: Roadmap for Maturation of Customer Service and Billing Practices | | | | |
| Task 7: Final Presentation and Knowledge Transfer | | | | |

Total Proposed Lump Sum Cost: _____

Note:

- Itemize any travel or direct expenses separately, if applicable.
 - Optional services should be clearly listed in a separate section with associated pricing.
 - Do not include sales tax.
 - This form is for evaluation purposes only. Final payment terms will be determined in the contract.

Name of Business Submitting Proposal

Signature of Authorized Representative/Title

Print Name

Address

Email Address of Representative

Telephone Number



Attachment B

Orange Water and Sewer Authority
Finance Department
400 Jones Ferry Road
Carrboro, NC 27510
ap@owasa.org

Name (as reported on your income tax return) _____

Business Name _____ Federal ID# _____ or SS# _____

Check one of the following:

___ Corporation ___ Sole Proprietorship ___ Partnership ___ Other _____

Order Address

Payment Address

Street _____

Street _____

PO Box _____

PO Box _____

City _____

City _____

State _____

State _____

Zip Code _____

Zip Code _____

Contact Person _____

Contact Person _____

Phone Number _____

Phone Number _____

Fax Number _____

Fax Number _____

Terms _____

Discount _____

E-Mail Address _____

Are you related to or have a professional relationship with any OWASA employee? ___ Yes ___ No
(If you answered yes, the Relationship Vendor Form should be completed and included with this bid)

Are you a minority business enterprise? ___ Yes ___ No

If you answered yes, please check the appropriate box:

___ African-American ___ Hispanic

___ American Indian ___ Female

___ Asian American

___ Socially and economically disadvantaged as defined in 15 U.S.C. 637

Product(s) and/or Service(s)

Please list the type product(s) and/or service(s) that your company can provide:

Three horizontal lines for listing products and services.

Signature: _____ Title: _____



Orange Water and Sewer Authority
Finance Department
400 Jones Ferry Road
Carrboro, NC 27510

Relationship Vendor Form

If you are related to or have a professional relationship with any employee of Orange Water and Sewer Authority, this form must be completed and included with this bid.

Vendor Information:

Name: _____

Address: _____

Related OWASA employee: _____

Relationship to employee: _____

We agree that our relationship will not hinder or corrupt our professional relationship with Orange Water & Sewer Authority.

Vendor Signature

Date

OWASA Employee Signature

Date

Orange Water and Sewer Authority is aware and understands these parties have a relationship with each other. The decision to authorize the use of this vendor was not influenced in any manner by the relationship referenced above.

Department Manager

Date

Finance Officer

Date

E-VERIFY AFFIDAVIT

I, _____ (the individual attesting below), being duly authorized by and on behalf of
_____ (the entity identified as the "Employer") after first being duly sworn

hereby swears or affirms as follows:

1. Employer understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with Article 2 of Chapter 64 of the North Carolina General Statutes.
2. Employer understands that Employers Must Use E-Verify. Each employer, after hiring an employee to work in the United States, shall verify the work authorization of the employee through E-Verify in accordance with Article 2 of Chapter 64 of the North Carolina General Statutes.
3. Employer will ensure compliance with E-Verify by any subcontractors subsequently hired by Employer for specified contracts subject to E-Verify entered into with the Orange Water and Sewer Authority.

This _____ day of _____, _____.

Signature of Affiant

Print or Type Name: _____

State of _____ County of _____

Signed and sworn to (or affirmed) before me, this the _____

day of _____, _____.

My Commission Expires:

Notary Public

(Affix Official/Notarial Seal)

Name of Counterparty: _____

ATTACHMENT D



CERTIFICATION REGARDING CONFLICT OF INTEREST

The Submitter is required to certify that performance of the work will not create any conflicts of interest or disclose any actual or potential conflicts of interest by completing and signing one of the following statements:

All Vendors should be aware of OWASA’S Code of Ethics, which prohibits OWASA Employees and Board Members from having certain relationships with persons or entities conducting (or proposing to conduct) business with OWASA and which prohibits the acceptance of gifts from Vendors. If the Vendor has an actual or potential conflict, the Vendor shall disclose any Conflict of Interest that may exist.

Conflicts of Interest (Potential or actual) will be evaluated by OWASA’S General Counsel to determine the proper course of action. Failure to comply with the provisions established above may render the vendor ineligible to participate in OWASA’S procurement process.

The Submitter hereby discloses no conflicts of interest.

DATE: _____

AUTHORIZED SIGNATURE: _____

TITLE: _____

SUBMITTER/COMPANY NAME: _____

OR

The Submitter hereby discloses the following circumstances that could give rise to a conflict of interest for the Submitter, any affiliates, any proposed subconsultants, and key personnel of any of these organizations. (Attach additional sheets as needed.)

ATTACHMENT D

Name of the Individual/Company to which potential conflict of interest might apply:

Nature of potential conflict of interest:

Proposed Remedy:

DATE: _____

AUTHORIZED SIGNATURE: _____

TITLE: _____

SUBMITTER/COMPANY NAME: _____

ATTACHMENT E

RFP Number (if applicable): _____

Name of Vendor or Bidder: _____

IRAN DIVESTMENT ACT CERTIFICATION REQUIRED BY N.C.G.S. 143C-6A-5(a)

As of the date listed below, the vendor or bidder listed above is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 143-6A-4.

The undersigned hereby certifies that he or she is authorized by the vendor or bidder listed above to make the foregoing statement.

Signature

Date

Printed Name

Title

Notes to persons signing this form:

N.C.G.S. 143C-6A-5(a) requires this certification for bids or contracts with the State of North Carolina, a North Carolina local government, or any other political subdivision of the State of North Carolina. The certification is required at the following times:

- When a bid is submitted
- When a contract is entered into (if the certification was not already made when the vendor made its bid)
- When a contract is renewed or assigned

N.C.G.S. 143C-6A-5(b) requires that contractors with the State, a North Carolina local government, or any other political subdivision of the State of North Carolina must not utilize any subcontractor found on the State Treasurer's Final Divestment List.

The State Treasurer's Final Divestment List can be found on the State Treasurer's website at the address www.nctreasurer.com/Iran and will be updated every 180 days.

Attachment F

Companies Boycotting Israel Divestment Act Certification Form

RFP/RFQ Number (if applicable): _____

Name of Contracting Party or Bidder: _____

COMPANIES BOYCOTTING ISRAEL DIVESTMENT ACT CERTIFICATION REQUIRED BY N.C.G.S. §147-86.81et seq. *

Pursuant to N.C.G.S. §147-86.81, any person identified as engaging in a boycott of Israel, as defined by this Act. In addition, State agencies must divest from investments in such restricted companies, determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.81, is ineligible to contract with the State of North Carolina or any political subdivision of the State.

As of the date listed below, the supplier or bidder listed above is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. §147-86.81.

The undersigned hereby certifies that he or she is authorized by the contracting party or bidder listed above to make the foregoing statement.

Signature

Date

Printed Name

Title

N.C.G.S. §147-86.81 requires this certification for bids or contracts with the State of North Carolina, a North Carolina local government, or any other political subdivision of the State of North Carolina. The certification is required at the following times:

- When a bid is submitted
- When a contract is entered into (if the certification was not already made when the vendor made its bid)
- When a contract is renewed or assigned

N.C.G.S. § 147-86.81(b) requires that contractors with the State, a North Carolina local government, or any other political subdivision of the State of North Carolina must not utilize any subcontractor found on the State Treasurer's Final Divestment List.

The State Treasurer's Final Divestment List can be found on the State Treasurer's website at: <https://www.nctreasurer.com/inside-the-department/OpenGovernment/Pages/Divestment-Acts-Resources.aspx> and will be updated every 180 days.

* Note: Enacted by Session Law 2017-193 as N.C.G.S. §147-86.81et seq.

Attachment G



NON-COLLUSION AFFIDAVIT

The prequalified bidder, being duly sworn, solemnly swears (or affirms) that neither he, nor any official, agent or employee has entered into any agreement, participated in any collusion, or otherwise taken any action which is in restraint of free competitive bidding in connection with any bid or contract, that the prequalified bidder has not been convicted of violating *N.C.G.S. § 133-24* within the last three years, and that the prequalified bidder intends to do the work with its own bonafide employees or subcontractors and will not bid for the benefit of another contractor.

By submitting this non-collusion affidavit, the Contractor certifies, under penalty of perjury according to North Carolina law, their compliance with non-collusion standards. This affidavit affirms the Contractor's adherence to the required non-collusion guidelines without any exceptions.

SIGNATURE OF PREQUALIFIED BIDDER

Name of Prequalified Bidder _____
Print or type name

Address as Prequalified _____

Signature of Prequalified Bidder _____
Print or type Signer's Name

Signature of Witness _____
Print or type Signer's name

AFFIDAVIT MUST BE NOTARIZED

Subscribed and sworn to before me this the
_____ day of _____ 20__.

Signature of Notary Public
of _____ County
State of _____

My Commission Expires: _____

NOTARY SEAL

ATTACHMENT H

(BIDDER TO COMPLETE AND RETURN WITH BID)

List Minimum Three (3) References

REFERENCE NO. 1 - COMPANY NAME: _____

ADDRESS: _____

CONTACT PERSON: _____ TITLE: _____

E-MAIL: _____ TELEPHONE NUMBER: _____

AMT. OF CONTRACT: _____ DATE AND TYPE OF SERVICE _____

REFERENCE NO. 2 - COMPANY NAME: _____

ADDRESS: _____

CONTACT PERSON: _____ TITLE: _____

E-MAIL: _____ TELEPHONE NUMBER: _____

AMT. OF CONTRACT: _____ DATE AND TYPE OF SERVICE _____

REFERENCE NO. 3 - COMPANY NAME: _____

ADDRESS: _____

CONTACT PERSON: _____ TITLE: _____

E-MAIL: _____ TELEPHONE NUMBER: _____

AMT. OF CONTRACT: _____ DATE AND TYPE OF SERVICE _____

REFERENCE NO. 4 - COMPANY NAME: _____

ADDRESS: _____

CONTACT PERSON: _____ TITLE: _____

E-MAIL: _____ TELEPHONE NUMBER: _____

AMT. OF CONTRACT: _____ DATE AND TYPE OF SERVICE _____

REFERENCE NO. 5 - COMPANY NAME: _____

ADDRESS: _____

CONTACT PERSON: _____ TITLE: _____

E-MAIL: _____ TELEPHONE NUMBER: _____

AMT. OF CONTRACT: _____ DATE AND TYPE OF SERVICE _____

ATTACHMENT- I

RFP RESPONSE CHECKLIST

Proposer Response Checklist

ALL FORMS AND REQUIRED INFORMATION BELOW MUST BE COMPLETED AND INCLUDED WHEN YOU SUBMIT YOUR BID PACKAGE:

Proposer Attachments

The Proposer must complete the following table identifying all the other documents that are being attached as part of the RFP response.

Table 1 Vendor Attachment Checklist

| Item # | Attachment Name | Attachment Provided? | |
|--------|---|------------------------------|-----------------------------|
| | | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 1 | Scope of Work (Attachment A) <i>Reference Only</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 2 | Cost Proposal Form (Attachment B) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 3 | E-Verify Affidavit (Attachment C) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 4 | Certification Regarding Conflict-of-Interest (Attachment D) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 5 | Iran Divestment Act Certification (Attachment E) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 6 | Companies Boycotting Israel Divestment Act Certification (Attachment F) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 7 | Non-Collusion Affidavit (Attachment G) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 8 | Reference Form (Attachment H) <i>Mandatory Form</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |
| 9 | RFP Response Checklist (Attachment I) <i>Reference Only</i> | YES <input type="checkbox"/> | NO <input type="checkbox"/> |