STATE OF NORTH CAROLINA

Appalachian State University

Request for Proposal #: RFP55-080626

UCOMM and Enrollment Mgmt. Printing and Fulfillment Services

Date of Issue: August 06, 2026

Proposal Opening Date: September 02, 2026

At 2 PM ET

Direct all inquiries concerning this RFP to:

Lori Brown

Purchasing Specialist / Buyer

Email: brownlg2@appstate.edu

Phone: 828-262-8130

STATE OF NORTH CAROLINA

Request for Proposal #

RFP55-080626

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.

____

Vendor Name

____

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 athttps://evp.nc.gov/SignIn

Electronic responses ONLY will be accepted for this solicitation.

STATE OF NORTH CAROLINA Appalachian State University	
Refer *ALL* Inquiries regarding this RFP to: **Lori Brown, Purchasing Specialist/Buyer** brownlg2@appstate.edu 828-262-8130	**Request for Proposal #: RFP55-080626** **Proposals will be publicly opened: September 02, 2026**
Using Agency: **Requisition No.:**	**Commodity No. and Description: UCOMM and Enrollment Mgmt. Printing and Fulfillment Services**

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-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

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 proposal, 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 ATTACHMENTS page within this document.

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:			
VENDOR'S AUTHORIZED SIGNATURE*:	**DATE:**	EMAIL:	

VALIDITY PERIOD

Offer shall be valid for at least sixty 60 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 Appalachian State University)

Contents

1.0 PURPOSE AND BACKGROUND

Appalachian State University is seeking a vendor to provide comprehensive printing and fulfillment services to Appalachian State University's University Communications and Enrollment Management. All projects and their respective specifications (including quantities, designs, materials, fulfillment arrangements, etc.) are for the purposes of vendor selection only and may be modified as necessary.

The intent of this solicitation is to award a contract for a UCOMM and Enrollment Mgmt. Printing and Fulfillment Services vendor for Appalachian State University.

1.1 CONTRACT TERM

Ideally the Contract shall have a term of **5** ***[five]*** years, beginning on the date of final Contract execution.

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

2.0 GENERAL INFORMATION

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: NC E-Procurement fee does NOT apply to this solicitation and the paragraph entitled ELECTRONIC PROCUREMENT of the North Carolina General Terms and Conditions does NOT apply.

3.1 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 or 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).

The State may exercise its discretion to consider Vendor proposed modifications. By execution and delivery of this RFP Response, the Vendor agrees that any additional or modified terms and conditions, whether submitted purposely or inadvertently, shall have no force or effect, and will be disregarded unless expressly agreed upon through negotiation and incorporated by way of a Best and Final Offer (BAFO). Noncompliance with, or any attempt to alter or delete, this paragraph shall constitute sufficient grounds to reject Vendor's proposal as nonresponsive.

3.2 RFP SCHEDULE

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

Event	Responsibility	Date and Time
Issue RFP	State	August 06, 2026
Submit Written Questions	Vendor	August 19, 2026
Provide Response to Questions	State	August 21, 2026 by 5 PM ET
Submit Proposals	Vendor	September 02, 2026 by 2 PM ET
Contract Award	State	TBD

3.3 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.

Written questions shall be emailed to *Lori Brown @ brownlg2@appstate.edu* by the date and time specified above. Vendors should enter "RFP # *55-080626:* Questions" as the subject for the email. Question submittals should include a reference to the applicable RFP section and be submitted in the format shown below:

Reference	Vendor Question
RFP Section, Page Number	Vendor question …?

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 form of an addendum to *the electronic Vendor Portal (eVP), https://evp.nc.gov,* and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Vendors shall rely *only* on written material contained in the RFP and an addendum to this RFP.

3.4 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. The time and date of receipt will be marked on each proposal when received. Any proposal or portion thereof received after the proposal deadline will be rejected.

This RFP is using eVP, all proposal responses shall be submitted electronically via the electronic Vendor Portal (eVP). Additional information can be found at the eVP updates for Vendors link: https://eprocurement.nc.gov/news-events/evp-updates-vendors.

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.

Failure to submit a proposal in strict accordance with these instructions shall constitute sufficient cause to reject a Vendor's proposal(s). Vendors are strongly encouraged to allow sufficient time to upload proposals.

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

3.5 PROPOSAL CONTENTS

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

Vendor RFP responses shall include the following items and attachments, which shall be arranged in the following order:

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) Vendor's Proposal addressing all Specifications of this RFP. *[Indicate relative section references as a guide to responding to sections requiring additional responses outside of the solicitation document. If not required, delete.]*

f) Completed version of ATTACHMENT A: PRICING

g) Completed version of ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION

h) Completed version of ATTACHMENT E: CUSTOMER REFERENCE FORM

i) Completed version of ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR

j) Completed and signed version of ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION

3.6 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. Any alternate proposal, in addition to the marking described above, must be clearly marked with the legend: "Alternate Proposal #RFP55-080626 for 'name of Vendor']". Each proposal must be for a specific set of Goods and Services and must include specific pricing. If a Vendor chooses to respond with various offerings, each must be offered with a separate price and be contained in a separate proposal document. Each proposal must be complete and independent of other proposals offered.

2.10 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

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

4.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS

4.1 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.

4.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

While this RFP is under evaluation, the responding Vendor, including any subcontractors and suppliers, is prohibited from engaging in conversations intended to influence the outcome of the evaluation. See Paragraph 29 of the Instructions to Vendors entitled COMMUNICTIONS BY VENDORS.

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

Any Vendor not in compliance with this provision shall be disqualified from evaluation and award. A Vendor's proposal may be disqualified if its subcontractor and/or supplier engage in any of the foregoing communications during the time that the procurement is active (*i.e.*, the issuance date of the procurement until the date of contract award or cancellation of the procurement). Only those discussions, communications or transmittals of information authorized

or initiated by the issuing agency for this RFP or inquiries directed to the procurement lead 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.

4.3 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 State's eVP website 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.

4.4 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:

1. Proposed cost (per unit and per project), include any and all potential additional charges, if any, related to printing, handling, shipping, fulfillment, storage, courier fees, etc.
2. Timeframes required for each process step from artwork received to delivery; include blackout dates, if any
3. Specifications (quality, paper, coating, finishing/binding, file formats requirements/options, proof approval process, etc.)
4. Vendor Experience/Reliability/Capability
5. Vendor Response Time

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.

4.5 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

4.6 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.

4.7 FINANCIAL PROPOSAL

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.
Financial Proposal shall include:

Complete ATTACHMENT A: FINANCIAL PROPOSAL and include in Vendor's proposal. The pricing provided in ATTACHMENT A, or resulting from any negotiations, is incorporated herein and shall become part of any resulting Contract.

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

4.1.1 Import Tariff Temporary Surcharge

Pricing shall be exclusive of any pending tariffs or temporary tariff surcharge. Vendor may request a temporary tariff surcharge in ATTACHMENT A: PRICING SUBMITTAL WORKBOOK as a charge separate from the contract price. Any temporary tariff surcharge(s) associated with purchases shall be provided by way of a percentage tariff surcharge. All tariff surcharges proposed are intended to be temporary and based on current tariff implications specific to related commodities with evidence of submitted documentation of affected MSRP products. Vendor understands that the agency may request additional justification. Any temporary tariff surcharge percentage will be negotiated and mutually agreed upon. The state is not obligated to accept any proposed import tariff surcharge. Proposed tariff surcharges may be used as a factor for evaluation and award.

4.2 TRANSPORTATION AND IDENTIFICATION

The Vendor shall deliver Free-On-Board (FOB) Destination to any requested location within the State of North Carolina with all transportation costs and fees included in the total proposal price. When an order is placed using a purchase order, the purchase order number shall be shown on all packages and shipping manifests to ensure proper identification and payment of invoices. If an order is placed without using a purchase order, such as via phone, the Buyer's name shall be show on all packages. A complete packing list shall accompany each shipment. Vendors shall not ship any products until they have received an order.

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.

4.3 HUB PARTICIPATION

Pursuant to North Carolina General Statute G.S. 143-48, it is State policy to encourage and promote the use of small, minority, physically handicapped, and women contractors in purchasing Goods and Services. As such, this RFP will serve to identify those Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION.

4.4 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. Vendor shall provide information as to the qualifications and experience of all executive, managerial, legal, and professional personnel to be assigned to this project, including resumes citing experience with similar projects and the responsibilities to be assigned to each person.

4.5 REFERENCES

Vendors shall provide at least three (3) references, using ATTACHMENT E: CUSTOMER REFERENCE FORM, for which your company has supplied the exact model of services offered. The State may contact these users to determine quality level of the offered service model; as well as, but not limited to user satisfaction with Vendor performance. Information obtained may be considered in the evaluation of the proposal.

4.6 BACKGROUND CHECKS

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

4.7 PERSONNEL

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

Should the Vendor's proposal result in an award, the Vendor 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.

4.8 VENDOR'S REPRESENTATIONS

If Vendor's Proposal results in an award, Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under the Contract. If any Services, deliverables, functions, or responsibilities not specifically described in this solicitation are required for Vendor's proper performance, provision and delivery of the Service and deliverables under a resulting Contract, 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.

4.9 AGENCY INSURANCE REQUIREMENTS MODIFICATION

A. Default Insurance Coverage from the General Terms and Conditions applicable to this Solicitation:

- ☐ Small Purchases
- ☒ Contract value in excess of the Small Purchase threshold, but up to $1,000,000.00
- ☐ Contract value in excess of $1,000,000.00

4.10 SUBCONTRACTORS

No portion of the work shall be subcontracted without prior written consent of the State. In the event that the Vendor desires to subcontract some part of the work specified herein, the Vendor shall furnish with their bid the names, qualifications, and experience of their proposed subcontractors. The Vendor shall, however, remain solely and fully liable and responsible for the work done by its subcontractor(s) and shall assure compliance with all the requirements and specifications of the contract.

The remainder of this page is intentionally left blank

5.0 SPECIFICATIONS AND SCOPE OF WORK

5.1. SPECIFICATIONS The specific items/Services and any specifications that the Purchasing Agency is seeking are listed below. Items/Services offered by the Vendor must meet or exceed the listed Specifications to be considered for award. Please see attached Details listing all specifications required of vendor for this RFP in **Attachment I**.

6.1 CONTRACT MANAGER AND CUSTOMER SERVICE

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:	

The Vendor shall be required to designate and make available to the State for customer service. The customer service point of contact shall be the State's point of contact for customer service-related issues (define roles and responsibilities).

Customer Service Point of Contact	
Name:	
Office Phone #:	
Mobile Phone #:	
Email:	

6.3 POST AWARD PROJECT REVIEW MEETINGS

The Vendor, at the request of the State, shall be required to meet periodically with the State for Business 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.

6.4 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.

6.6 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 Manager.

Acceptance of Vendor's work product shall be based on the following criteria:

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.

6.7 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 line-item information to allow Purchasing Agency to verify pricing at point of receipt matches the correct price from the original date of order. At a minimum, the following fields shall be included on all invoices:

Vendor's Billing Address, Customer Account Number, NC Contract Number, Order Date, Buyer's Order Number, Manufacturer Part Numbers, Vendor Part Numbers, Item Descriptions, Price, Quantity, and Unit of Measure.

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

6.9 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 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.

6.10 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.

7.0 ATTACHMENTS

****IMPORTANT NOTICE****
RETURN THE REQUIRED ATTACHMENTS WITH YOUR RESPONSE
FOLLOW THE LINKS TO ACCESS EACH ATTACHMENT

ATTACHMENT A: FINANCIAL PROPOSAL

Please attach your cost summary with your proposal and label as: Attachment A
(The Vendor must provide the complete pricing, or fee structure – no pricing template available.)

ATTACHMENT B: INSTRUCTIONS TO VENDORS

The Instructions to Vendors, which are incorporated herein by this reference, may be found here:
https://www.doa.nc.gov/pandc/north-carolina-instructions-vendors-1-2025/open

ATTACHMENT C: NORTH CAROLINA GENERAL TERMS & CONDITIONS

The North Carolina General Terms and Conditions, which are incorporated herein by this reference, may be found here:

https://www.doa.nc.gov/north-carolina-general-terms-and-conditions-5-2025/open

ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION

Complete and return the Historically Underutilized Businesses (HUB) Vendor Information form, which can be found at the following link:
https://www.doa.nc.gov/pandc/onlineforms/pc-hub-supplemental-vendor-information-92021-pdf/open

ATTACHMENT E: CUSTOMER REFERENCE FORM

Complete and return the Customer Reference Form, which can be found at the following link:
https://ncadmin.nc.gov/media/15503/open

ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR

Complete and return the Location of Workers Utilized by Vendor, which can be found at the following link:

https://www.doa.nc.gov/pandc/onlineforms/pc-worker-location-92021-pdf/open

ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION

Complete, sign, and return the Certification of Financial Condition, which can be found at the following link:

https://www.doa.nc.gov/pandc/onlineforms/pc-certification-financial-condition-92021-pdf/open

ATTACHMENT H: VENDOR REQUEST FOR EO50 PRICE-MATCHING

Complete, sign, and return the Vendor Request for EO50 Price-Matching, which can be found at the following link:
https://www.doa.nc.gov/pandc/onlineforms/pc-eo-50-vendor-price-matching-opportunity-92021-pdf/open

ATTACHMENT I: DETAILS LISTING ALL SPECIFICATIONS REQUIRED OF VENDOR FOR THIS RFP

Details listing all specifications required:

INTRODUCTION

Appalachian State University is soliciting proposals from qualified contractors to provide comprehensive printing and fulfillment services to Appalachian State University's University Communications and Enrollment Management. All projects and their respective specifications (including quantities, designs, materials, fulfillment arrangements, etc.) are for the purposes of vendor selection only and may be modified as necessary. These pieces are critical publications for student recruitment and brand management for Appalachian State University and therefore printed and fulfilled pieces require the highest level of quality. The ability of the vendor to produce attractive, high quality materials will be a determining factor in the awarding of this bid.

In response to this Request for Proposal, proposals offered should, at minimum, provide the University with the following information:

1. Proposed cost (per unit and per project), include any and all potential additional charges, if any, related to printing, handling, shipping, fulfillment, storage, courier fees, etc.
2. Timeframes required for each process step from artwork received to delivery; include blackout dates, if any
3. Specifications (quality, paper, coating, finishing/binding, file formats requirements/options, proof approval process, etc.)

CONTACTS and REPRESENTATIVES

VENDOR REPRESENTATIVE: It is the expectation of App State, that the successful contractor will provide a knowledgeable company representative to be the primary point of contact for University Communications. The representative should be informed, regarding App State projects, and communicate regularly regarding scheduling, payments, and troubleshooting.

APP STATE CONTACTS:
Project Contact(s):

- Anna Gaugert, primary contact, University Communications – 828-262-8518, gaugertah@appstate.edu
- Bailey Hostetter, mailing list data contact, Enrollment Management – 828-262-7381, hostetterbs@appstate.edu
- Sarah McBryde, brand management and quality assurance contact, University Communications – 828-262-4086 mcbrydes@appstate.edu
- Stephanie Naoum, billing contact, University Communications – 828-262-6156, naoumsa@appstate.edu

GENERAL SPECIFICATION GUIDELINES

App State is also committed to support sustainable practices and vendor's commitment to such practices and inclusion of sustainable materials is also considered.

PAPER: Specific paper(s) must be included in the proposal (for price comparison purposes) though actual paper used in printing may change based on market pricing and availability. Inadequate substitutions and/or inappropriate pricing changes will be considered just cause for termination of bid contract.

TIMELINE: Most projects require a turn-around time of 12 business days from the time that the final artfile is delivered to product in-hand.

QUANTITIES: In most cases there is a large print run and smaller follow-up runs as necessary. Exact quantities are determined at the time of printing so pricing is needed at a variety of quantities for the purpose of vendor comparison and contract monitoring.

PROOFS: Digital proofs are standard and required for project review and approval. Hardcopy dylux and color matchprint proofs on the finished project's actual paper are optional and available upon request if needed. App State may request a press check; proposals must include at least one round of changes as well as round-trip shipping costs for hardcopy proofs when requested.

MAILING LIST CERTIFICATION: App State requires that mailing list be CASS certified, NCOA processed, and presorted. Undeliverable addresses are to be returned to Bailey Hostetter, hostetterbs@appstate.edu

PORTAL: Vendors should have a portal to track status, review art files and mailing lists.

INVOICES: On a monthly or per project basis, invoices **must** be sent via email to the **all** following contacts:

1. Stephanie Naoum, 828-262-6156, naoumsa@appstate.edu
2. App State Accounts Payable asu-invoices@appstate.edu

Specifications for Products and Services

Below are examples of pieces and general specifications that should be included in the proposal. In addition to providing information on the three points listed above for the below pieces, *also provide other pieces that you believe to be beneficial in a university's ability to recruit today's prospective student.* If unable to provide services specified - please adjust or substitute as necessary.

General Requirements for All Projects:

ADVANCE COPIES
Immediately after printing, the designated quantity of advance copies must be delivered to one of the following locations (specific destination will be indicated per project):

- Primary Contact Location: App State, Office of Admissions, John E. Thomas Building, 287 Rivers St., Boone, NC 28608
- Warehouse / Central Receiving: Central Receiving Warehouse, 1437 Blowing Rock Blvd., Lenoir, NC 28645

Note: All delivery freight charges must be included in the vendor's bid. Cartons must not exceed 20 lbs each and must be shrink-wrapped in packs where specified.

Carton Labeling Requirements: Each box must be clearly labeled with the following details:

- Project Name
- Box X of Y (e.g., Box 1 of 10)
- Quantity per Box
- Vendor Name
- Purchase Order Number (PO#)

INVENTORY REPORTING
Upon request, the vendor is required to provide an up-to-date physical inventory report via email to Anna Gaugert (gaugertah@appstate.edu).

Example 1: Viewbook

1. **QUANTITIES:**
   - 75,000
   - 40,000
   - 2,000
2. **PAGES:** 24 pages (4 cover, 20 inside)
3. **PAPER:**
   - **Cover:** 100# Velvet Cover
   - **Interior text pages:** 100# Velvet Text
4. **SHEETS/PAGES:**
   - **FLAT SIZE:** 20" w x 8" h
   - **FINISHED SIZE:** 10" w x 8" h (Landscape format)
5. **FINISHING/BINDING:** Saddle stitched along the 8" side (landscape orientation), trimmed to size, tight registration.
6. **INKS:** 4/4 (four-color process on all sides with full bleeds).
7. **VARIABLE DATA:** Variable mailing address printed on the back cover signature in black ink.
8. **ART FILE:** Every attempt will be made to deliver final artwork by August 15 of the current production cycle, with a minimum guaranteed turnaround window of 12 business days prior to scheduled mail drops.
9. **FULFILMENT:** Direct mailings will be deployed in batches throughout the year (typically ranging from 1,000 to 20,000 pieces; minimum batch size is 200). Mailings must be processed and dropped within 5 business days of receiving the address file. Enrollment Management will securely transmit address spreadsheets via fileshare.appstate.edu. Bids must explicitly include any per-piece processing or setup fees associated with variable data printing for each batch mailing.
10. **MAILING AND POSTAGE:** If needed, pieces must be tabbed (clear wafer seals) per current USPS automation standards. Services include inkjet addressing on the back cover, sorting, traying/prep, and delivery to the designated U.S. Post Office facility.
    - **App State Indicia (Standard):** Projects will primarily utilize App State's non-profit bulk permit indicia. The vendor must provide an accurate postage estimate prior to mailing so funds can be verified. Actual postage costs will be billed directly to App State's postal account.
    - **Vendor Indicia (As Needed):** When requested or necessary, the vendor may use their own permit indicia. The vendor will incur and pay all upfront postage costs and submit for reimbursement at actual cost. A post office receipt must be provided for each shipment. Mailings must proceed on schedule and must not be held or delayed during the reimbursement process.
    - **Invoicing:** Postage costs must be estimated and invoiced separately from printing and fulfillment fees. Payments for postage will not be applied to the printing purchase order.

Example 2: Junior Splash Brochure

1. **QUANTITIES:**
   - 80,000
   - 50,000
   - 20,000
2. **PAPER:** 100# Velvet Text
3. **SHEETS/PAGES:** 1 sheet (4 panels / 8 pages)
   - **FLAT SIZE:** 22.17 x 9
   - **FINISHED SIZE:** 5.6 X9

4. **FINISHING/BINDING:** Roll fold (4 panels); score folds, trim to size, tight registration.
5. **INKS:** 4/4 (four-color process on all sides with full bleeds).
6. **VARIABLE DATA:** Variable mailing address printed on the back panel signature in black ink.
7. **ART FILE:** Mailings are scheduled to begin 12 business days after final artwork is delivered.
8. **FULFILMENT:** Mailing dates range from mid-October to mid-June each year, typically deployed in 3 to 5 batches until the full quantity is exhausted. Includes storage costs for the duration of the mailing schedule. Enrollment Management will securely transmit address spreadsheets via fileshare.appstate.edu. Bids must explicitly include any per-piece processing or setup fees associated with variable data printing for each batch mailing.
9. **MAILING AND POSTAGE:** If needed, pieces must be tabbed (clear wafer seals) per current USPS automation standards. Services include inkjet addressing on the back cover, sorting, traying/prep, and delivery to the designated U.S. Post Office facility.
    - **App State Indicia (Standard):** Projects will primarily utilize App State’s non-profit bulk permit indicia. The vendor must provide an accurate postage estimate prior to mailing so funds can be verified. Actual postage costs will be billed directly to App State’s postal account.
    - **Vendor Indicia (As Needed):** When requested or necessary, the vendor may use their own permit indicia. The vendor will incur and pay all upfront postage costs and submit for reimbursement at actual cost. A post office receipt must be provided for each shipment. Mailings must proceed on schedule and must not be held or delayed during the reimbursement process.
    - **Invoicing:** Postage costs must be estimated and invoiced separately from printing and fulfillment fees. Payments for postage will not be applied to the printing purchase order.

Example 3: Postcards (variety of designs)

1. **QUANTITIES:**
    - 100,000
    - 50,000
    - 10,000
    - 1,000
    - 500
2. **PAPER:** 14 pt. C2S Gloss Cover or equivalent
3. **FINISHED SIZE:** 6" w x 9" h (or 5.5" w x 8.5" h)
4. **INKS:** 4/4 (four-color process on both sides with full bleeds).
5. **VARIABLE DATA:** Variable mailing address printed on the back side in black ink.
6. **ART FILE:** Mailings are scheduled to begin 12 business days after final artwork is delivered.
7. **FULFILMENT:** Mailing dates range from mid-July to mid-August each year, deployed in approximately 10 batches. Includes storage costs for the duration of the mailing period. Enrollment Management will securely transmit address spreadsheets via fileshare.appstate.edu. Bids must explicitly include any per-piece processing or setup fees associated with variable data printing for each batch mailing.
8. **MAILING AND POSTAGE:** Services include inkjet addressing, sorting, traying/prep, and delivery to the designated U.S. Post Office facility.
    - **App State Indicia (Standard):** Projects will primarily utilize App State’s non-profit bulk permit indicia. The vendor must provide an accurate postage estimate prior to mailing so funds can be verified. Actual postage costs will be billed directly to App State’s postal account.
    - **Vendor Indicia (As Needed):** When requested or necessary, the vendor may use their own permit indicia. The vendor will incur and pay all upfront postage costs and submit for reimbursement at actual cost. A post office receipt must be provided for each shipment. Mailings must proceed on schedule and must not be held or delayed during the reimbursement process.

- **Invoicing:** Postage costs must be estimated and invoiced separately from printing and fulfillment fees. Payments for postage will not be applied to the printing purchase order.

Example 4: Travel Brochure

1. **VERSIONS:** 2 (First-Year and Transfer; same specifications, different creative artwork)
2. **QUANTITIES:**
    - 50,000
    - 10,000
    - 1,000
3. **PAGES: 1 sheet (4 panels / 8 pages)**
4. **PAPER:** 100# Velvet Text
5. **DIMENSIONS:**
    - **FLAT SIZE:** 22.125" w x 9" h
    - **FINISHED SIZE:** 5.625" w x 9" h
6. **FINISHING/BINDING:** Roll fold (4 panels); score folds, trim to size, tight registration.
7. **INKS:** 4/4 (four-color process on both sides with full bleeds).
8. **ART FILE:** Orders must be printed, finished, and delivered within 12 business days of receiving the final artwork file.
9. **FULFILLMENT & DELIVERY:** To be delivered in bulk directly to the designated Appalachian State University address upon completion. Bids must explicitly include all bulk freight/delivery charges.

Example 5: Admitted Student Packet

1. **QUANTITIES:**
    - 25,000
    - 5,000
2. **MAILING, PRINTING, STUFFING INSTRUCTIONS**
    - **Assembly**: For retained components, vendor will print variable decision letters, merge data,
        - and stuff each 10" x 13" window envelope with:
            - (1) Custom Pocket Folder
            - (1) Variable Admission Decision Letter (positioned to show address through window)
            - (1) Sticker Sheet (inserted into folder pocket or envelope
    - **Mailing Schedule:** Admission decision mailings typically drop in 3 to 4 rounds starting in
        - November through Apri
    - **Data & Proofing:** Art files for decision letters are provided as print-ready PDFs along
        - with data spreadsheets via fileshare.appstate.edu. Digital PDF proofs of merged letters
        - must be sent to for approval prior to printing each round.
    - **Quality & Accuracy Verification:** Due to the critical nature of decision letters,
        - rigorous accuracy checks are required.
    - **Postage:**
        - **App State Indicia (Standard):** Projects will primarily utilize App State's non-profit bulk permit indicia. The vendor must provide an accurate postage estimate prior to mailing so funds can be verified. Actual postage costs will be billed directly to App State's postal account.
        - **Vendor Indicia (As Needed):** When requested or necessary, the vendor may use their own permit indicia. The vendor will incur and pay all upfront postage costs and submit for reimbursement at actual cost. A post office receipt must be provided for each shipment. Mailings must proceed on schedule and must not be held or delayed during the reimbursement process.
        - **Invoicing:** Postage costs must be estimated and invoiced separately from printing and fulfillment fees. Payments for postage will not be applied to the printing purchase order.
3. **Part 1: Pocket Folder**
    - **PAPER:** 100# Velvet Cover

- **DIMENSIONS:**
  - **FLAT SIZE:** 18"w x 16"h (or 9" w x 28" h layout)
  - **FINISHED SIZE:** 9" w x 12" h
- **FINISHING/BINDING:** Die-cut, score, fold, and glue 4" pockets at bottom. Tight registration.
- **INKS:** 4/4 (four-color process on all sides with full bleeds).

2. **Part 2: Admission Decision Letterhead**
   - **PAPER:** 100# text
   - **DIMENSIONS:** 8.5" w x 11" h
   - **INKS:** 4/4 (four-color process on all sides with full bleeds).
   - **Variable Data:** Variable student address, salutation, and letter copy printed in black ink.
3. **Part 3: Envelope**
   - **ENVELOPE TYPE:** 10" X 13" Catalog / Booklet envelope with clear window (vendor to provide
   - exact window dimensions/location specifications)
   - **SHEETS/PAGES:** one sheet (please provide window specs)
   - **FINISHED SIZE:** 10"w x 13" h
   - **INKS:** 4/0 (four-color process, front side only)
4. **Part 4 - Sticker Sheet**
   - **PAPER:** Gloss sticker paper stock / kiss-cut label sheet
   - **DIMENSIONS:** 5.5" w x 8.5h" (half-sheet)
   - **INKS:** 4/0 (four-color process, front side only)

PLEASE PROVIDE ADDITIONAL PRICING AND SPECIFICATION OF EFFECTIVE RECRUITMENT MATERIALS IN QUANTITY RANGES SIMILAR TO THE ABOVE. ADDITIONALLY, PLEASE INCLUDE PHYSICAL EXAMPLES OF PRINTED RECRUITMENT PIECES TO COMPLEMENT PRICING AND SPECIFICATIONS.

LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS

The Certification for Contracts, Grants, Loans, and Cooperative Agreements and the OMB Standard Form LLL are separate documents that can be found at the following link:
https://www.doa.nc.gov/pc-contracts-grants-loans-cooperative-agreements-certification-72020-pdf/open

***** Failure to Return the Required Attachments May Eliminate Your Response from Further Consideration *****