

BID ADDENDUM

FAILURE TO RETURN THIS BID ADDENDUM IN ACCORDANCE WITH INSTRUCTIONS MAY SUBJECT YOUR BID TO REJECTION ON THE AFFECTED ITEM(S)/SERVICES.

UNC System Office Bid Number: **68-SOCCS0326**
 Prospective Bidder:
 Bid Opening Date/Time: April 20, 2026, at 10:00 a.m. EST
 Addendum Number: **02**
 Addendum Date: April 9, 2026

The University of North Carolina issues this addendum to University of North Carolina RFP 68-SOCCS0326 to provide answers to questions submitted by Vendors. The questions and answers are:

RFP Reference Section	Question	Answer
5.0 SPECIFICATIONS AND SCOPE OF WORK	Spokesperson Training: Training police chiefs and university leaders to deliver confident, empathetic, and transparent messages – What is the frequency of this training & the preferred cohort size?	This will vary by institution, but is likely to be senior leadership, police chiefs, etc. as needed.
Section 5.2	"support for emergency notification systems and public alerts" as a deliverable. May vendors propose a solution that includes a licensed SaaS emergency management and mass notification platform as a core component of their technical approach, with professional services wrapped around it?	The vendor is expected to utilize existing technology platforms (main and redundancy) and dedicated social media accounts of the impacted campus.
5.2	Section 5.2 requires 24/7 on-call availability across 17 institutions. Is the expectation that a single vendor maintains dedicated staffing capacity for simultaneous activations, or may vendors propose tiered response models with defined escalation thresholds?	Vendors may propose tiered response models with defined escalation thresholds. The priority is that, when an emergency event occurs at an institution, the vendor is able to respond and engage immediately.
4.5	For the customer references required under Section 4.5, will the State accept references from higher education or public sector clients where the vendor delivered emergency preparedness, crisis management, and exercise facilitation services as part of a	Yes, the references described above are acceptable.

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	technology-enabled program?	
Generic	Does the State have a maximum response time requirement for vendor activation following a request for support from a constituent institution?	The University has not set forth a maximum response time but it would need to be a rapid response.
5.2	Will the State consider proposals that include a technology platform component for ongoing emergency communications plan management, notification delivery, and after-action reporting – in addition to on-call consulting services – as meeting or exceeding the scope described in Section 5.2?	The vendor is expected to utilize existing technology platforms (main and redundancy) and dedicated social media accounts of the impacted institution.
Generic	Does the State anticipate that all 17 constituent institutions will operate under a single contract vehicle, or will individual institutions issue separate task orders against the Agency Convenience Contract?	Individual constituent institutions of the University of North Carolina would issue purchase orders governed by the terms and conditions of the convenience contract at the discretion of the individual constituent institutions.
5.2	Is there a preferred format or methodology for the emergency communications plans and templates referenced as key deliverables in Section 5.2, or does the State expect vendors to propose their own approach?	Institutions may have past examples of such plans to reference, but vendors may propose their own approaches.
5.2	Section 5.2 references social media monitoring as a deliverable. Does the State expect vendors to provide their own social media monitoring tooling, or will institutions provide access to existing tools?	The vendor is expected to utilize existing technology platforms (main and redundancy) and dedicated social media accounts of the impacted campus for communications. Vendors may provide their own social media monitoring tools but must provide all derived data to the institution.
Generic	Will the State require vendors to maintain physical presence or staffing in North Carolina, or may services be delivered remotely with on-site capability available on demand?	Services may be delivered remotely with on-site capability available on demand.
Generic	Does the State have an estimated annual activation volume or number of incidents per year across the 17 institutions that vendors should use for staffing and pricing assumptions?	The State does not have an estimated volume or number of incidents.
Generic	Attachment A requests hourly rates and lump sum fees. Should vendors price by role and discipline – for example, senior communications strategist, social media specialist, exercise facilitator – or does the State prefer a single blended rate	The University prefers Vendors to provide pricing by role and discipline.

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	structure?	
Generic	Will the State share any after-action reports, existing emergency communications plans, or relevant documentation from prior incidents to inform vendor proposals?	The State will not share documentation from prior incidents.
Generic	Are there any FERPA, HIPAA, or other data handling requirements vendors must address given the nature of campus emergency incidents and the communications and records that may be generated during response?	It is possible that FERPA, HIPAA, or other data handling requirements will come into play in emergency incidents.
Generic	Will the State require vendors to maintain physical presence or staffing in North Carolina, or may services be delivered remotely with on-site capability available on demand?	Services may be delivered remotely with on-site capability available on demand.
Generic	Is there an incumbent vendor currently providing these services to any of the 17 constituent institutions, and if so, will transition assistance from the incumbent be required?	The institutions currently contract individually for these services, and a number of vendors are currently providing them. This RFP aims to streamline the contracting process, so institutions have vendors available quickly, without having to go through a lengthy contracting process each time an incident occurs. Transition assistance will not be required, but may be possible.
5.2	Should vendors be able to provide each of the 11 requested services in house? Will multiple awards be made to ensure all services may be available?	As noted in Section 3.1 of the RFP, "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."
Section 1	Is there an incumbent agency for this portfolio of work? If not, is this the first time the University has issued an RFP for this nature of crisis communications support?	The institutions currently contract individually for these services, and a number of vendors are currently providing them. This RFP aims to streamline the contracting process, so institutions have vendors available quickly, without having to go through a lengthy contracting process each time an incident occurs.
Section 1	Based on experience, which institutions are most likely to utilize this support?	The number and type of incidents varies each year, so the University is not able to estimate the likelihood of need for this support.
Section 4	Is there an annual budget allocated for	There is not an estimated budget or

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	this work that should inform our planning?	budget range for this work.
Section 4	What is the estimated number of hours per month you'd anticipate to meet these needs across the system?	The number is likely to vary and there may be months with no needs (e.g., summer is typically a slower period).
Section 5	Would the University envision some portion of this work requiring an in-person presence on various campuses? If so, what percentage of time would you expect to be in person?	That would vary by incident and by institutional needs, and the individual institutions would determine that.
Section Number 5.1	Can the University provide a general sense of how communications teams across the 17 constituent institutions are staffed and structured? Do staffing and infrastructure vary significantly across the 17 constituent institutions?	Staffing and infrastructure vary considerably. The University has institutions with more than 30,000 students and institutions with fewer than 3,000 students.
Section Number: 5.2	Do the constituent institutions have Incident Command or Emergency Operations Center structures?	Yes, all constituent institutions adhere to the IC/EOC structure.
Section Number: 5.2	Who are the key executive sponsors and decision-makers at each constituent institution, and what level of involvement is expected? Who will have the final approval on all recommendations and materials?	It depends on the situation, but chancellors, chiefs of staff, and communications leaders would likely be involved. In the case of law enforcement emergency or weather events, emergency managers and police chiefs would be involved.
Section Number: 1.0	How will individual constituent institutions activate the contract, through a centralized process at the UNC System Office, or directly with the vendor at each institution's discretion?	Individual constituent institutions of the University of North Carolina would issue purchase orders governed by the terms and conditions of the convenience contract at the discretion of the individual constituent institutions.
Section Number: 5.2	Will there be an opportunity to learn about key stakeholders and institutional context at each university prior to being called upon?	Much of this information is already publicly available.
Section Number 5.1	Do the constituent institutions currently have crisis communication plans in place? Or does the University need support to develop foundational crisis communications plans for institutions that may lack them? If foundational plans are needed at some institutions, does the University envision that work being an early priority under this contract, and can the University provide any guidance on anticipated timeline or phasing?	The need for this type of support will vary from institution to institution but could be requested.
Section Number 5.2	What emergency notification systems are currently in use across the	These systems vary throughout the System; there is not one common

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	University?	system in place.
Section Number 5.2	Are all constituent institutions using the same notification system?	These systems vary throughout the System; there is not one common system in place.
Section Number: 5.2	For the training and tabletop exercise components (Section 5.2), are any constituent institutions currently engaged with vendors for crisis communications training or tabletop exercises? If so, should the selected vendor expect to coordinate with or replace those existing arrangements?	This varies by institution, but some have conducted exercises and/or engaged vendors recently.
Section Number: 5.2	Can the University describe where the institutions generally stand in terms of tabletop exercise maturity? For example, have most conducted exercises recently, or would this be a new capability for some?	This varies, but some institutions have conducted exercises recently.
Section Number: 5.2	For social media monitoring and digital crisis response capabilities referenced in Section 5.2, does the University expect the vendor to provide its own monitoring tools and platforms, or will the vendor be expected to work within tools already in use at the constituent institutions?	The vendor is expected to utilize existing technology platforms (main and redundancy) and dedicated social media accounts of the impacted campus. Vendors may provide their own social media monitoring tools but must provide all derived data to the campus.
2.7, 4.1	The RFP indicates Attachment A for pricing, but there is no linked template; can you please share if there is a preferred format to submit this in?	The University prefers Vendors to provide pricing by role and discipline.
4.1	Is there a budget range we should bear in mind as we're tailoring our approach to meet your needs? What elements do you intend to factor into your decision when deciding on the right level of support?	There is not an estimated budget or budget range for this work.
1	What is driving the UNC System's interest in seeking a crisis communication partner at this time?	Recent events and national trends are driving the UNC System's interest in this RFP.
1	Is there an incumbent which has the business currently?	The constituent institutions currently contract individually for these services, and a number of vendors are currently providing them. This RFP aims to streamline the contracting process, so institutions have vendors available quickly, without having to go through a lengthy contracting process each time an incident occurs.
5.1, 5.2	Of the comprehensive support pillars you outlined, which elements do you	The elements are considered to be equally important.

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	consider most important to driving success?	
5.2	For crisis activations, can you share expected intensity and what good looks like for impacted UNC constituents in these moments?	The variance will be impacted by multiple factors.
5.2	Are members of the UNC system currently allowed to opt in or out of annual crisis tabletop trainings?	No, not currently.
5.2	During a crisis, who will be our primary point of contact – will it be through the system office or direct through each institution?	During an active engagement, each institution will determine a primary point of contact.
5.2	Up to this point, what role has the UNC System office played in the creation, review or updating of each institution’s crisis communications playbook? If there is a formal process, when was the last time each member of the system updated their emergency crisis comms playbook and are they using a standard framework?	The UNC System Office provides support, resourcing, and subject-matter expertise as requested.
5.1, 5.2	How does university system leadership work with each school in the event of a crisis?	The UNC System Office provides support, resourcing, and subject-matter expertise as needed in a crisis.
5.2	Will each institution have the authority to contact us directly for crisis response? Who makes the call to activate the agency in a crisis?	Each institution will engage a particular scope of services with a vendor when there is an incident.
5.1, 5.2	We understand that some of the larger universities may have crisis communication professionals. Is the expectation that the agency partner will create a “UNC System” approach to crisis communications that all constituent institutions will follow?	Each institution will engage a particular scope of services with a vendor. There is not an expectation for a “UNC System” common approach that all institutions will follow.
5.2	Do the communications leads at each institution make regular communications dedicated to emergency preparedness and readiness a priority KPI?	This varies by institution.
5.2	Will the system be responsible for managing this entire scope of services or just coordination of certain standardized functions?	Each institution will issue an individual purchase order with a vendor for a particular scope of services when there is an incident. This RFP aims to streamline the contracting process, so institutions have vendors available quickly, without having to go through a lengthy contracting process each time an incident occurs.

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5.1, 5.2	Is the system concerned by international perceptions of crises being managed locally, particularly given the presence of international students?	The system is aware of international perceptions regarding locally managed crises, including considerations related to international students.
5.2	We understand this RFP focuses on emergency crisis communications response; would this remit have any interaction with functions supporting response to more reputational issues/crises (e.g. litigation, media-driven issues, etc.)?	The RFP applies to reputational issues and crises as well.
5.2	What metrics are used to evaluate the effectiveness of crisis communications, and how are these metrics reported and used for continuous improvement?	After-Action Reviews are regularly conducted by campuses post-incident, with strengths and areas for improvement noted and taken into consideration for future incidents.
5.2	How does the system solicit and incorporate feedback from students, faculty, and external stakeholders following a crisis?	After-Action Reviews are regularly conducted by campuses post-incident, with strengths and areas for improvement noted and taken into consideration for future incidents.
5.2	How does the system currently ensure scalability of crisis communications during incidents that could affect multiple campuses or require sustained response over days or weeks?	This varies by institution and incident.
5.2	Does each constituent institution submit a crisis communications plan to the UNC System office for review and approval?	Some institutions submit crisis communications plans to the UNC System Office but it is not required.
5.2	What is the current process for updating crisis communications plans and is it the system's desire to have a standardized approach across each institution?	This varies by institution and there is not a standardized approach.
5.1	What opportunities exist for piloting new technologies or approaches (e.g., AI-driven sentiment analysis, real-time dashboards, QR code-based emergency instructions) to enhance crisis communications, monitoring and preparedness across the system and at each campus?	This will depend on the needs of the campus and the incident.
5.2	What are the current expectations for after-action reporting and recommendations for improvement following a crisis? What are the established processes for capturing lessons learned and implementing changes?	After-Action Reviews are regularly conducted by campuses post-incident, with strengths and areas for improvement noted and taken into consideration for future incidents.
Section 5.1 / 5.2	Who is authorized to initiate an	Individual constituent institutions of the

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	engagement under this contract – the System Office, individual institution leadership, or either?	University of North Carolina would issue purchase orders governed by the terms and conditions of the convenience contract at the discretion of the individual constituent institutions.
Section 6.1	Who serves as the primary point of contact on the client side during an active engagement – a campus-level communications lead, a System Office representative, or does this vary by situation?	During an active engagement, each campus will determine a primary point of contact.
Section 5.1 / 5.2	For crises that carry implications beyond a single campus (e.g., natural disasters affecting multiple institutions, federal policy changes, system-wide media coverage), would the System Office serve as the primary client, or would support still be coordinated through individual institutions?	Support will be coordinated through individual institutions, with strong regular coordination and communication with the System Office.
Section 4.1	Does the budget for engagements under this contract reside with the System Office, with individual institutions, or some combination?	Individual institutions will manage funding for engagements. The System Office has no budget responsibility under this RFP.
Section 1.0 / 5.1	Does the scope of this contract extend to affiliated entities such as UNC Health Systems and athletic departments, or is it limited to core academic and administrative operations of the constituent institutions?	The scope of this contract is limited to the 17 constituent institutions.
Section 1.0	Does the UNC System currently have a crisis communications vendor or similar contract in place? If so, is the incumbent eligible to respond to this solicitation?	The institutions currently contract individually for these services, and a number of vendors are currently providing them and are eligible to respond to this solicitation. This RFP aims to streamline the contracting process, so institutions have vendor options available quickly, without having to go through a lengthy contracting process each time an incident occurs.
Section 1.0 / 5.1	Do individual constituent institutions currently maintain their own crisis communications consulting relationships outside of this solicitation?	Yes, constituent institutions have engaged firms in various ways for crisis communications outside of this solicitation. This RFP is intended to help streamline and speed up the process for institutions to contract and engage with firms moving forward, rather than having to complete a lengthy contracting process for each engagement.
Section 5.1 / 5.2	What crisis communications	One year ago, the System formed an

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	<p>infrastructure currently exists across the system – for example, system-wide crisis communications plans, shared protocols, or coordinated training programs?</p>	<p>Emergency Communications Council, made up of one representative of each campus and encompassing communications professionals, emergency managers, police chiefs and Clery coordinators. This group is advisory in nature and meets regularly to discuss best practices and case studies. Individual campuses have their own crisis communications plans, training programs, protocols – these vary.</p>
Section 5.1	<p>Do constituent institutions currently have a regular coordination mechanism for communications functions across campuses (e.g., a communications council, shared working groups)?</p>	<p>The UNC System Office leads an Emergency Communications Council, with representatives from each constituent institution, that meets monthly. Other related groups also meet regularly (e.g., Chiefs of Staff, Emergency Managers, Police Chiefs, Communications leads).</p>
Section 5.2	<p>What media monitoring, emergency notification, or crisis management platforms are currently in use across the system? Should the selected vendor plan to integrate with existing tools or provide its own?</p>	<p>This varies by institution. The vendor is expected to utilize existing technology platforms (main and redundancy) and dedicated social media accounts of the impacted campus. Vendors may provide their own social media monitoring tools but must provide all derived data to the campus.</p>
Section 5.2	<p>Should vendors plan to develop a single system-wide framework adaptable to each campus, campus-specific plans for each institution, or some combination?</p>	<p>Vendors should plan to develop a plan specific to an institution, not a single system-wide framework.</p>
Section 5.2	<p>For tabletop exercises and training, should vendors anticipate designing a standardized program delivered across campuses, or customized exercises tailored to each institution's environment and risk profile?</p>	<p>Vendors should anticipate designing a program tailored to each institution's environment and risk profile.</p>
Section 5.2	<p>For spokesperson training, should vendors plan for centralized training of system-wide leaders, campus-by-campus training engagements, or both?</p>	<p>The selected vendor(s) from this RFP will engage with individual campus(es) for any training.</p>
Section 5.2	<p>For "media relations and press coordination during emergencies" – should the vendor anticipate maintaining media relationships and managing outreach directly, or providing support to the institution's communications team as they manage media engagement?</p>	<p>This would mostly involve supporting the institution's communications team as they manage media engagement.</p>
Section 5.2	<p>For "support for emergency notification systems and public alerts" – can the</p>	<p>We anticipate some combination of all of those support efforts.</p>

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	State clarify the nature of support expected? Should vendors anticipate drafting content for existing notification systems, advising on system capabilities and best practices, operating or managing notification platforms directly, or some combination?	
Section 5.1	Is there a baseline or historical reference for the number of incidents across the system that have required or would have benefited from external crisis communications support?	The number and type of incidents varies each year, so the University is not able to estimate a baseline or the likelihood of need for this support.
Section 4.1 / Attachment A	How should travel and other expenses be handled in the pricing 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. Travel and other expenses may be included as separate line items or may be included as part of the Vendor's fees.
Section 5.2	Should vendors anticipate traveling to campus for both proactive work (discovery, strategy development, training, tabletop exercises) and active crisis response?	Proactive work and active crisis response are both within scope for this RFP, and may involve travel to constituent institutions.
Section 4.1 / Attachment A	Is there an estimated budget range for this contract?	There is not an estimated budget or budget range for this work.
Section 3.1	If the State awards to multiple vendors, how would work be distributed – by institution, by incident type, at each institution's discretion, or by some other method?	In the event of an award to multiple vendors, individual constituent institutions of the University of North Carolina could engage vendors at the discretion of the individual constituent institutions.
Section 4.1 / Attachment A	Attachment A references hourly rates, lump sum fees, and other fees. Given the range of services described in the scope of work – from proactive planning and training to 24/7 on-call crisis support – can the State provide additional guidance on its preferred pricing model, or should vendors propose the structure they believe best serves the scope?	Vendors propose the structure they believe best serves the scope. The University prefers Vendors to provide pricing by role and discipline.
Attachment A	Will you provide a pricing template for Attachment A, or should vendors propose their own pricing structure within the categories referenced (hourly rates, lump sum fees, other fees)?	Vendors propose the structure they believe best serves the scope. The University prefers Vendors to provide pricing by role and discipline.
Section 3.3 / 3.4	Will representatives from constituent institutions participate in the proposal	The RFP process is being led by the System Office, with the benefit of input

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	evaluation, or is the evaluation conducted solely by the System Office?	from constituent institutions throughout the process.
Section 1.0 / 5.1	Does the scope of this contract extend to affiliated entities such as UNC Health Systems and athletic departments, or is it limited to core academic and administrative operations of the constituent institutions?	The scope of this contract is limited to the 17 constituent institutions.

The Constituent Institutions of the University of North Carolina are:

Appalachian State University
East Carolina University
Elizabeth City State University
Fayetteville State University
North Carolina A&T State University
North Carolina Central University
North Carolina School of Science and Mathematics
North Carolina State University
University of North Carolina at Asheville
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of North Carolina at Greensboro
University of North Carolina at Pembroke
University of North Carolina at Wilmington
University of North Carolina School of the Arts
Western Carolina University
Winston-Salem State University

All other information contained in the RFP Addendum 01 thereto remains the same.

INSTRUCTIONS:

1. Return one properly executed copy of this addendum **prior** to the Bid Opening Date/ Time listed above.
2. Please make the following change(s) in the bid referenced above:
3. Check **ONE** of the following options:

Bid has **not** been submitted. **Any changes** resulting from this addendum are included in our bid.

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Bid has already been submitted. **No changes** resulted from this addendum.

Bid has already been submitted. Changes resulting from this addendum are as follows.

Execute Addendum:

Bidder: _____

Authorized Signature: _____ **Date:** _____

Name and Title (Typed): _____