



Request for Proposals # No. 274-HRD202502-TSS

Title: City of Raleigh Targeted Staffing Study

Issue Date: May 14, 2025

Due Date: June 13, 2025, no later than 5:00PM EST

LATE PROPOSALS WILL NOT BE ACCEPTED

Issuing Department: HUMAN RESOURCES

Direct all inquiries concerning this RFP to:

Alexander Vazquez

Business Manager, Human Resources

Email: alexander.vazquez@raleighnc.gov

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1 INTRODUCTION

1.1 **Purpose**

The City of Raleigh (COR) is soliciting proposals from one or more firm(s) with which to contract for the following services:

To conduct a comprehensive staffing and workload analysis across multiple city departments to ensure efficient scheduling, optimal resource allocation, and high-quality service delivery through a sustainable staffing model. This model must be financially viable, operationally effective, and support long-term recruitment and retention.

The study will assess both current and projected workload demands - particularly in light of the City's population growth through 2035. Departments included in this analysis are the Emergency Communications Center (ECC), Raleigh Police Department (RPD), Solid Waste Services (SWS), and specific divisions within the Engineering Services, Housing and Neighborhoods, Planning and Development, Raleigh Fire, and Transportation departments.

The analysis will:

- Assess geographic and population growth trends to project future workload impacts on service delivery, staffing needs, and operational capacity through 2035.
- Identify best practices and industry standards for staffing models (including efficiency metrics, shift structures, and workload distribution) to optimize workforce utilization.
- Evaluate opportunities to civilianize specific responsibilities currently conducted by sworn RPD personnel to improve operational efficiency and ensure specialized personnel are utilized effectively.

The final report must include data-driven recommendations, including staffing models, operational efficiencies, and policy adjustments. The recommendations should support the City's ability to meet growing service demands while maintaining high-quality service delivery, ease of administration, and high employee well-being and morale.

A detailed scope of services is provided in Section 4 of this document.

All information related to this solicitation, including any addenda, will be posted to the North Carolina electronic Vendor Portal (eVP) at <https://evp.nc.gov/>.

All questions related to this solicitation must be submitted in writing (via email) to the following individual:

Contact Name	Email Address
Alexander Vazquez	Alexander.Vazquez@raleighnc.gov

Questions submitted via telephone will not be answered.

1.2 **Background**

The City of Raleigh is the second-largest city in North Carolina with a population of 488,854. Raleigh continues to be one of the fastest growing cities in the country. Raleigh and the surrounding region continue to experience growth in population and commercial activity. Raleigh is both the county seat of Wake County, the most populated county in North Carolina and the capital of the state. A great economy, top educational institutions, and exceptional health care facilities are some of the characteristics that attract people to the triangle area. The mild climate, diverse work force and proximity to Research Triangle Park combine to make Raleigh a great place to live.

Raleigh is a 21st Century City of Innovation focusing on environmental, cultural, and economic sustainability. The City conserves and protects our environmental resources through best practice and cutting-edge conservation and stewardship, land use, infrastructure and building technologies. The City welcomes growth and diversity through policies and programs that will protect and enhance Raleigh's existing neighborhoods, natural amenities, history, and cultural and human resources for future generations. The City leads to improve quality of life for neighborhoods and standard of living for all citizens. The City works with universities, colleges, residents, and local partners to promote new technology, create new job opportunities, and encourage local businesses and entrepreneurs. The City enlists and prepares 21st Century staff with the skill sets to carry out the duties of the City through transparent civic engagement and by providing the very best customer service and service delivery to our residents.

Rapid geographic and population growth and other changes over recent decades have affected several City department's service delivery requirements. Additional growth and change will continue to influence these departments and their ability to provide high-quality, direct service to residents. Below is additional information on each of the departments and divisions to be analyzed in this evaluation:

1. **Emergency Communications Center**

The Raleigh-Wake Emergency Communications Center (ECC), also known as Raleigh-Wake 9-1-1, operates 24/7 and provides emergency and non-emergency call dispatching and centralized communications for Emergency Medical Services (EMS) agencies, law enforcement agencies, and fire departments, serving more than one million residents in an area of 860 miles:

Law Enforcement Agencies
Raleigh Police
Garner Police
Knightdale Police
Rolesville Police
Wendell Police
Zebulon Police
NC Dept of Natural and Cultural Resources Division of Parks and Recreation
State Capital Police
Wake County Public Safety Agencies
Bureau of Forensic Services (BFS) & Body Transport (WC7)

Emergency Medical Services (EMS)
Fire/Emergency Management (WC1)
Fire Department Agencies
Raleigh Fire
Durham Highway Fire
Fairview Fire
Fuquay Varina Fire
Garner Fire
Holly Springs Fire
Hopkins Fire
Knightdale Fire
Northern Wake Fire
Rolesville Fire
Swift Creek Fire
Wake County Forestry Service
Wake New Hope Fire
Wake Forest Fire
Wendell Fire
Western Wake Fire
Zebulon Fire

The 130 ECC FTEs not only must serve the anticipated growth of Raleigh, but also across the service district which includes Wake County, Apex, Fuquay-Varina, Garner, Holly Springs, Knightdale, Morrisville, Rolesville, Wake Forest, Wendell, and Zebulon.

2. Raleigh Police Department

The Raleigh Police Department (RPD) embraces the philosophy of community policing, fostering partnerships between law enforcement and community members to collaboratively identify and address safety concerns. With 921 full-time employees (FTE), including 795 sworn officers, the RPD strives to make Raleigh one of the safest cities in the United States by emphasizing proactive problem-solving and building trust within the community. The department is made up of five operating divisions, each focusing on specific aspects of law enforcement and public safety. The largest division, Field Operations, is comprised of patrol officers, community officers, and several specialized units that respond to 911 calls for service. Officers assigned to this division work 12-hour shifts (6 AM - 6 PM/7 AM - 7 PM or 6 PM - 6 AM/7 PM - 7 AM). The Investigative Division is the second-largest division. Personnel assigned to this division conduct follow-up investigations and long-term investigations to disrupt criminal organizations and locate wanted career criminals. The Special Operations Division houses several specialized units supporting other RPD divisions. The Selective Enforcement Unit (SEU) or SWAT team responds to civil unrest incidents and serves high-risk warrants. This division also has K9 teams, a Traffic Enforcement Unit (Motorcycle Unit), an Unmanned Aerial System Unit (Drones), an Animal Control Unit, a Crash Reconstruction Unit, a Planning and Logistics Unit, a Code Enforcement Unit, a Secondary Employment Unit, and the Parks and Greenway/Mounted Unit. The

Administrative Services Division houses the Training Academy, where recruits attend basic law enforcement training to become certified officers. Other units within the Administrative Services Division include the Records Unit, Human Resources, Quartermaster Unit, Property/Evidence Units, Information Technology, and the Police Service Center/Fleet. The last division is the Chief's Office. The Chief of Police, three Deputy Chiefs, and one Chief of Staff are assigned to this division. Other units include the Public Affairs Office, Fiscal Unit, Internal Affairs, Inspections Unit, Accreditation Unit, and Police Attorneys.

3. Solid Waste Services

The City's Solid Waste Services (SWS) Department is dedicated to maintaining public health and environmental sustainability by providing efficient waste management solutions. Operating throughout the city, SWS offers residential curbside garbage, recycling, yard waste, Needs Assistance Program, bulky, and e-waste collection, as well as disposal services to 127,000 households, multi-family structures, and businesses across the City, including specialized services in the Central Business District and during city-sponsored special events. Additional programs include Geographical Information System (GIS), technology, training and development, safety, internal fleet maintenance, and code enforcement that support and enhance departmental operations. Education, customer service, dispatch, communication, sales and marketing, budget, and public outreach efforts focusing on increasing community awareness of solid waste services and programs. Sonoco, the current SWS third party recycling vendor, receives recyclable materials collected from across the City by the SWS disposal services that are prohibited by state law from being disposed of in landfills. The Solid Waste Services (SWS) Yard Waste Center Facility serves to manage yard waste collected by the City curbside collection program, Wake County municipalities, businesses, and residential sources. The organic material (including, but not limited to, grass clippings, shrubbery trimmings, leaves, limbs, logs, brush, pine straw, and hay) is processed and recycled into compost and various mulch products, all of which are made available to residential and commercial customers for purchase, and to the other City departments for use. Staff maintain grass, ditches, roads, etc. at the closed Wilders Grove landfill.

4. Engineering Services – Fleet Management Operations

Fleet Management Operations, operating as an internal service fund, supports the City's transportation and equipment needs by delivering cost-effective maintenance and repair services for all 4,700 City vehicles. The division oversees vehicle and equipment specification and procurement, accident management, telematics (GPS), vehicle monitoring, fleet rightsizing, equipment replacement, surplus disposal, and the operation and maintenance of Citywide car wash stations and EV charging infrastructure. It also manages seven fuel sites, ensuring compliance with State and Federal regulations and procuring fuel in accordance with City policies. Fleet Management Operations operates a Citywide motor pool and leverages data management technologies to support strategic decision-making across all departments.

5. Housing & Neighborhood – Code Enforcement Division

The Housing & Neighborhoods department provides funding for the creation and preservation of affordable housing and for services and programs benefitting low-to-moderate income persons. Of interest for this project is the work conducted by the Code Enforcement division, which is dedicated to enhancing and preserving the quality of life for all residents by enforcing housing and building standards and responding to public nuisances complaints. On an annual basis, 29 FTEs respond to 98% of complaints received.

6. Planning & Development – Building Safety Division

The Planning & Development department provides services related to comprehensive planning, design and implementation, regulation and compliance, real estate, plan review, and field inspections. Of interest for this project is the work conducted by the Building Safety division, which is responsible for ensuring the safety and compliance of construction projects within the city. This division conducts thorough inspections across various trades, including building, electrical, mechanical, and plumbing, to verify adherence to established codes and regulations. On average, the division performs approximately 137,000 inspections annually, reflecting its commitment to maintaining high standards in Raleigh's built environment.

7. Raleigh Fire Department – Office of the Fire Marshal

The Office of the Fire Marshal focuses on community risk reduction to ensure that Raleigh residents, visitors, and businesses are safe. They enforce the N.C Fire Prevention Code by conducting required fire inspections, performs fire plans reviews, and issues operational permits. They also conduct fire investigations to determine origin and cause of all fires in the City of Raleigh. They create and deliver various public education programs to promote and teach fire safety for all ages.

8. Transportation – Transportation Maintenance and Traffic Engineering Divisions

The Transportation Department provides all aspects of transportation infrastructure services including planning, management and operations, and maintenance. Of interest for this project is the work conducted by the Transportation Maintenance and Traffic Engineering divisions. The Transportation Maintenance division provides a myriad of services including patching and resurfacing asphalt pavements; repairs to sidewalks, curb ramps and curbs and gutter; right of way landscaping, mowing and mulching; inspection, repair and replacement of catch basins, culverts, and storm sewer pipes; inspection and repair of bridges; guardrail and fence repair; street sweeping; graffiti removal; nuisance abatement; downtown Raleigh cleanliness; inspections of new streets and street improvements constructed by private development; contract development and contract administration for street repair and construction projects. In addition, Transportation Maintenance provides seasonal leaf collection; snow and ice control; emergency response to natural disasters such as flooding and debris removal; and special event assistance. Annually, the divisions maintain 1,140 miles of streets; over 1,300 miles of sidewalks and over 36,000 curb ramps; over 33,000 stormwater inlets and 2.5

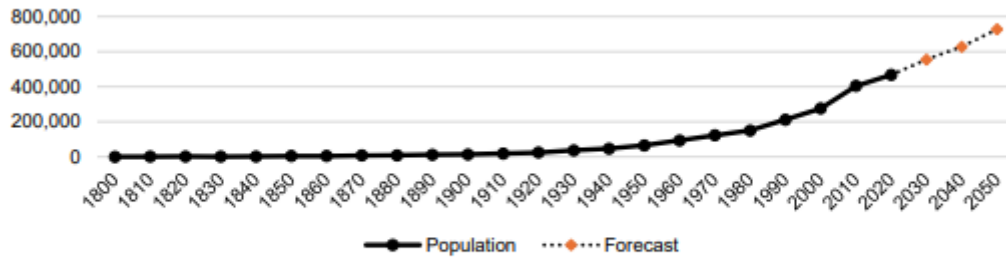
million linear feet of stormwater pipes; and 60 federally qualifying bridge structures. The Traffic Engineering Division is responsible for three main programs, two of which are pertinent to this study: Traffic signals & signal systems and Signs & Markings. The Traffic signals & signal systems program is comprised of 14 technicians and two managers who maintain and ensure continuous operation of 663 traffic signals or devices. There is a network team which has two dedicated fiber optic specialists who test, maintain and repair the 220+ miles of fiber optic cable connecting all the traffic signals. This team also has a dedicated position responsible for installation, operation and maintenance of a closed-circuit TV network comprised of 225 cameras. The last component of this program is signal timing engineers. A team of 4 engineers and a manager make, improve and modify timing plans to move vehicles efficiently. This group also seals signal plans and conducts engineering studies related to traffic signals. The Signs & Markings program is responsible for maintain 90,000 traffic signs and installation/removal of any new/old ones. In addition, to comply with Federal requirements related to amount of light reflected (from signs), all traffic signs must be replaced on a 15- or 20-year basis. The pavement marking group is responsible for almost 9 million linear feet of pavement markings, and 30,000 pavement marking characters, symbols, stop bars and crosswalks. This \$12 million dollar asset is maintained by three dedicated employees and contractual help.

The City of Raleigh develops population estimates by participating in regional transportation modeling, which produces population and employment forecasts that can be refined for sub-areas. We primarily rely on the latest version of the regional Metropolitan Transportation Plan (MTP), a model shared by the Capital Area Metropolitan Planning Organization (CAMPO) and the Durham-Chapel Hill-Carrboro MPO (DCHC). The [model](#), updated every five years, provides long-term projections, with the most recent adopted version extending to 2050. The Central Pines Regional Council typically manages model production, integrating parcel-level forecasts from participating municipalities. Our contributions are based on the Future Land Use map, existing development data, and input from planners who refine projections based on anticipated trends.

To ensure consistency, the model limits growth using population forecasts from the State Demographer, aligning estimates across counties. While the primary function of the model is to forecast transportation demand, it also produces detailed population and employment projections by Transportation Analysis Zone (TAZ). Our organization has already contributed input for the upcoming 2055 model, with outputs expected early in 2026.

Below are visualizations that demonstrate the City's population and land area growth.

Population of the City of Raleigh, 1800-2050



Year	Population	City size (sq mi)	Year	Population	City size (sq mi)
1800	699	0.625	1990	212,092	91.395
1810	1672*	0.625	1991	218,179	92.538
1820	2,674	0.625	1992	222,455	94.360
1830	1,700	0.625	1993	230,418	95.808
1840	2,244	0.625	1994	237,739	97.912
1850	4,518	0.625	1995	250,186	103.374
1860	4,780	1.336	1996	258,656	106.801
1870	7,790	1.336	1997	266,035	109.830
1880	9,265	1.336	1998	273,011	112.020
1890	12,678	1.336	1999	280,132	114.901
1900	13,643	1.757	2000	276,093	118.707
1910	19,218	4.026	2001	294,843	123.950
1920	24,418	6.961	2002	306,252	126.256
1930	37,379	7.254	2003	316,979	127.554
1940	46,879	7.254	2004	328,880	130.584
1950	65,679	10.883	2005	342,194	133.350
1960	93,931	33.669	2006	353,604	134.268
1970	122,830	44.929	2007	367,995	139.921
1971	125,572	46.472	2008	380,173	140.794
1972	128,314	46.805	2009	388,926	142.902
1973	131,056	47.132	2010	403,892	143.771
1974	133,798	47.288	2011	406,781	144.872
1975	136,540	51.710	2012	412,891	145.059
1976	139,282	52.158	2013	418,568	145.383
1977	142,024	53.446	2014	425,920	145.791
1978	144,766	53.942	2015	435,158	146.320
1979	147,508	54.694	2016	442,386	146.488
1980	150,255	55.165	2017	451,244	146.733
1981	155,859	56.631	2018	458,393	147.375
1982	161,673	58.823	2019	464,938	147.928
1983	167,703	61.837	2020	467,665	148.468
1984	173,908	62.285	2021	470,813	149.373
1985	180,343	78.815	2022	473,423	150.261
1986	187,016	80.526	2023	482,295	151.723
1987	193,935	84.698	2030	555,000	150-180
1988	201,111	86.949	2040	615-640,000	160-210
1989	208,552	89.149	2050	710-745,000	160-210

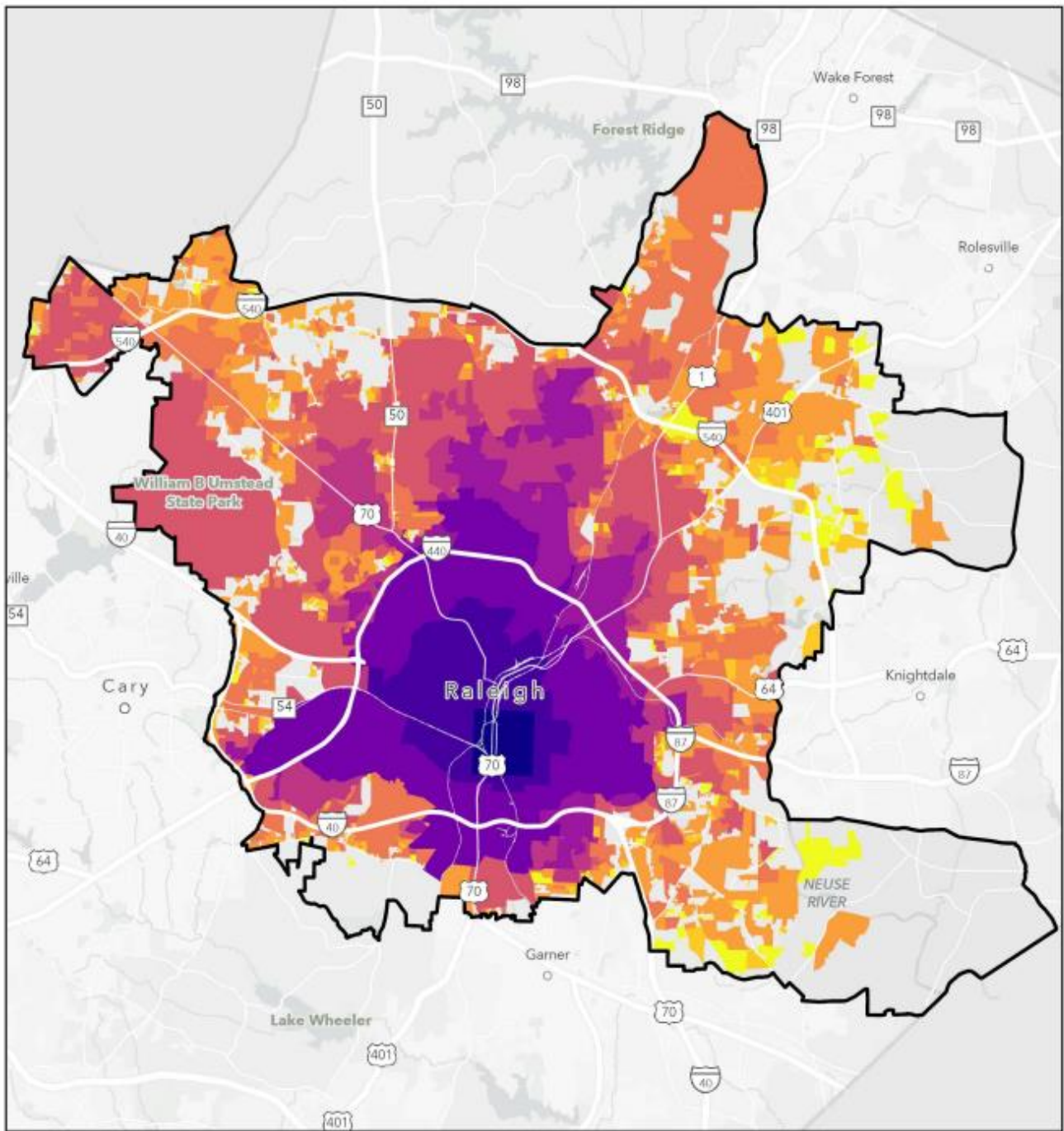
*Figure was interpolated as it is not available from the U.S. Census Bureau

These are estimated population numbers generated by the City of Raleigh

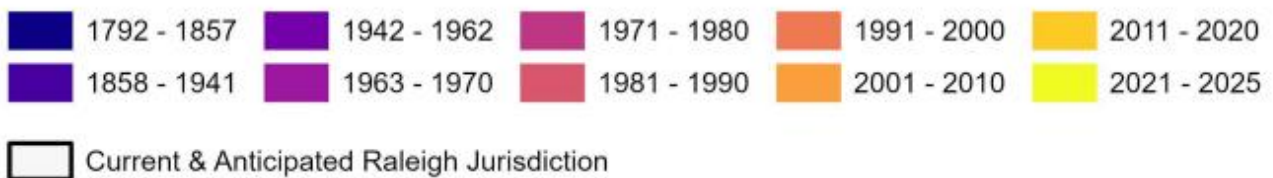
Projections estimated from the the 2050 Metropolitan Transportation Plan / Triangle Regional Model work of the Capital Area Metropolitan Planning Organization (CAMPO)

All other population numbers are from the U.S. Census Bureau

Sources: City of Raleigh Department of Planning and Development; U.S. Census Bureau; CAMPO



Annexation History



City of Raleigh Planning and Development

1.3 **Request for Proposal (RFP) Timeline**

Provided below is a list of the anticipated schedule of events related to this solicitation. The City of Raleigh reserves the right to modify and/or adjust the following schedule to meet the needs of the service. All times shown are Eastern Time (EST):

RFP Process	Date and Time
RFP Advertisement Date	May 14, 2025
Pre-Proposal Conference (if required)	None
Deadline for Written Questions	May 23, 2025
City Response to Questions (anticipated)	May 30, 2025
Proposal Due Date and Time	June 13, 2025 at 5 PM EST
Evaluation Meeting (anticipated)	By July 3, 2025
Interviews (if required)	Early- to Mid-July 2025
Selection Announced (tentative)	Late July 2025

1.4 **Pre-Proposal Conference**

In the event that the City of Raleigh elects to conduct a Pre-Submittal Conference or Site Visit, attendance by prospective proposers is strongly encouraged but is not mandatory. Prospective Proposers are encouraged to submit written questions in advance.

1.5 **Proposal Questions**

It is the Proposer's responsibility to ensure that all addenda have been reviewed and considered in the preparation of its proposal. Requests for clarification and questions to this RFP must be received by the City not later than the date shown above in the RFP Timeline (Section 1.3) for the submittal of written inquiries. The firm's failure to request clarification and submit questions by the date in the RFP Timeline above shall be considered to constitute the firm's acceptance of all City's terms and conditions and requirements. The City shall issue addenda reflecting questions and answers to this RFP, if any, and shall be posted to North Carolina electronic Vendor Portal (eVP). No information, instruction or advice provided orally or informally by any City personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Proposers shall be entitled to rely only on written material contained in an Addendum to this RFP.

It is important that all Proposers submitting to this RFP periodically check [eVP](#) for any Addenda. It is the Proposers responsibility to ensure that all addenda have been reviewed and, if required signed and returned.

All questions related to this solicitation must be submitted in writing (via email) to the following individual:

Contact Name	Email Address
Alexander Vazquez	Alexander.Vazquez@raleighnc.gov

Questions submitted via telephone will not be answered.

1.5 Proposal Submission Requirements and Contact Information

Proposals must follow the format as defined in Section 2 (PROPOSALS), and be addressed and submitted as follows:

Preferred method is to submit proposals electronically as a viewable and printable Adobe Portable Document File (PDF) by email to alexander.vazquez@raleighnc.gov. The PDF electronic version must be received by the City on or before the RFP due date and time provided in Section 1.3. Proposals received after the RFP due date and time will not be considered. Proposals that arrive after the due date and time will not be accepted or considered for any reason whatsoever.

If you cannot submit your proposal electronically by email, then you may deliver the proposal by hand, or by US Postal Service Mail, or by other delivery services to:

<u>DELIVERED BY US POSTAL SERVICE MAIL:</u>	<u>DELIVERED BY OTHER DELIVERY SERVICES (special delivery, overnight, or any other carrier):</u>
City of Raleigh ATTN: Alexander Vazquez Human Resources 222 W. Hargett St., Suite 101 Raleigh, NC 27601 RFP# 247-HRD202502-TSS	City of Raleigh ATTN: Alexander Vazquez Human Resources 222 W. Hargett St., Suite 101 Raleigh, NC 27601 RFP# 247-HRD202502-TSS

*Proposals must be enclosed in an envelope or package and clearly marked with the name of the submitting company. If the firm elects to mail in its proposal, proposals must be enclosed in an envelope or package and clearly marked with the name of the submitting company, the RFP# **247- HRD202501-TSS**, and title, “**City of Raleigh Targeted Staffing Study**”.*

Proposers must submit:

- A. one (1) signed original

B. Two (2) copies of the signed proposal.

If the firm elects to mail in its proposal, the firm must allow sufficient time to ensure the City's proper receipt of the package by the time specified in the RFP Timeline (Section 1.3). Regardless of the delivery method, it is the responsibility of the firm to ensure that their proposal arrives at the designated location specified in this Section by the due date and time specified in the RFP Timeline (Section 1.3).

Any requirements in the RFP that cannot be met must be indicated on Appendix VI: Exceptions to the RFP and submitted with the proposal. Proposers must respond to the entire Request for Proposals (RFP). Any incomplete proposal may be eliminated from competition at the discretion of the City of Raleigh. The City reserves the right to reject any or all proposals for any reason and to waive any informality it deems in its best interest.

Proposals that arrive after the due date and time will not be accepted or considered for any reason whatsoever. If the firm elects to mail in its response, the firm must allow sufficient time to ensure the City's proper receipt of the package by the time specified in the RFP Timeline (Section 1.3). Regardless of the delivery method, it is the responsibility of the firm to ensure that their proposal arrives at the designated location specified in this Section by the due date and time specified in the RFP Timeline (Section 1.3).

1.6 MWBE Participation Form

The City of Raleigh prohibits discrimination in any manner against any person based on actual or perceived age, race, color, creed, national origin, sex, mental or physical disability, sexual orientation, gender identity or expression, familial or marital status, religion, economic status, or veteran status. The City maintains an affirmative policy of fostering, promoting, and conducting business with women and minority owned business enterprises.

Complete and submit the MWBE Participation Form (Appendix IV) with your proposal.

1.7 Rights to Submitted Material

All proposals and supporting materials, as well as correspondence relating to this RFP, shall become the property of the City. The content of all submittals will be held confidential until the selection of the firm is made. Proposals will be reviewed by the Evaluation Team, as well as other City staff and members of the general public who submit public record requests. ***Any proprietary data must be clearly marked.*** In submitting a Proposal, each Prospective Proposer agrees that the City may reveal any trade secret materials contained in such response to all City staff and City officials involved in the selection process and to any outside consultant or other third party who serves on the Evaluation Team or who is hired by the City to assist in the selection process.

The City reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the proposer of the conditions contained in this Request for

Proposals. Proposals marked entirely as “confidential”, “proprietary”, or “trade secret” will be considered non-responsive and will be removed from the evaluation process.

1.8 Communications

All communications of any nature regarding this RFP with any City staff, elected City officials, evaluation committee members, are strictly forbidden from the time the solicitation is publicly posted until award. Questions must be submitted in writing to the individual designated in Section 1.1 (Purpose), prior to the deadline provided in the RFP Timeline (Section 1.3). Violation of this provision may result in the firm’s proposal being removed from consideration.

1.9 Lobbying

By responding to this solicitation, the firm certifies that it has not and will not pay any person or firm to influence or attempt to influence an officer or employee of the City or the State of North Carolina, or any elected official in connection with obtaining a contract as a result of this RFP.

1.10 Conflicts of Interest

City of Raleigh contracts are controlled by three conflict of interest provisions.

First, federal procurement standards provide in 2 CFR 200.318 (c)(1),

No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or a firm which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-Federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts.

Similarly, the North Carolina General Statutes provides a *criminal* statute for conflicts of interest in public contracting. N.C.G.S. § 14-234(a):

(1) No public officer or employee who is involved in making or administering a contract on behalf of a public agency may derive a direct benefit from the contract except as provided in this section, or as otherwise allowed by law. (2) A public officer or employee who will derive a direct benefit from a contract with the public agency he or she serves, but who is not involved in making or administering the contract, shall not attempt to influence any other person who is involved in making or administering the contract. (3) No public officer or employee may solicit or receive any gift, favor, reward, service, or promise of reward, including a promise of future employment, in exchange for recommending, influencing, or attempting to influence the award of a contract by the public agency he or she serves.

City of Raleigh Charter Section 3.9 regulates private transactions between the City and its officials and employees. The Charter states:

No member of the City Council, official, or employee of the City of Raleigh shall be financially interested, or have any personal beneficial interest, either directly or indirectly, as agent, representative, or otherwise, in the purchase of, or contract for, or in furnishing any materials, equipment or supplies to the City of Raleigh, nor shall any official or employee of the City of Raleigh accept or receive, or agree to accept or receive, directly or indirectly, from any person, firm or corporation to whom any contract may be awarded or from whom any materials, equipment or supplies may be purchased by the City of Raleigh, by rebate, gift, or otherwise, any money or anything of value whatsoever, or any promise, obligation or contract for future reward or compensation, for recommending or procuring the uses of any such materials, equipment or supplies by the City of Raleigh; no member of the City Council, official or employee of the City of Raleigh shall for his own personal benefit operate, directly or indirectly, any concession in any building or on any lands of the City of Raleigh, nor shall any official or employee of the City of Raleigh bid for or be awarded any contract granting concessionary rights of any nature or kind from the City of Raleigh; it shall be unlawful for any member of the City Council, official or employee of the City of Raleigh to bid for or to purchase or to contract to purchase from the City of Raleigh any real estate, equipment, materials, or supplies of any nature or kind whatsoever, either directly or indirectly, at either public or private sale, either singly, or through or jointly with any other person.

1.11 Proposer Expenses

The City of Raleigh will not be responsible for any expenses incurred by any Proposer in the development of a response to this Request for Proposal or any other activities associated with this procurement including but not limited to any onsite (or otherwise) interviews and/or presentations, and/or supplemental information provided, submitted, or given to City of Raleigh and/or its representatives. Further, the City of Raleigh shall reserve the right to cancel the work described herein prior to issuance and acceptance of any contractual agreement/purchase order by the recommended Proposer even if the awarding authority for each entity has formally accepted a recommendation.

1.12 Proposer Acceptance

Submission of any proposal indicates a Proposer's acceptance of the conditions contained in this RFP unless clearly and specifically noted otherwise on Appendix VI Exceptions to RFP and submitted with proposal. Furthermore, the City of Raleigh is not bound to accept a proposal on the basis of lowest price, and further, the City of Raleigh has the sole discretion and reserves the right to cancel this RFP, and to reject any and all proposals, to waive any and all informalities and/or irregularities and reserves the right to re-advertise this RFP with either the identical or revised scope and specifications if it is deemed to be in the best interests of the City of Raleigh to do so. The City of Raleigh reserves the right to accept or reject any or all of the items in the proposal, and to award the contract in whole or in part and/or negotiate any or all items with individual Proposers if it is deemed in the best interest of the City of Raleigh to do so. Moreover, the City of Raleigh reserves the right to make no selection if proposals are deemed to be outside the fiscal constraint or not in the best interest of the City of Raleigh.

2 PROPOSALS

Responses must follow the format outlined below. The City may reject as non-responsive at its sole discretion any proposal that does not provide complete and/or adequate responses or departs in any substantial way from the required format.

2.1 Request for Proposals Required Document Format

Responses should be divided using tabs to separate each section, listed sequentially as follows:

Tab 1: Cover Letter

Provide an introduction letter summarizing the unique proposal of your firm to meet the needs of this service requirement. This letter should be presented on the firm's official letterhead and signed by an authorized representative who has the authority to enter into a contract with the City on behalf of the firm. Additionally, include the name, address, telephone and email address of the individual who serves as the point of contact for this solicitation.

Tab 2: Project Understanding, Approach and Schedule

Provide a comprehensive narrative, outline, and/or graph demonstrating the firm's understanding of the project goals and objectives including a detailed explanation of the overall approach to accomplishing the tasks outlined in the Scope of Work section of this RFP and a detailed worked plan. The work plan must contain a description of each task to be performed identify the interrelationships among the tasks, clearly identify major review and decision points, specify the deliverables and the schedule for accomplishing each task shall be included.

Tab3: Corporate Background and Experience

Include background information on the firm, including its history, core services, and areas of specialization. Provide detailed information regarding the firm's experience with projects similar in scope and complexity to those outlined in this RFP. Provide a list of all similar contracts performed in the past two (2) years, accompanied by at least three (3) references (contact persons, firm, telephone number and email address). Highlight specific skills and capabilities that demonstrate the firm's ability to effectively perform the required tasks and deliver high-quality deliverables on time and within budget. Include the total amount invoiced for each listed project, the length of the project, and list of those involved in the project who are also proposed for the subject project named in this solicitation.

Failure to provide a list of all similar contracts in the specified period may result in the rejection of the firm's proposal. The evaluation team reserves the right to contact any or all listed references, and to contact other public entities regarding past performance on similar projects.

Tab 4: Financial Information

Review and provide one of the following three (3) financial statement options:

1. Recent audited or reviewed financial statements prepared by an independent certified public accountant (CPA) that shall include, at a minimum, a balance sheet, income statement (i.e., profit/loss statement) and cash flow statement **and**, if the audited or reviewed financial statements were prepared more than six (6) months

prior to the issuance of this RFP, the Proposer shall submit its most recent internal financial statements (balance sheet, income statement and cash flow statement or budget with entries reflecting revenues and expenditures from the date of the audited or reviewed financial statements to the end of the most recent financial reporting period (i.e., the quarter or month preceding the issuance date of this RFP)).

OR

2. Recent compiled financial statements prepared by an independent CPA that shall include, at a minimum, a balance sheet, income statement (i.e., profit/loss statement) and cash flow statement **and**, if the compiled financial statements were prepared more than three (3) months prior to the issuance of this RFP, the Proposer shall submit its most recent internal financial statements (balance sheet, income statement and cash flow statement or budget with entries reflecting revenues and expenditures to date), and other evidence of financial stability such as most recently filed income tax return, evidence of a line of credit/loans/other type of financing with statement of amount in use/outstanding balance (e.g., a complete copy commitment letter, loan agreement, billing statement reflecting the line of credit or statement from lender acknowledging the commitment to fund the Proposer's stated financing), personal guaranty with copies of personal income tax filing and statement of net worth or such other evidence that is accurate, reliable and trustworthy regarding the Proposer's financial stability.

OR

3. Include a certified, signed statement from a licensed CPA regularly engaged in the review of the firm's financial information verifying the financial viability of the firm.

All financial information, statements and/or documents provided in response to this solicitation shall be kept confidential provided that EACH PAGE is marked as follows: "CONFIDENTIAL – DO NOT DISCLOSE EXCEPT FOR THE EXPRESS PURPOSE OF PROPOSAL EVALUATION."

"Recent" shall be defined as financial statements that were prepared within the 12 months preceding the issuance date of this RFP.

Consolidated financial statements of the Proposer's parent or related corporation/business entity shall not be considered, unless: (1) the Proposer's actual financial performance for the designated period is separately identified in and/or attached to the consolidated statements, (2) the parent or related corporation/business entity provides the State with a document wherein the parent or related corporation/business entity will be financially responsible for the Proposer's performance of the contract and the consolidated statement demonstrates the parent or related corporation's/business entity's financial ability to perform the contract, financial stability and/or such other financial considerations identified in the evaluation criteria; and/or (3) Proposer provides its own internally prepared financial statements and such other evidence of its own financial stability identified above.

The firm's failure to provide any of the above-referenced financial statements may result in the proposal being removed from consideration. Proposers are also encouraged to explain any negative financial information, and to provide documentation supporting those explanations and demonstrating the financial strength of the firm.

Tab 5: Team Firm, Experience, and Qualifications

This section must include the proposed staffing, deployment and firm of personnel to be assigned to this project. The Proposer shall provide information as to the Proposals and experience of all executives, managerial, legal, and professional personnel to be assigned to this project, including resumes citing experience with similar projects and the responsibilities to be assigned and their primary roles. . A project-specific firm chart which clearly illustrates the roles, responsibilities, and the reporting relationships of each team member should be included. It is expected that the Project lead and other primary team members will be actively engaged and accessible throughout the Project.

Tab 6: Cost

Proposer should provide a cost schedule. Hourly rates shall be fully burdened to include all costs, all applicable overhead and profit (including lodging, meals, and transportation). Attach any additional pricing details. If a proposer is submitting paper copies, they should provide a minimum of two (2) complete copies in a separate sealed envelope.

2.2 RFP Documents

This RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award. All attachments and addenda released for this RFP in advance of any Contract award are incorporated herein by reference.

3 PROPOSAL EVALUATION

3.1 Proposal Evaluation Criteria (Stage 1)

This is not a bid. There will not be a public opening. The Proposals received in response to this RFP will be evaluated and ranked, by the Proposal Evaluation Committee in accordance with the process and evaluation criteria contained below. Responses will be evaluated in light of the material and substantiating evidence presented in the response, and not on the basis of what is inferred. After thoroughly reading and reviewing this RFP, each Evaluation committee member shall conduct his or her independent evaluation of the proposals received and grade the responses on their merit in accordance with the evaluation criteria set forth in the following table.

Based on the total proposals received, the City may select a shortlist of the highest-scoring proposals to participate in Stage 2 of the evaluation process.

The maximum interview/demonstration points a Proposer can receive is five (5) points. The Proposers selected for interviews/demonstrations under this section will be notified in writing of the date and time. The Proposers' interview/demonstrations shall be based solely upon information provided in each Proposer's original proposal. No new information may be presented.

Criteria	(a) Weight	(b) Score (0-3)	(a) x (b) Weighted Score
Corporate Background and Experience	20		
Firm Financial Stability	10		
Project Understanding	20		
Project Approach	20		
Team Firm, Experience, and Qualifications	15		
Proposed Cost	15		
Total Score Stage 1 (without Presentation)			
Presentation	10		
Final Score (with Presentation)			

Score Points

0 - Missing or Does Not Meet
Expectation

1 - Partially Meets Expectation

2 - Meets Expectation

3 - Exceeds Expectation

Cost Formula: The cost criterion is rated by giving the proposal with the lowest total cost the maximum number of Cost points available. The remaining proposals are rated by applying the following formula:

$$1 - \frac{B - A}{A} \times C = D$$

A—the lowest Proposer's cost.

B—the Proposer's cost being scored.

C—the maximum number of cost points available.

D—Proposer's cost score (points).

Note: If the formula results in a negative number (which will occur when the Proposer's cost is more than twice the lowest cost), zero points shall be assigned.

3.2 Formal Presentation (Stage 2)

If needed, a shortlist of firms may be invited to participate in Stage 2 of the evaluation process: the Formal Presentation. This stage is a key component of the overall evaluation, providing the City with an opportunity to assess how each finalist addresses the critical elements outlined in the RFP. Each shortlisted firm will deliver a formal presentation, lasting 30 minutes, followed by a Q&A session with City staff. Firms must refrain from contacting members of the evaluation committee.

3.3 Final Selection

Proposals will be evaluated and ranked according to the criteria and weighted values set forth in Section 3.1. The City may either proceed with a final selection for recommendation or invite the shortlist of firms to participate in Stage 2 of the evaluation process. If Stage 2 is implemented, each selected firm will be further evaluated and assigned a score based on their presentation and responses, to determine the best firm recommended for award.

After which negotiations of a contract with the most qualified firm will commence. If negotiations are unsuccessful, the City will then pursue negotiations with the next most qualified firm. All Proposers will be notified of their standing immediately following the City's decision.

The City shall not be bound or in any way obligated until both parties have executed a contract. The City also reserves the right to delay the award of a contract or to not award a contract.

3.4 Notice to Proposers Regarding RFP Terms and Conditions

It shall be the Proposer's responsibility to read the Instructions, the City's Standard Contract Terms and Conditions (Appendix V), all relevant exhibits, attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Proposers are also responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP.

3.5 Contract Term

The Contract shall be effective on the date the Contract is signed by the City (the "Effective Date") and will state a Completion Date for the work to be completed by the firm selected and awarded the contract. The City expects the project to be completed within four month of contract execution; a final presentation to the City Council may occur thereafter.

4 SCOPE OF SERVICES

Awarded Contractor shall provide services, all as set forth in this RFP and more particularly described in this Section 4.

The following scope of work outlines the key objectives and requirements for a comprehensive staffing and workload analysis across multiple City of Raleigh departments. This study will evaluate current workload demands, assess future service needs based on projected geographic growth, and identify opportunities for operational improvements. It will also benchmark industry best practices for staffing schedules and explore the potential for civilianizing specific responsibilities within the Police department. The final recommendations must be data-driven and include tiered implementation options that align with the City's budgetary and operational capacities, ensuring the City can effectively allocate resources, enhance service delivery, and maintain long-term sustainability. Key components are summarized in the table below:

	Workload Analysis	Geographic Growth Analysis	Staffing Schedule Analysis	Task Civilianization
Emergency Communications Center	X	-	X	-
Raleigh Police Department	X	X	X	X
Solid Waste Services	X	X	X	-
Engineering Services (Fleet Management Operations)	X	-	X	-
Housing & Neighborhood (Code Enforcement)	X	X	-	-
Planning & Development (Building Safety)	X	X	-	-
Raleigh Fire Department (Office of the Fire Marshal)	X	X	X	-
Transportation (Street Maintenance and Traffic Engineering)	X	X	-	-

Additional details on how this project shall address both current and long-term resources for the City are provided below:

4.1 **Workload Analysis**

The will study the current utilization of departmental FTEs, analyze long-term service requirements, and will make supported recommendations to maintain and optimize service levels into the future. Potential areas of opportunity and focus:

A. Cataloging Work Requirements

- Using existing documentation from the City’s 2025 Compensation and Classification study and other resources to develop a comprehensive list of duties and assessing an FTEs time allocation to ensure a clear overview of their daily workload, including directed time (work driven by service requests/calls), proactive time (self-initiated activity), and administrative tasks for all positions in each division.
- Conducting a position inventory that provides insights into the composition of departments (i.e., the types of FTEs that make up a department).

B. Assessing Current Staffing & Workload Distribution

- Providing an overview of existing staffing levels by pertinent geographic designations (e.g., city council district, police district, zip code, census tract) for each department, functional area, activity, and schedule. This includes field operations and the appropriate management span of control.
- Compare current staffing levels with service demands that require overtime, such as emergency weather events and special events within City limits, to better understand the staffing resources needed to respond effectively.
- Identifying and reporting current workload metrics (e.g., calls for service, permits processed, inspections completed, casework handled, applications processed,

inspections completed), efficiency metrics (e.g., service requests per employee, response time, average time per task/call), as well as effectiveness metrics (e.g., task completion rate, work backlogs).

- Evaluating workload models (e.g., ratio-based, time-motion studies, simulation modeling), providing pros and cons for each, that the City can use to manage workload moving forward, including how to allocate personnel based on workload drivers and industry standards.
- Summarizing workload trends, providing insights into peak vs. off-peak demand, prioritized business hours, overtime usage, absenteeism, vacancies, and turnover.
- Providing insights into the training time required for employees to work independently as required by their roles.
- Identifying technological and process improvement opportunities to optimize workloads.

4.2 Geographic Growth Analysis

To ensure that the City is well prepared for future service demands and departments are appropriately staffed, the contractor must ensure accurate growth projections. The contractor must use existing data provided by the City to estimate population growth, forecast future patterns of built development, and assess the impact both have on staffing needs. Potential areas of opportunity and focus:

A. Reviewing existing data, reports, etc.

- Collecting previously completed studies and evaluation that will help to project growth impacts on selected service areas. This includes the City of Raleigh Strategic Plan and Business Plans, as relevant; Comprehensive Plan and Appropriate Area Plans; Past Staffing Studies and Planning Studies; Planned facility investments and expansions; 5-year CIP; and 10-year financial model.
- Reviewing and assessing existing planning documents as well as any forthcoming or in-development growth projections - such as the Raleigh 2030 Comprehensive Plan Update, the PLANWake Comprehensive Plan, and the Triangle Regional Model Generation developed and maintained by NC Capital Area Metropolitan Planning Organization - to inform recommendations.
- As needed to complement other analysis, consult with the Human Resources Department, Budget and Management Services, Planning and Development Department, and other departments, organizations, and entities recommended by the City of Raleigh to understand changing land use patterns and impacts of the Future Land Use Map within developed areas of the City of Raleigh experiencing greater density and height and to anticipate pressures associated with annexation.

B. Projecting Future Resource Needs

- Using available data to forecast geographic-based FTEs needed over the next 10 years to meet changing service demands, broken down by type of FTE required. While the primary focus of this project is to ensure appropriate staffing levels for calls for service, it is also important to highlight the need for additional supervisory and administrative support, the potential impact of emerging

technologies on staffing needs, and industry trends that support more efficient or contextually appropriate service delivery.

- Identifying the type of skills needed due to changing technology, industry best practices, etc.

4.3 Staffing Schedule Analysis

The contractor should complement the Workload Analysis and Geographic Growth Analysis with scheduling and staffing analysis findings. As part of this, the contractor should provide scheduling recommendations, noting implementation timelines and a list of impacts for each alternative, to help increase service delivery efficiency and/or effectiveness. Potential areas of opportunity and focus:

A. Benchmarking schedules

- Conducting a benchmark review with similar local governments, sister cities, and top performing municipalities as well as industry standards and best practices.
- Identify workload benchmark outliers and provide a description of the underlying factors contributing to their deviation from the norm.
- Recommending proposed key performance metrics and performance standards/service delivery expectations for each department.
- Offering benchmarking methodology options that align with best practices and regulations while balancing existing resources.

B. Recommending staffing models

- Recommending shift structures (e.g., fixed, rotating, staggered; 8- 10- 12-hour shifts) and reporting on their potential impact on current workload, span of control, staffing gaps, retention, recruitment, morale/fatigue, etc. Pros and cons associated with each shift structure recommendation.
- Analyzing opportunities to consolidate departmental resources more efficiently or effectively.
- Identifying opportunities to leverage contracted resources to complement City services while the City works to staff to optimized levels, providing pros and cons for each opportunity.

4.4 Task Civilianization

As part of this project, the contractor must evaluate the appropriate balance between sworn and civilian staff in the City's Police department to determine where civilian roles can enhance operational efficiency. This analysis will identify non-enforcement tasks currently performed by sworn officers that can be reassigned to civilian staff. The final recommendations should provide a clear framework for task civilianization while maintaining effective service delivery and public safety. Potential areas of opportunity and focus:

A. Conducting a Current State Assessment

- Conducting a comprehensive inventory of sworn positions and their assigned duties.
- Analyzing time allocated to each identified duties (percentage of time sworn personnel spend on various tasks).

- Comparing identified duties and/or current staffing models with industry benchmarks (e.g., how similar municipalities use civilian roles).

B. Identifying Civilianization Opportunities

- Assessing which non-enforcement tasks currently handled by sworn officers can be transferred to civilians – for example:
 - Administrative work
 - Crime scene processing (some forensic and evidence-handling roles)
 - Non-criminal calls for service (e.g., welfare checks, minor traffic accidents)
 - Public information and community outreach
 - Court liaison and records management
 - Training coordination and recruitment
 - Parking enforcement and non-emergency traffic control
 - Background investigations
 - Mental health crisis response
- Assessing which tasks must remain sworn functions due to a need for legal authority or to ensure effectiveness of public safety.

C. Conducting a Cost Analysis

- Providing estimated costs for any sworn vs. civilian task re-distribution, including training and recruitment cost comparisons

If necessary, this portion can be merged into the Workload Analysis deliverables.

4.5 Project Initiation

The work associated with this RFP will begin with a project planning meeting with representatives of the City Manager, Human Resources, and Budget and Management Services, and other designated stakeholders to gain an understanding of the background and goals and expectations for the project. Targeted interviews should be conducted with Department and Office leadership. Meetings may be held with a cross-departmental leaders, when appropriate.

4.6 Project Status Meetings

Bi-monthly updates with City Manager, Human Resources, and Budget and Management Services, and other designated stakeholders shall occur until issuance of the final report. Upon completion of the evaluations and issuance of the report, the Proposer will provide a briefing and recommendations on immediate-short term recommendations, mid-level urgency recommendations, long-term recommendations and opportunities for future study, as outlined in this scope.

4.7 Project Deliverables

- A. It is expected that draft documents will be shared with the City's team for review from time to time, and these documents should be shared electronically using the city's preferred file sharing method.
- B. Prepare and deliver up to three on-site presentations describing the recommendations for discussion at executive leadership meetings, including City Council. Address questions and concerns raised during these presentations and through staff review leading up to them.

C. Provide a final written report that documents all aspects of project process and recommendations, including the following, at a minimum:

- A breakdown of current workload and staffing per defined department and division.
- A summary of growth assumptions, other data, and a summary of methodology that would allow ongoing maintenance of planning models.
- Projected service demand increase and its implications.
- A detailed overview of the projection methodology, presented in a manner accessible to the general public to promote transparency and comprehension.
- A projected roadmap for development and demand for City of Raleigh services that can assist in developing prioritized, phased resource recommendations for all service areas.
- Alternative staffing or schedule models and partnerships that could help the City address emerging needs more cost-effectively or provide more optimal working conditions for staff.
- A recommendation for tasks that can be shifted from sworn personnel to civilian staff, including the total number of hours involved.
- A phased, prioritized, and cost-constrained five- and ten-year implementation plan, including specific recommendations for additional positions needed in each department within each timeframe.

APPENDIX I

**PROPOSAL COST FORM
247-HRD202502-TSS**

City of Raleigh Targeted Staffing Study

Awarded Contractor shall perform the services to be performed as set forth in this RFP and more particularly described in Section 4 for a not to exceed total amount of

\$_____.

Proposer shall attach proposal cost breakdown to this Appendix I Proposal Cost Form.

Firm Name: _____

Authorized Signature _____ Date _____

Signed by: _____
[Type or Print Name]

Title of Signer: _____

APPENDIX II PROPOSER QUESTIONNAIRE

The following questions must be answered, and data given must be clear and comprehensive. If necessary, questions may be answered on separate sheets. The Proposer may submit any additional information desired.

Company Name:		d/b/a (if applicable)	
Street / PO Box:			
City:		State:	Zip:
Phone:		Fax:	E-Mail:
Website (if applicable):			
<input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Other			
Number of years in business under company's present name:			
Fed Tax ID #:		DUNS #	
Are you registered with the North Carolina Secretary of State to conduct business (if required)? (Check One) YES: <input type="checkbox"/> NO: <input type="checkbox"/> Not Applicable: <input type="checkbox"/>			
Are you properly licensed/certified by the Federal and/or State of North Carolina to perform the specified work?			
YES: <input type="checkbox"/> NO: <input type="checkbox"/> Not Applicable: <input type="checkbox"/> ATTACH COPY OF ALL APPLICABLE LICENSING/CERTIFICATION DOCUMENTS			
Are/will you be properly insured to perform the work? YES: <input type="checkbox"/> NO: <input type="checkbox"/>			
Contact for this Contract:		Title:	
Phone:		Fax:	E-Mail:
Have you ever defaulted or failed on a contract? (If yes, attach details) YES: <input type="checkbox"/> NO: <input type="checkbox"/>			
List at least three (3) references for which you have provided these services (same scope/size) in the past three years - preferably government agencies. Do not include City of Raleigh as a reference to meet the requirement of listing at least (3) references. PROPOSERS ARE RESPONSIBLE FOR SENDING REFERENCE QUESTIONNAIRE (APPENDIX III) TO THEIR REFERENCES.			
1.	Company:		
	Contact Person:	Title:	
	Phone:	Fax:	E-Mail:
Describe Scope of Work:			
2.	Company:		
	Contact Person:	Title:	
	Phone:	Fax:	E-Mail:
Describe Scope of Work:			
3.	Company:		
	Contact Person:	Title:	
	Phone:	Fax:	E-Mail:
Describe Scope of Work:			
4.	Company:		
	Contact Person:	Title:	
	Phone:	Fax:	E-Mail:
Describe Scope of Work:			
5.	Company:		
	Contact Person:	Title:	
	Phone:	Fax:	E-Mail:
Describe Scope of Work:			
The undersigned swears to the truth and accuracy of all statements and answers contained herein:			
Authorized Signature:		Date:	

APPENDIX III

REFERENCE QUESTIONNAIRE (Instructions)

247-HRD202502-TSS City of Raleigh Targeted Staffing Study

The City of Raleigh, as a part of the RFP, requires proposing companies to submit a minimum of three (3) business references as required within this document. The purpose of the references is to document the experience of the proposer relevant to the scope of services and assist in the evaluation process.

- The Proposer is required to send the reference form (the following two pages) to each business reference listed on Proposer Questionnaire.
- The business reference, in turn, is requested to submit the Reference Form directly to the City of Raleigh Point of Contact identified on the Reference Questionnaire form for inclusion in the evaluation process.
- The form and information provided will become a part of the submitted proposal. The business reference may be contacted for validation of the response.
- It is the Proposer's responsibility to verify their references have been received by the City of Raleigh Point of Contact by the date indicated on the reference form.

APPENDIX III

REFERENCE QUESTIONNAIRE FORM 247-HRD202502-TSS City of Raleigh Targeted Staffing Study

(Name of Business Requesting Reference)

This form is being submitted to your company for completion as a business reference for the company listed above.

This form is to be returned to the City of Raleigh, Alexander Vazquez, via email to alexander.vazquez@raleighnc.gov no later than June 13, 2025 at 5 PM EST and MUST NOT be returned to the company requesting the reference.

For questions or concerns regarding this form, please contact the City of Raleigh, Point of Contact above.

Company Providing Reference**Contact Name and Title/Position****Contact Telephone Number****Contact Email Address**

Questions:

1. In what capacity have you worked with this company in the past? If the company was under a contract, please acknowledge and explain briefly whether or not the contract was successful.

Comments:

2. How would you rate this company's knowledge and expertise?

☐ 3= Excellent

☐ 2= Satisfactory

☐ 1= Unsatisfactory

☐ 0= Unacceptable

Comments:

3. How would you rate the company's flexibility relative to changes in the scope and timelines?

☐ 3= Excellent

☐ 2= Satisfactory

☐ 1= Unsatisfactory

☐ 0= Unacceptable

Comments:

4. What is your level of satisfaction with hard-copy materials, e.g. reports, logs, etc. produced by the company?
☐ 3= Excellent ☐ 2= Satisfactory ☐ 1= Unsatisfactory ☐ 0= Unacceptable

Comments:

5. How would you rate the dynamics/interaction between the company and your staff?
☐ 3= Excellent ☐ 2= Satisfactory ☐ 1= Unsatisfactory ☐ 0= Unacceptable

Comments:

6. Who were the company's principle representatives involved in providing your service and how would you rate them individually? Would you comment on the skills, knowledge, behaviors or other factors on which you based the rating?
(3= Excellent; 2= Satisfactory; 1= Unsatisfactory; 0= Unacceptable)

Name: _____	Rating: _____
Name: _____	Rating: _____
Name: _____	Rating: _____
Name: _____	Rating: _____

Comments:

7. With which aspect(s) of this company's services are you most satisfied?

Comments:

8. With which aspect(s) of this company's services are you least satisfied?

Comments:

9. Would you recommend this company's services to your organization again?

Comments:

APPENDIX IV

MWBE PARTICIPATION FORM

(REMOVE THIS FORM AND USE THE ABOVE FORM IF COST IS ESTIMATED TO BE BELOW 300K)
IDENTIFICATION OF MWBE PARTICIPATION FOR FORMAL CONTRACTS

This Identification of MWBE Participation Form is for the purpose of capturing information regarding the utilization of MWBEs and other subcontractors and suppliers on Formal City Contracts. MWBE participation is encouraged for all City of Raleigh contracting opportunities. Please refer to the City's MWBE Policy for any contract specific requirements. *Copy this Form as needed.*

COMPANY NAME			
PROJECT NAME			
PROJECT NUMBER		CITY DEPARTMENT	
CONTRACT TYPE	<input type="checkbox"/> Services <input type="checkbox"/> Other _____ *		
<input type="checkbox"/> PRIME IS MWBE	Classification: _____ <input type="checkbox"/> Certified with NCHUB <input type="checkbox"/> Certified with NCDOT-DBE	RFP SUBMITTAL DATE	

MWBE Classifications:

American Indian (AI), Asian American (AA), Black/African-American (B), Hispanic (H), Non-Minority Female (NMF), Socially/Economic Disadvantaged (D)

☐ **WORK TO BE SELF-PERFORMED**

Check this box only if you intend to perform 100% of the work for this Contract with your own current work forces, and you normally perform and have the capability to perform all elements of this work for this Contract with your own current work forces.

MWBE SUBCONTRACTORS

Complete the chart below for all MWBE subcontractors that you intend to use for this Contract regardless of dollar amount.

Company Name	MWBE Classification*	Description of Services	Percentage of Total Contract	Total Projected Utilization (\$)

*MWBE Classifications:

American Indian (AI), Asian American (AA), Black/African-American (B), Hispanic (H), Non-Minority Female (NMF), Socially/Economic Disadvantaged (D)

Total Estimated MWBE Utilization*

\$ _____

Total Proposal Amount*

\$ _____

Percent Estimated MWBE Utilization*

_____ %

(Total Estimated MWBE Utilization divided by Total Bid Amount)

APPENDIX V

CONTRACT STANDARD TERMS AND CONDITIONS

The contract terms provided herein shall become a part of any contract issued as a result of this solicitation. Any exceptions to the contract terms must be stated in the submittal. Any submission of a proposal without objection to the contract terms indicates understanding and intention to comply with the contract terms. If there is a term or condition that the firm intends to negotiate, it must be stated in the proposal. The successful firm will not be entitled to any changes or modifications unless they were first stated in the proposal. The City of Raleigh reserves the right, at its sole discretion, to reject any or all submittal package(s) containing unreasonable objections to standard City of Raleigh contract provisions.

1. Compensation; Time of Payment

The standard City of Raleigh payment term is NET 30 days from the date of invoice. For prompt payment all invoices should be emailed to (accountspayable@raleighnc.gov) or mail to the City of Raleigh, Accounts Payable, PO Box 590, Raleigh, North Carolina 27602-0590. **All invoices must include the Purchase Order Number.** Invoices submitted without the correct purchase order number will result in delayed payment.

2. Workmanship and Quality of Services

All work performed under this Contract shall be performed in a workmanlike and professional manner, to the reasonable satisfaction of the City, and shall conform to all prevailing industry and professional standards.

3. Non-discrimination

To the extent permitted by North Carolina law, the Parties for themselves, their agents, officials, directors, officers, members, representatives, employees, and contractors agree not to discriminate in any manner or in any form based on actual or perceived age, mental or physical disability, sex, religion, creed, race, color, sexual orientation, gender identity or expression, familial or marital status, economic status, veteran status or national origin in connection with this Contract or its performance.

The Parties agree to conform with the provisions and intent of Raleigh City Code §4-1004 in all matters related to this Contract. This provision is incorporated into the Contract for the benefit of the City of Raleigh and its residents and may be enforced by an action for specific performance, injunctive relief, or any other remedy available at law or equity. This section shall be binding on the successors and assigns of all parties with reference to the subject matter of the Contract.

4. Minority and Women Owned Business Enterprise

The City of Raleigh prohibits discrimination in any manner against any person based on actual or perceived age, race, color, creed, national origin, sex, mental or physical disability, sexual orientation, gender identity or expression, familial or marital status, religion, economic status, or veteran status. The City maintains an affirmative policy of fostering, promoting, and conducting business with women and minority owned business enterprises.

5. Assignment

This Contract may not be assigned without the express written consent of the City.

6. Applicable Law

All matters relating to this Contract shall be governed by the laws of the State of North Carolina, without regard to its choice of law provisions, and venue for any action relating to this Contract shall be Wake County Civil Superior Court or the United States District Court for the Eastern District of North Carolina, Western Division.

7. Insurance

Contractor agrees to maintain, on a primary basis and at its sole expense, at all times during the life of this Contract the following coverages and limits. The requirements contained herein, as well as City's review or acceptance of insurance maintained by Contractor is not intended to and shall not in any manner limit or qualify the liabilities or obligations assumed by Contractor under this Contract.

Commercial General Liability – Combined single limit of no less than \$1,000,000 each occurrence and \$2,000,000 aggregate. Coverage shall not contain any endorsement(s) excluding nor limiting Product/Completed Operations, Contractual Liability or Cross Liability.

Automobile Liability – Limits of no less than \$1,000,000 Combined Single Limit. Coverage shall include liability for Owned, Non-Owned and Hired automobiles. In the event Contractor does not own automobiles, Contractor agrees to maintain coverage for Hired and Non-Owned Auto Liability, which may be satisfied by way of endorsement to the Commercial General Liability policy or separate Auto Liability policy. Automobile coverage is only necessary if vehicles are used in the provision of services under this Contract and/or are brought on a COR site.

Worker's Compensation & Employers Liability – Contractor agrees to maintain Worker's Compensation Insurance in accordance with North Carolina General Statute Chapter 97 with statutory limits and employees liability of no less than \$1,000,000 each accident.

Additional Insured – Contractor agrees to endorse the City as an Additional insured on the Commercial General Liability, Auto Liability and Umbrella Liability if being used to meet the standard of the General Liability and Automobile Liability. The Additional Insured shall read '**City of Raleigh is named additional insured as their interest may appear**'.

Certificate of Insurance – Contractor agrees to provide COR a Certificate of Insurance evidencing that all coverages, limits and endorsements required herein are maintained and in full force and effect, and Certificates of Insurance shall provide a minimum thirty (30) day endeavor to notify, when available, by Contractor's insurer. If Contractor receives a non-renewal or cancellation notice from an insurance carrier affording coverage required herein, or receives notice that coverage no longer complies with the insurance requirements herein, Contractor agrees to notify the City within five (5) business days with a copy of the non-renewal or cancellation notice, or

written specifics as to which coverage is no longer in compliance. **The Certificate Holder address should read:**

**City of Raleigh
Post Office Box 590
Raleigh, NC 27602-0590**

Umbrella or Excess Liability – Contractor may satisfy the minimum liability limits required above under an Umbrella or Excess Liability policy. There is no minimum Per Occurrence limit of liability under the Umbrella or Excess Liability, however, the Annual Aggregate limits shall not be less than the highest 'Each Occurrence' limit for required policies. Contractor agrees to endorse City of Raleigh as an 'Additional Insured' on the Umbrella or Excess Liability, unless the Certificate of Insurance states the Umbrella or Excess Liability provides coverage on a 'Follow-Form' basis.

Professional Liability – Limits of no less than \$1,000,000 each claim. This coverage is only necessary for professional services such as engineering, architecture or when otherwise required by the City.

All insurance companies must be authorized to do business in North Carolina and be acceptable to the City of Raleigh's Risk Manager.

8. Indemnity

Except to the extent caused by the sole negligence or willful misconduct of the City, the Contractor shall indemnify and hold and save the City, its officers, agents and employees, harmless from liability of any kind, including all claims, costs (including defense) and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this Contract, and from any and all claims, costs (including defense) and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Contractor in the performance of this Contract. This representation and warranty shall survive the termination or expiration of this Contract.

The Contractor shall indemnify and hold and save the City, its officers, agents and employees, harmless from liability of any kind, including claims, costs (including defense) and expenses, on account of any copyrighted material, patented or unpatented invention, articles, device or appliance manufactured or used in the performance of this Contract.

9. Intellectual Property

Any information, data, instruments, documents, studies, reports or deliverables given to, exposed to, or prepared or assembled by the Contractor under this Contract shall be kept as confidential proprietary information of the City and not divulged or made available to any individual or organization without the prior written approval of the City. Such information, data, instruments, documents, studies, reports or deliverables will be the sole property of the City and not the Contractor.

All intellectual property, including, but not limited to, patentable inventions, patentable plans, copyrightable works, mask works, trademarks, service marks and trade secrets

invented, developed, created or discovered in performance of this Contract shall be the property of the City.

Copyright in and to any copyrightable work, including, but not limited to, copy, art, negatives, photographs, designs, text, software, or documentation created as part of the Contractor's performance of this project shall vest in the City. Works of authorship and contributions to works of authorship created by the Contractor's performance of this project are hereby agreed to be 'works made for hire' within the meaning of 17 U.S.C. 201.

10. Force Majeure

Except as otherwise provided in any environmental laws, rules, regulations or ordinances applicable to the parties and the services performed under this Contract, neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations by an act of war, hostile foreign actions, nuclear explosion, earthquake, hurricane, tornado, or other catastrophic natural event or act of God. Either party to the Contract must take reasonable measures and implement reasonable protections when a weather event otherwise defined as a force majeure event is forecast to be eligible to be excused from the performance otherwise required under this Contract by this provision.

11. Advertising

The Contractor shall not use the existence of this Contract, or the name of the City of Raleigh, as part of any advertising without the prior written approval of the City.

12. Acknowledgement of City Brand and Tree Logo Ownership and Restrictions

The City of Raleigh has developed proprietary branding (the "City Brand") centered around the Raleigh tree mark logo (the "Tree Logo"). The City's exclusive rights and ownership in and to the Tree Logo are protected under trademark and copyright, including U.S. Copyright Reg. No. VAu1-322-896, N.C. State Trademark Registration Reg. No. T-23070 and Federal Trademark Registration Reg. No. 5,629,347, as well as under other federal and state laws.

Contractor acknowledges and understands that the City is not conferring any license to Contractor under this Agreement to use or depict the Tree Logo or other aspects of the City Brand.

Contractor shall not make any use or depiction of the Tree Logo or other aspects of the City Brand without the prior express written approval of the City. In this regard, should any materials being produced by Contractor for the City under this Agreement contemplate use or depiction of the Tree Logo, including, but not limited to, printed materials, digital media, signage and/or display materials, Contractor shall proceed under the auspices and direction of the City's Communications Department and shall comply with all guidelines and restrictions governing use or depiction of the Tree Logo.

13. Communications

If communications to the public and/or City employees are required as part of the Contractor's scope of work under this Contract, then the Contractor shall work with the City in the development of a communications plan ("Communications Plan") that must

first be approved by the City in writing before any such communications are delivered to the public and/or City employees.

For purposes of this Section 13, such written approval by the City shall be provided by electronic mail by the applicable City Communications Department employee who is responsible for reviewing and approving the Communications Plan, such electronic mail to be sent to the electronic mail address listed in Section 5, above, as part of the contact information for the Contractor representative identified in Section 5, above.

Among other things, the Communications Plan must establish whether the City or the Contractor will be responsible for sending any such communications to the public and/or City employees as required either by this Contract or the Communications Plan. The Communications Plan also shall include, but not be limited to, communications objectives, target audience, and deliverables (print, video, website, social, direct, or digital). The Contractor shall comply with the Communications Plan when communicating to the public and/or City employees pursuant to this Contract and the Communications Plan. All such communications shall comply with the City's brand and communications guidelines, as the same may be amended or modified from time to time.

The City's current brand and communications guidelines are incorporated into this Contract by reference and can be found on the City's website here:

<https://raleighnc.gov/doing-business/city-brand-guidance-vendors>.

For purposes of this Section 13, "Communications" is defined as any public or City employee facing information presented in channels such as, but not limited to, a website, mobile applications, social media, printed materials, vehicles, billboards, and videos.

a. Communications Plan Approval:

Any materials, messaging or outreach from the Contractor related to marketing and communications of any service or effort under this Contract must first be reviewed and approved by the City's Communications Department. This is to ensure that the Communications Plan: (i) complies with the City's brand and communication guidelines; (ii) integrates with the City's other communications channels and digital strategy; (iii) meets accessibility guidelines; and (iv) conforms to communications best practices with respect to general user experience.

b. Accessibility Requirements:

For web content that the Contractor is to make accessible to the public and/or City employees as part of an approved Communications Plan that is included in the Contractor's scope of work under this Contract, all web materials including, but not limited to, tools, mobile applications, and websites, generated by, or on behalf of, the Contractor must meet at least the mid-range conformance level, AA compliance of the current Web Content Accessibility Guidelines, as the same may be amended from time to time.

Any such web content generated by, or on behalf of the Contractor, as part of a Communications Plan associated with this Contract shall meet all standards of good cognitive web accessibility, which include the following:

- i. Using proper headings and lists
- ii. Using unique links
- iii. Using alternative text and captions
- iv. Using more white space
- v. Dividing content into more manageable pieces
- vi. Making forms manageable by breaking them into multiple, sequential steps
- vii. Providing a logical reading order
- viii. Being consistent with fonts, colors and locations of page elements
- ix. Offering keyboard access
- x. Offering content in multiple formats
- xi. Understanding minimum contrast

c. Languages:

Digital sites/ tools that are for public use/consumption, including for use by City employees, under a Communications Plan associated with this Contract must have translation module (e.g., G-translate, Weglot) so that the service is available in all languages. At minimum, Spanish translation is required on all such digital sites/tools based on low English proficiency requirements:

- i. In most cases, entities that are recipients of federal financial assistance through U.S. Department of Health and Human Services (HHS) must provide language assistance services in order to comply with their legal obligation to take reasonable steps to ensure meaningful access to their programs by persons with [Limited English Proficiency \(LEP\)](#).

d. Content:

For any communications content that the Contractor is required to generate, or have generated, as part of its scope of work under this Contract, the Contractor shall send such content to City Communications Department staff in raw, high-resolution format for inclusion in communications materials to be made accessible to the public and/or City employees as set forth in the Communications Plan that arises from this Contract (i.e., websites, mobile applications, printed materials collateral, and social media). PDF attachments shall be used only as a last resort and only after written approval by the City,

with such written approval to be provided by the City in electronic mail format as described elsewhere in this Section 13.

- i. Contractor shall only provide to the City communications materials for which the City has rights to use, with written documentation of such use rights being provided to the City as requested from time to time by the City in its sole discretion.
- ii. All working files agreed upon for the specific Communications Plan shall be provided to the City Communications Department, i.e., text, graphics, charts and data, infographics, and original native files such as Illustrator, Excel, ArcGIS, etc. Following are the file format specifications:
 1. Images: At least 300dpi for printing at actual size; 96dpi and at least 1920x1080px for digital/Web.
 2. Video: Any video should be no less than Standard HD (1920x1080) but preferable 4k.
 3. Text: Word document using accessibility best practices (heading structure, table of contents, and tables).

14. Cancellation

The City may terminate this Contract at any time by providing thirty (30) days written notice to the Contractor. In addition, if Contractor shall fail to fulfill in timely and proper manner the obligations under this Contract for any reason, including the voluntary or involuntary declaration of bankruptcy, the City shall have the right to terminate this Contract by giving written notice to the Contractor and termination will be effective upon receipt. Contractor shall cease performance immediately upon receipt of such notice.

In the event of early termination, Contractor shall be entitled to receive just and equitable compensation for costs incurred prior to receipt of notice of termination and for the satisfactory work completed as of the date of termination and delivered to the City. Notwithstanding the foregoing, in no event will the total amount due to Contractor under this section exceed the total amount due Contractor under this Contract. The Contractor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this Contract, and the City may withhold any payment due to the Contractor for the purpose of setoff until such time as the City can determine the exact amount of damages due the City because of the breach.

Payment of compensation specified in this Contract, its continuation or any renewal thereof, is dependent upon and subject to the allocation or appropriation of funds to the City for the purpose set forth in this Contract.

15. Laws/Safety Standards

The Contractor shall comply with all laws, ordinances, codes, rules, regulations, safety standards and licensing requirements that are applicable to the conduct of its business, including those of Federal, State, and local agencies having jurisdiction and/or authority.

All manufactured items and/or fabricated assemblies subject to operation under pressure, operation by connection to an electric source, or operation involving a connection to a manufactured, natural, or LP gas source shall be constructed and approved in a manner acceptable to the appropriate state inspector which customarily requires the label or re-examination listing or identification marking of the appropriate safety standard organization, such as the American Society of Mechanical Electrical Engineers for pressure vessels; the Underwriters' Laboratories and/or National Electrical Manufacturers' Association for electrically operated assemblies; or the American Gas Association for gas operated assemblies, where such approvals of listings have been established for the type(s) of devices offered and furnished. Further, all items furnished by the Contractor shall meet all requirements of the Occupational Safety and Health Act (OSHA), and state and federal requirements relating to clean air and water pollution.

Contractor must comply with *North Carolina Occupational Safety and Health Standards for General Industry 13 NCAC 07F (29CFR 1910)*. In addition, Contractor shall comply with all applicable occupational health and safety and environmental rules and regulations.

Contractor shall effectively manage their safety and health responsibilities including:

- a. Accident Prevention
Prevent injuries and illnesses to their employees and others on or near their job site. Contractor managers and supervisors shall ensure personnel safety by strict adherence to established safety rules and procedures.
- b. Environmental Protection
Protect the environment on, near, and around their work site by compliance with all applicable environmental regulations.
- c. Employee Education and Training
Provide education and training to all contractors employees before they are exposed to potential workplace or other hazards as required by specific OSHA Standards.

16. Applicability of North Carolina Public Records Law

Notwithstanding any other provisions of this Contract, this Contract and all materials submitted to the City by the Contractor are subject to the public records laws of the State of North Carolina and it is the responsibility of the Contractor to properly designate materials that may be protected from disclosure as trade secrets under North Carolina law as such and in the form required by law prior to the submission of such materials to the City. Contractor understands and agrees that the City may take any and all actions necessary to comply with federal, state, and local laws and/or judicial orders and such actions will not constitute a breach of the terms of this

Contract. To the extent that any other provisions of this Contract conflict with this paragraph, the provisions of this section shall control.

17. Miscellaneous

The Contractor shall be responsible for the proper custody and care of any property furnished or purchased by the City for use in connection with the performance of this Contract and will reimburse the City for the replacement value of its loss or damage.

The Contractor shall be considered to be an Independent Contractor and as such shall be wholly responsible for the work to be performed and for the supervision of its employees. Nothing herein is intended or will be construed to establish any agency, partnership, or joint venture. Contractor represents that it has, or will secure at its own expense, all personnel required in performing the services under this Contract. Such employees shall not be employees of or have any individual contractual relationship with the City.

This Contract may be amended only by written agreement of the parties executed by their authorized representatives.

18. Right to Audit and Access to Records

- a. The City may conduct an audit of any services performed and fees paid subject to this Contract. The City, or its designee, may perform such an audit throughout the contract period and for three (3) years after termination thereof or longer if otherwise required by law.
- b. The Contractor and its agents shall maintain all books, documents, papers, accounting records, contract records and such other evidence as may be appropriate to substantiate costs incurred under this Contract. The City, or its designee, shall have the right to, including but not limited to: review and copy records; interview current and former employees; conduct such other investigation to verify compliance with contract terms; and conduct such other investigation to substantiate costs incurred by this Contract.
- c. "Records" shall be defined as data of every kind and character, including but not limited to books, documents, papers, accounting records, contract documents, information, and materials that, in the City's sole discretion, relate to matters, rights, duties or obligations of this Contract.
- d. Records and employees shall be available during normal business hours upon advanced written notice. Electronic mail shall constitute written notice for purposes of this section.
- e. Contractor shall provide the City or its designee reasonable access to facilities and adequate and appropriate workspace for the conduct of audits.
- f. The rights established under this section shall survive the termination of the Contract, and shall not be deleted, circumvented, limited, confined, or restricted by

contract or any other section, clause, addendum, attachment, or the subsequent amendment of this Contract.

- g. The Contractor shall reimburse the City for any overcharges identified by the audit within ninety (90) days of written notice of the City's findings.
- h. Contractor shall, upon request, provide any records associated with this engagement to the North Carolina State Auditor that are necessary to comply with the provisions of G.S. § 147-64.7.

19. E – Verify

Contractor shall comply with E-Verify, 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 and as in accordance with N.C.G.S. § 64-25 et seq. In addition, to the best of Contractor's knowledge, any subcontractor employed by Contractor as a part of this contract shall be in compliance with the requirements of E-Verify and N.C.G.S. § 64-25 et seq.

20. Iran Divestment Act Certification

Contractor certifies that, as of the date listed below, it is not on the Final Divestment List as created by the State Treasurer pursuant to N.C.G.S. § 147-86.55, *et seq.* In compliance with the requirements of the Iran Divestment Act and N.C.G.S. § 147-86.59, Contractor shall not utilize in the performance of the contract any subcontractor that is identified on the Final Divestment List.

21. Companies Boycotting Israel Divestment Act Certification

Contractor certifies that it has not been designated by the North Carolina State Treasurer as a company engaged in the boycott of Israel pursuant to N.C.G.S. § 147-86.81.

APPENDIX VI

EXCEPTIONS TO THE RFP 247-HRD202502-TSS

City of Raleigh Targeted Staffing Study

CHECK ONE:

- ☐ NO EXCEPTIONS, PROPOSER COMPLIES WITH ALL DOCUMENTS IN RFP.
- ☐ EXCEPTIONS ARE LISTED BELOW:

#	RFP Page #, Section, Name, Title, Item #	Exceptions (Describe nature of Exception)	Explain Why This is an Issue	Proposed Alternative	Indicate if exception is Negotiable (N), or Non-negotiable (NN)
1					
2					
3					
4					
5					
6					
7					

8					
9					
10					
11					
12					

FAILURE TO IDENTIFY ANY EXCEPTIONS WILL INDICATE ACCEPTANCE OF ALL TERMS AND CONDITIONS, AND REQUIREMENTS OF THE RFP AND ANY CORRESPONDING ADDENDUM ISSUED. THE CITY, AT ITS SOLE DISCRETION, MAY MODIFY OR REJECT ANY EXCEPTION OR PROPOSED CHANGE.

Firm:	Authorized Signature:	Title:
Printed Name of Signer:		Date: