STATE OF NORTH CAROLINA

North Carolina A&T State University

Request for Quote #: 59-Q6973

Project A: Videoboard

Project B: Streaming

Date of Issue: 07-14-2026

Bid Opening Date: 07-28-2026

At 03:00 PM ET

Direct all inquiries concerning this RFQ to:

Tyeshia Smith

Procurement Specialist

Email: tmsmith23@ncat.edu

Phone: 336-285-4952

STATE OF NORTH CAROLINA

Request for Quote

59-Q6973

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

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

____

Vendor Name

____

Vendor eVP#

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

Electronic responses ONLY will be accepted for this solicitation.
https://ncat.bonfirehub.com/portal/?tab=openOpportunities

STATE OF NORTH CAROLINA
Division of North Carolina A&T State University

Refer *ALL* Inquiries regarding this RFQ to: **Tyeshia Smith tmsmith23@ncat.edu**	**Request for Quote #: 59-Q6973** **Bids will be publicly opened: 07-28-2026@03:00pm**
Using Agency: North Carolina A&T State University	**Commodity No. and Description:** 82131603 Video production,43223207 Video Streaming
Requisition No.:	

EXECUTION

In compliance with this Request for Quote (RFQ), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein.

By executing this bid, the undersigned Vendor understands that false certification is a Class I felony and certifies that:

- this bid is submitted competitively and without collusion (G.S. 143-54),
- none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and
- it is not an ineligible Vendor as outlined in G.S. 143-59.1.

Furthermore, by executing this bid, the undersigned certifies to the best of Vendor's knowledge and belief, that:

- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFQ, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

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

G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any State Employee associated with the preparing plans, specifications, estimates for public contracts; or awarding or administering public contracts; or inspecting or supervising delivery of the public contract of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of this response to the RFQ, the undersigned certifies, for Vendor's entire organization and its employees or agents, that Vendor is not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

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

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

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

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

VALIDITY PERIOD

Offer shall be valid for at least sixty (60) days from date of bid opening, unless otherwise stated here: ______ days, or if extended by mutual agreement of the parties in writing. Any withdrawal of this offer shall be made in writing, effective upon receipt by the agency issuing this RFQ.

ACCEPTANCE OF BIDS

If your bid is accepted, all provisions of this RFQ, along with the written results of any negotiations, shall constitute the written agreement between the parties ("Contract"). The NORTH CAROLINA GENERAL TERMS AND CONDITIONS are incorporated herein and shall apply. Depending upon the Goods or Services being offered, other terms and conditions may apply, as mutually agreed.

FOR STATE USE ONLY: Offer accepted and Contract awarded this________ day of __________, 20____, as indicated on

The attached certification, by ____.

Authorized Representative of North Carolina A&T State University

Contents

1.0 PURPOSE AND BACKGROUND

Project A: Videoboard Production Services

Background

The North Carolina Agricultural and Technical State University Department of Intercollegiate Athletics sponsors NCAA Division I athletic programs. It hosts numerous home events annually at its primary competition venues, including Truist Stadium and Corbett Sports Center.

To enhance the game-day atmosphere and overall fan experience, the University uses its existing videoboard infrastructure to deliver live game action, instant replay, promotional content, sponsor recognition, crowd-engagement features, statistical information, and other in-game entertainment elements.

The University's existing video board environment currently utilizes Daktronics hardware and associated show control systems. This reference is provided solely to describe the current operating environment and is not intended to limit competition.

The University seeks a qualified vendor to provide comprehensive, turnkey videoboard production services for designated home athletic events.

Purpose

The purpose of this Request for Qualifications (RFQ) is to identify and prequalify experienced firms capable of delivering professional videoboard production services that support the University's athletics marketing, fan engagement, and game operations objectives.

The selected vendor shall provide all personnel, equipment, technical expertise, and operational support necessary to produce high-quality in-venue videoboard presentations for designated home athletic events.

Services may include, but are not limited to:

- Live camera acquisition and switching
- Instant replay operations
- Graphics creation and integration
- Show control and video playback
- Statistical data display
- Audio support
- Crowd engagement features
- Sponsor activation and promotional content integration
- Coordination with Athletics staff to execute approved event scripts

The University intends to award one or more contracts for an initial term of one (1) year with options for renewal, subject to satisfactory performance, funding availability, and mutual agreement.

Project B: Streaming Production Services

Background

The Department of Intercollegiate Athletics is committed to expanding access to its athletic programs through high-quality digital broadcasts that engage alumni, fans, recruits, sponsors, and the broader Aggie community.

As audience expectations continue to evolve, the University seeks to enhance its live streaming capabilities for home athletic events by providing reliable, broadcast-quality video productions across multiple platforms.

Streaming services may be required for selected home contests and special events held at university athletic venues, including Truist Stadium and Corbett Sports Center.

The University seeks qualified vendors with demonstrated experience in live sports production and digital content distribution to provide streaming services that meet current conference, institutional, and platform requirements.

Purpose

The purpose of this RFQ is to identify and prequalify firms capable of providing turnkey live streaming production services for designated University athletic events.

The selected vendor shall provide all personnel, equipment, software, encoding services, and technical support necessary to produce and distribute live event broadcasts to designated streaming platforms.

Services may include, but are not limited to:

- Multi-camera live event production
- Live switching and directing
- Graphics and score bug integration
- Replay functionality
- Audio mixing and commentary support
- Encoding and transmission services
- Remote production capabilities
- Integration with University-provided content and branding assets
- Closed captioning capabilities, if required
- Archiving and post-event delivery of recorded content

The vendor shall demonstrate the ability to deliver consistent, high-quality broadcasts that meet applicable conference standards, streaming platform requirements, and University branding guidelines.

The University intends to award one or more contracts for an initial term of one (1) year with options for renewal, subject to satisfactory performance, funding availability, and mutual agreement.

Note: Videoboard production services and streaming production services are being solicited as separate projects. Vendors may submit qualifications for either project individually or for both projects. Submission for one project is not a prerequisite for consideration under the other project.

1 CONTRACT TERM

The Contract shall have an initial term of *one (1)* year, beginning on the date of final Contract execution (the "Effective Date")

At the end of the Contract's initial term, the State shall have the option, in its sole discretion, to renew the Contract on the same terms and conditions for up to four (4) additional one-year terms. The State will give the Vendor written notice of its intent to exercise each option no later than *sixty* days before the end of the Contract's then-current term. In addition to any optional renewal terms and with the Vendor's concurrence, the State reserves the right to extend the Contract after the last active term.

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

2.0 GENERAL INFORMATION

2.1 REQUEST FOR QUOTE DOCUMENT

This RFQ comprises the base RFQ document, any attachments, and any addenda released before Contract award, which are incorporated herein by reference.

2.3 NOTICE TO VENDORS REGARDING RFQ TERMS AND CONDITIONS

It shall be the Vendor's responsibility to read the Instructions to Vendors, the North Carolina General Terms and Conditions, all relevant exhibits and attachments, and any other components made a part of this RFQ and comply with all requirements and specifications herein. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFQ.

If Vendors have questions or issues regarding any component of this RFQ, those must be submitted as questions in accordance with the instructions in the BID QUESTIONS Section. If the State determines that any changes will be made as a result of the questions asked, then such decisions will be communicated in the form of an RFQ addendum. The State may also elect to leave open the possibility for later negotiation of specific provisions of the Contract that have been addressed during the question-and-answer period, prior to contract award.

Other than through the process of negotiation under 01 NCAC 05B.0503, the State rejects and will not be required to evaluate or consider any additional or modified terms and conditions submitted with Vendor's bid or otherwise. This applies to any language appearing in or attached to the document as part of the Vendor's bid that purports to vary any terms and conditions or Vendors' instructions herein or to render the bid non-binding or subject to further negotiation. Vendor's bid shall constitute a firm offer that shall be held open for the period required herein ("Validity Period" above).

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

2.4 RFQ SCHEDULE

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

Event	Responsibility	Date and Time
Issue RFQ	State	07-14-2026
Submit Written Questions	Vendor	07-23-2026 @12:00 pm
Provide Response to Questions	State	07-24-2026
Submit Bids	Vendor	07-28-2026 @03:00pm
Contract Award	State	08-03-2026

BID QUESTIONS

Upon review of the RFQ documents, Vendors may have questions to clarify or interpret the RFQ in order to submit the best bid possible. To accommodate the Bid Questions process, Vendors shall submit any such questions by the “Submit Written Questions” date and time provided in the RFQ SCHEDULE Section above, unless modified by Addendum.

Written questions shall be emailed to *tmsmith23@ncat.edu* by the date and time specified above. Vendors should enter “RFQ #*59-Q6973:* Questions” as the subject for the email. Question submittals should include a reference to the applicable RFQ section and be submitted in the format shown below:

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

No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFQ, shall be considered authoritative or binding. Vendors shall rely *only* on written material contained in the RFQ and an addendum to this RFQ.

BID SUBMITTAL

IMPORTANT NOTE: <u>This is an absolute requirement.</u> Late bids, regardless of cause, will not be opened or considered, and will be automatically disqualified from further consideration. Vendor shall bear the sole risk of late submission due to unintended or unanticipated delay. <u>It is the Vendor’s sole responsibility to ensure its bid has been received as described in this RFQ by the specified time and date of opening</u>. The time and date of receipt will be marked on each bid when received. Any bid or portion thereof received after the bid deadline will be rejected.

All proposals must be submitted electronically through the University's Bonfire e-Procurement Portal no later than the date and time specified in the solicitation schedule.

Late submissions will not be accepted. Vendors are solely responsible for ensuring that their proposals are successfully uploaded, submitted, and received in Bonfire before the stated deadline. The University is not responsible for technical issues, internet connectivity problems, or delays experienced by the vendor during the submission process.

Vendors are strongly encouraged to begin the upload process well in advance of the submission deadline to allow sufficient time to address any technical issues that may arise.

Proposals submitted by email, fax, mail, or any method other than Bonfire will not be considered.

The solicitation documents, addenda, and submission portal can be accessed at:

North Carolina A&T State University Bonfire Portal

For technical assistance with the Bonfire platform, vendors should contact Bonfire Support directly through the portal or visit:

- **Vendor Support Center:** Bonfire Vendor Support
- **Submit a Support Request:** Submit a Support Ticket
- **Email: Support@GoBonfire.com**
- **Phone: 1-800-354-8010**

BID CONTENTS

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

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

a) Cover Letter, which must include all of the following: (i) a statement that confirms that the Vendor has read the RFQ in its entirety, including all links, and all Addenda released in conjunction with the RFQ; (ii) a statement that the Vendor agrees to perform in accordance with the scope of work, requirements, and specifications contained herein; and (iii) Vendor's agreement to comply with all instructions, terms and conditions, and attachments.

b) Completed and signed version of all EXECUTION PAGES, along with the body of the RFQ.

c) Signed receipt pages of any addenda released in conjunction with this RFQ, if required to be returned.

d) Completed version of ATTACHMENT A: PRICING

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

f) Completed version of ATTACHMENT E: CUSTOMER REFERENCE FORM

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

2.10 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

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

The following definitions, acronyms, and abbreviations are also relevant to this RFQ:

3.0 METHOD OF AWARD AND BID EVALUATION PROCESS

3.1 METHOD OF AWARD

North Carolina G.S. 143-52 provides a general list of criteria the State shall use to award contracts, as supplemented by the additional criteria herein. The Goods or Services being procured shall dictate the application and order of criteria; however, all award decisions shall be in the State's best interest.

All responsive bids will be reviewed, and an award or awards will be based on the responsive bid(s) offering the lowest price that meets the specifications provided herein, to include any required verifications set out herein such as but not limited to past performance, references, and financial documents.

While the intent of this RFQ is to award a Contract(s) to a single Vendor *OR* multiple Vendors, the State reserves the right to make separate awards to different Vendors for one or more-line items, to not award one or more-line items, or to cancel this RFQ in its entirety without awarding a Contract, if it is considered to be most advantageous to the State to do so.

The State reserves the right to waive any minor informality or technicality in bids received.

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

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

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

Any Vendor not in compliance with this provision shall be disqualified from evaluation and award. A Vendor's proposal may be disqualified if its subcontractor and/or supplier engage in any of the foregoing communications during the time that the procurement is active (*i.e.*, the issuance date of the procurement until the date of contract award or cancellation of the procurement). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFQ, or inquiries directed to the procurement lead named in this RFQ regarding requirements of the RFQ (prior to proposal submission) or the status of the award (after submission) are excepted from this provision.

3.3 QUOTE EVALUATION PROCESS

The State will conduct an evaluation of responsive Quotes, as follows:

a) The State shall review the responses to this RFQ to confirm that they meet the specifications and requirements. The State reserves the right to waive any minor informality or technicality.
b) Quotes are requested for the items as specified, or item(s) equivalent in design, function, and performance. The State reserves the right to reject any quote on the basis of fit, form and/or function, as well as cost.
c) For all responses that pass the initial review process, the State will review and assess the Vendors' pricing. The State may request additional formal responses or submissions from any or all Vendors for the purpose of clarification or to amplify the materials presented in any part of the quote. Vendors are cautioned, however, that the State is not required to request clarification, and often does not. Therefore, all quotes should be complete and reflect the most favorable terms available from the Vendor. Prices quoted cannot be altered or modified as part of a clarification.
d) Quotes will be evaluated based on the award criteria identified in Section 3.1 METHOD OF AWARD.

Award of a Contract to one Vendor does not mean that the other quotes lacked merit, but that, all factors considered, the selected quote was deemed most advantageous and represented the best value to the State.

Vendors are cautioned that this is a request for quote, not a request or an offer to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.

3.4 PERFORMANCE OUTSIDE THE UNITED STATES

Vendor shall complete ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR. In addition to any other evaluation criteria identified in this RFQ, the State may also consider, for purposes of evaluating proposed or actual contract performance outside of the United States, how that performance may affect the following factors to ensure that any award will be in the best interest of the State:

a) Total cost to the State
b) Level of quality provided by the Vendor
c) Process and performance capability across multiple jurisdictions
d) Protection of the State's information and intellectual property
e) Availability of pertinent skills
f) Ability to understand the State's business requirements and internal operational culture
g) Particular risk factors such as the security of the State's information technology
h) Relations with citizens and employees
i) Contract enforcement jurisdictional issues

3.5 INTERPRETATION OF TERMS AND PHRASES

This RFQ serves two functions: (1) to advise potential Vendors of the parameters of the solution being sought by the State; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. The use of phrases such as "shall," "must," and "requirements" are intended to create enforceable contract conditions. In determining whether bids should be evaluated or rejected, the State will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the State's needs as described in the RFQ. Except as specifically stated in the RFQ, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement may result in the State exercising its discretion to reject a bid in its entirety.

4.0 REQUIREMENTS

This Section lists the requirements related to this RFQ. By submitting a bid, the Vendor agrees to meet all stated requirements in this Section as well as any other specifications, requirements, and terms and conditions stated in this RFQ. If a Vendor is unclear about a requirement or specification or believes a change to a requirement would allow for the State to receive a better bid, the Vendor is urged to submit these items in the form of a question during the question-and-answer period in accordance with the Bid Questions Section above.

- Minimum of three (3) years of experience providing live streaming production services for collegiate or professional athletics.
- Experience producing multi-camera broadcasts for NCAA Division I athletics.
- Experience streaming to multiple platforms simultaneously.
- Experience integrating with:
  - FloSports
  - WSC Sports
  - Sinclair Broadcasting/My48
  - Daktronics AJT LiveBook
  - DV Sport replay systems.
  - Ability to support remote production workflows.
  - Ability to provide sufficient staffing for simultaneous or overlapping events.
  - Ability to incorporate student production assistants into event operations.

4.1 PRICING

Bid price shall constitute the total cost to the State for complete performance in accordance with the requirements and specifications herein, including all applicable charges for handling, transportation, administrative and other similar fees. Complete ATTACHMENT A: PRICING FORM and include in Vendor's response.

4.1.1 Import Tariff Temporary Surcharge

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

4.2 FINANCIAL STABILITY

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

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

4.3 HUB PARTICIPATION

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

4.4 REFERENCE

Vendor shall provide at least three (3) references, using ATTACHMENT E: CUSTOMER REFERENCE FORM, for which it has provided Services of similar size and scope to those proposed herein. References shall not be from the same company or from the soliciting State entity. In addition, Vendor shall provide references for and identify other government contracts it has received, for which your company has provided services of similar size and scope. The State *may* contact these users to determine whether the Services provided are substantially similar in scope to those proposed herein and whether Vendor's performance has been satisfactory. The information obtained *may* be considered in the evaluation of the Bid.

4.5 BACKGROUND CHECKS

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

4.6.5 VENDOR BACKGROUND CHECK AGREEMENT

Vendor agrees to conduct a criminal background check per the specifications above in this section on all employees proposed to work under this Contract, at its expense, and provide the required documentation to the State in order to perform Services under this Contract:

☐ YES ☐ NO

4.6 PERSONNEL

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

Should the Vendor's bid result in an award, the Vendor shall be required to agree that it will not substitute key personnel assigned to the performance of the Contract without prior written approval by the Contract Lead. Vendor shall further agree that it will notify the Contract Lead of any desired substitution, including the name(s) and references of Vendor's recommended substitute personnel. The State will approve or disapprove the requested substitution in a timely manner. The State may, in its sole discretion, terminate the Services of any person providing Services under this Contract. Upon such termination, the State may request acceptable substitute personnel or terminate the contract Services provided by such personnel.

4.7 VENDOR'S REPRESENTATIONS

If Vendor's bid results in an award, Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under the Contract. If any Services, deliverables, functions, or responsibilities not specifically described in this solicitation are required for Vendor's proper performance, provision and delivery of the Service and deliverables under a resulting Contract, or are an inherent part of or necessary sub-task included within such Service, they will be deemed to be implied by and included within the scope of the Contract to the same extent and in the same manner as if specifically described in the Contract. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Vendor to provide and deliver the Services and/or other Deliverables.

4.8 AGENCY INSURANCE REQUIREMENTS MODIFICATION

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

☐ Small Purchases

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

4.9 SUBCONTRACTORS

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

5.0 SPECIFICATIONS AND SCOPE OF WORK

- **Project A – Videoboard Production Services**
  - **Scope of Work**
- The selected vendor shall provide all labor, supervision, equipment, software, technical support, and operational services necessary to deliver turnkey in-venue videoboard productions for designated home athletic events.
- Services shall include, but are not be limited to:
- Directing and executing live in-game productions.
- Operating the University's existing videoboard infrastructure, which currently utilizes Daktronics equipment and associated show control systems.

- Coordinating with Athletics staff to execute approved event scripts and sponsor activations.
- Displaying live game action, statistics, promotional content, crowd engagement features, and sponsor messaging.
- Providing instant replay and highlight functionality.
- Creating, integrating, and displaying graphics, animations, and video content.
- Capturing live crowd shots and fan-interaction segments.
- Integrating approved statistical data feeds.
- Providing all required production personnel.
- Testing and troubleshooting all production systems before each event.
- Delivering post-event recordings and requested highlight packages.
- Maintaining backup equipment and contingency plans to ensure continuity of operations.
- The University intends to award one or more contracts and reserves the right to assign events among multiple vendors.

Game-Day Operations and Technical Support

- The selected vendor, or its designated on-site representative, shall serve as the primary point of contact for all videoboard production-related technical issues during each event.
- The vendor shall be responsible for monitoring, troubleshooting, and resolving issues involving production equipment and software used in support of videoboard operations.
- This responsibility includes initiating and managing communication with Daktronics technical support or other applicable equipment manufacturers or service providers for issues affecting the videoboard, scoreboard, show control system, AJT LiveBook, replay systems, graphics systems, or other production equipment. The vendor shall work directly with technical support personnel to diagnose and resolve issues while keeping the University's designated Athletics representative informed of progress.
- The vendor shall remain on-site throughout the event and until all production systems have been properly shut down and secured.

Estimated Annual Event Volumes

Sport	Estimated Home Events	Minimum Camera Count
Football	6	6
Men's Basketball	14	4
Women's Basketball	14	4
Volleyball	13	5
Track and Field	2	4

Total Estimated Events	**34**	**—**

Event quantities are estimates only and are provided solely for pricing purposes. Actual quantities may vary.

- **Technical Specifications**

  - **Production Personnel**

- At a minimum, the vendor shall provide:
- Director
- Technical Director/Switcher Operator
- Graphics Operator
- Replay Operator
- Show Control Operator
- Audio Technician
- Camera Operators
- Utility Personnel
- Technical Support Personnel
- The University will provide the overall producer role.

  - **Equipment Requirements**

- The vendor shall provide all equipment necessary to perform the required services, including:
- HD or UHD production switchers
- Replay systems
- Graphics systems
- Show control systems
- Audio consoles and audio support equipment
- Intercom systems
- Cameras and support equipment
- Cabling and accessories
- The University will provide:
- Existing videoboard infrastructure
- Electrical power
- Hard-wired Ethernet connectivity
- Existing video routing infrastructure
- Approved content and branding assets

- **Football Camera Configuration**

- Minimum six-camera configuration:
- High-end zone camera
- Low-end zone camera
- Midfield camera
- Two elevated sideline cameras
- Goal-line camera
- Optional pricing shall be provided for up to two additional goal-line cameras.

- **Volleyball Camera Configuration**

- Minimum five-camera configuration:
- Two back-wall cameras
- One talent camera
- One wide crowd camera
- One tight-angle camera

- **Basketball Camera Configuration**

- Minimum four-camera configuration:
- Two handheld basket cameras
- One elevated wide camera
- One tight-angle camera
- Optional pricing shall be provided for additional basket cameras.

- **Track and Field Camera Configuration**

- Minimum four-camera configuration:
- Finish-line camera
- Elevated wide-shot camera
- Field events camera
- Crowd/talent camera

- **Content Requirements**

- The vendor shall be capable of receiving, integrating, and displaying University-approved content submitted no later than twenty-four (24) hours before event start time.
- Accepted formats include:
- JPEG
- PNG
- MP4
- MOV
- AVI

Replay, Recording, and Highlight Support

When providing videoboard production services, the vendor shall have the capability to support event recording, replay operations, clip logging, and highlight package creation. If the vendor is awarded both Project A and Project B, the vendor may utilize a shared replay and recording workflow to produce required melts and post-event deliverables.

- **Deliverables**

- The vendor shall provide:
- Recorded program feed within twenty-four (24) hours following each event
- Highlight packages upon request
- Post-event production reports documenting technical issues and corrective actions
- Editable graphics files and source assets created under the contract
-

Project B – Streaming Production Services

- **Scope of Work**

- The selected vendor shall provide all labor, equipment, software, encoding services, network connectivity, and technical support necessary to produce and distribute live athletic event broadcasts.
- Services shall include, but are not limited to:
- Multi-camera live production
- Live switching and directing
- Graphics creation and integration
- Replay operations
- Audio mixing
- Talent support
- Encoding and transmission
- Closed captioning support
- Stream monitoring and quality control
- Archiving of completed broadcasts
- Delivery of post-event recordings
- Remote production capabilities, when requested
- The selected vendor shall stream designated athletic events to university-approved distribution platforms and ensure compliance with applicable conference requirements.
- The University reserves the right to award streaming services separately from videoboard services.

Game-Day Operations and Technical Support

The selected vendor, or its designated on-site representative, shall serve as the primary point of contact for all streaming production-related technical issues before, during, and after each scheduled event.

The vendor shall be responsible for monitoring, operating, troubleshooting, and maintaining all vendor-provided streaming production equipment, software, encoders, and transmission systems necessary to ensure uninterrupted broadcast operations.

Responsibilities shall include, but are not limited to:

- Performing pre-event testing and verification of all streaming production equipment, encoders, audio and video systems, graphics systems, replay systems, and network connectivity.
- Monitoring all streaming production systems throughout the event to ensure continuous, high-quality broadcast performance.
- Troubleshooting and resolving equipment malfunctions, software issues, transmission failures, graphics issues, audio/video synchronization problems, and stream interruptions.
- Coordinating with the University's Athletics staff and Information Technology personnel, as necessary, to resolve issues affecting the live broadcast.
- Initiating and managing communication with third-party streaming platforms and technical support providers, including but not limited to FloSports, WSC Sports, Sinclair Broadcasting/My48, LTN Global, or other designated distribution partners, to resolve broadcast transmission or platform-related issues.
- Serving as the University's primary liaison with third-party technical support personnel until the issue has been resolved or an acceptable workaround has been implemented.
- Providing backup equipment, redundant encoding, or alternative transmission methods, when feasible, to minimize disruptions to the live broadcast.
- Remaining on-site throughout the event and until all streaming production equipment has been properly shut down, secured, and all required post-event deliverables have been completed.
- Documenting significant technical issues and providing a written incident report, upon request, identifying the issue, corrective actions taken, and recommendations to prevent future occurrences.

- **Estimated Annual Event Volume**

Sport	Estimated Home Events	Minimum Camera Count
Football	6	6
Men's Basketball	14	4
Women's Basketball	14	4
Volleyball	13	5
Baseball	TBD	4

Softball	TBD	4
Track and Field	2	4

Actual event quantities may vary.

Technical Specifications

- **Platform Integration Requirements**

- The vendor shall demonstrate experience integrating with the following platforms or equivalent technologies:
- FloSports
- WSC Sports
- Sinclair Broadcast Group / My48
- Daktronics LiveBook or equivalent statistics systems
- DV Sport replay systems

- **Streaming Requirements**

- The vendor shall provide:
- Broadcast-quality HD streams at a minimum resolution of 1080p
- Minimum frame rate of 59.94 fps where supported
- Adaptive bitrate streaming capabilities
- Simultaneous streaming to multiple destinations, when required
- Redundant encoding and transmission paths
- Real-time stream monitoring

- **Production Equipment Requirements**

- The vendor shall provide:
- Production switchers
- Replay systems
- Graphics systems
- Hardware or cloud-based encoders
- Intercom systems
- Audio consoles
- Camera systems
- Network transmission equipment

- **Network Requirements**

- The vendor shall:
- Coordinate with University IT staff before connecting to campus networks
- Use secure authentication methods

- Protect University credentials
- Immediately report cybersecurity incidents
- Comply with all University information security policies

▪ **Accessibility Requirements**

- The vendor shall support:
- Closed captioning workflows
- SRT caption files
- WebVTT caption files
- ADA and Section 504 compliance requirements

▪ **Service Level Requirements**

- The vendor shall maintain:
- Minimum stream uptime of 99% per event
- Complete equipment setup no later than two (2) hours before the event starts
- Technical issue response time of five (5) minutes or less during live events
- Backup encoders and transmission paths
- Post-event file delivery within twenty-four (24) hours

▪ **Deliverables**

- The vendor shall provide:
- Complete archived event recordings
- Individual game segments upon request
- Highlight packages
- Isolated camera feeds, if requested
- Closed caption files, if applicable
- Post-event technical reports

Sideline Reporter Support: Vendors must have the capability to support a sideline reporter during designated athletic events. This capability shall include providing the necessary camera positions, audio connectivity, wireless microphone integration, intercom communications, graphics support, and production coordination required to incorporate live sideline reports, interviews, and sponsored segments into the broadcast. The University reserves the right to provide its own sideline reporter or request vendor assistance in securing qualified on-air talent.

Melts and Highlight Packages

The vendor shall provide video playback, recording, and archiving capabilities for all streamed events. A melt is defined as a post-event highlight package consisting of key game moments, scoring plays, significant athletic performances, promotional features, and other notable content captured during the event. The vendor shall deliver the completed highlight package to North Carolina A&T Athletics and the opposing team within twenty-four (24) hours following the event.

Student Engagement

The University encourages vendors to incorporate qualified student assistants into production operations whenever practical.

Ownership and Intellectual Property

All recordings, graphics, animations, highlight packages, scripts, and other deliverables created under the resulting contract shall be considered works made for hire and shall become the property of the University upon acceptance and payment.

Insurance Requirements

The selected vendor shall maintain, at a minimum:

- Commercial General Liability: $1,000,000 per occurrence; $2,000,000 aggregate
- Automobile Liability: $1,000,000 combined single limit
- Workers' Compensation: Statutory limits
- Employer's Liability: $500,000
- Cyber Liability: $1,000,000
- Umbrella Liability: $1,000,000

Minimum Vendor Qualifications

Vendors shall demonstrate:

- Minimum three (3) years of relevant experience
- Experience supporting NCAA Division I athletics
- Experience with multi-camera productions
- Experience providing services for comparable venues
- Ability to staff simultaneous events
- Three (3) client references from comparable engagements completed within the last five (5) years

Performance Standards

Repeated performance deficiencies may result in:

- Corrective action plans
- Service credits
- Contract termination for cause
- Non-renewal of the agreement

The University may elect to utilize a single vendor to provide both videoboard production and streaming production services for a given event. Vendors shall identify their capability to simultaneously manage both productions using shared personnel, equipment, and production resources while maintaining the quality standards required for each service.

Melts and Highlight Packages

The vendor shall provide video playback, recording, and archiving capabilities for all designated athletic events.

A **melt** is defined as a post-event highlight package consisting of key game moments, scoring plays, significant athletic performances, promotional features, and other notable content captured during the event. The melt shall be created from the event recording and replay system and compiled into a professionally produced highlight package.

At a minimum, the vendor shall:

- Record and archive all event footage.
- Capture and log key game highlights throughout the event.
- Produce a post-game highlight package ("melt") for each event.
- Deliver the completed melt to North Carolina A&T Athletics and the opposing team within twenty-four (24) hours following the conclusion of the event.
- Provide the melt in a format suitable for web, social media, promotional use, and archival purposes.
- Maintain archived copies of all event recordings and highlight packages for the duration specified by the University.

The University reserves the right to request additional clips, replay segments, or customized highlight packages as needed for marketing, communications, recruiting, conference requirements, or other institutional purposes.

Interviews, Presentations, and Demonstrations

The University reserves the right to conduct interviews, presentations, demonstrations, site visits, or clarification meetings with one or more vendors determined to be reasonably susceptible of being selected for award.

Such meetings may be conducted in person or virtually through a web-based platform such as Zoom, Microsoft Teams, or a comparable platform selected by the University.

The purpose of these meetings may include, but is not limited to:

- Clarifying information contained in the vendor's qualifications package;
- Evaluating the experience and qualifications of proposed key personnel;
- Reviewing production workflows and operational approaches;
- Demonstrating videoboard production capabilities;
- Demonstrating streaming production capabilities;
- Reviewing graphics packages, replay systems, and technical resources;
- Assessing compatibility with the University's operational and event-day requirements;
- Evaluating the vendor's ability to meet performance expectations and service levels.

The University may request that vendors provide sample broadcasts, live demonstrations, equipment overviews, or presentations of previous work as part of this process.

Participation in an interview, presentation, or demonstration does not guarantee selection for an award.

The University reserves the right to use information obtained during interviews, presentations, demonstrations, and reference checks as part of its overall evaluation of vendor qualifications.

6.0 CONTRACT ADMINISTRATION

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

6.1 CONTRACT MANAGER AND CUSTOMER SERVICE

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

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

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

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

2 6.2 INVOICES

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

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

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

3 6.6 ACCEPTANCE OF WORK

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

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

4 6.9 DISPUTE RESOLUTION

During the performance of the Contract, the parties agree that it is in their mutual interest to resolve disputes informally. Any claims by the Vendor shall be submitted in writing to the State's Contract Manager for resolution. Any claims by the State shall be submitted in writing to the Vendor's Project Manager for resolution. The Parties shall agree to negotiate in good faith and use all reasonable efforts to resolve such dispute(s).

During the time the Parties are attempting to resolve any dispute, each shall proceed diligently to perform their respective duties and responsibilities under this Contract. The Parties will agree on a reasonable amount of time to resolve a dispute. If a dispute cannot be resolved between the Parties within the agreed-upon period, either Party may elect to exercise any other remedies available under the Contract, or at law. This provision, when agreed in the Contract, shall not constitute an agreement by either party to mediate or arbitrate any dispute.

5 6.10 CONTRACT CHANGES

Contract changes, if any, over the life of the Contract shall be implemented by contract amendments agreed to in writing by the State and Vendor. Amendments to the contract can only be made through the contract administrator.

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7.0 ATTACHMENTS

IMPORTANT NOTICE

RETURN THE REQUIRED ATTACHMENTS WITH YOUR RESPONSE

FOLLOW THE LINKS TO ACCESS EACH ATTACHMENT

ATTACHMENT A: PRICING

Section A – Football (6 Estimated Home Games)

Service	Unit Price Per Event	Extended Price (6 Games)
Labor	$______	$______
Equipment	$______	$______
Graphics & Content Creation	$______	$______
Replay Services	$______	$______
Show Control Operations	$______	$______
Audio Services	$______	$______
Total Football Event Cost	**$______**	**$______**

Optional Football Services

Optional Service	Unit Price Per Event
Additional Goal-Line Camera #1	$______
Additional Goal-Line Camera #2	$______
Wireless Sideline Camera	$______
Additional Replay Operator	$______
Additional Graphics Operator	$______
Rush Graphic Requests (<24 Hours)	$______

Section B – Men's Basketball (14 Estimated Home Games)

Service	Unit Price Per Event	Extended Price
Labor	$______	$______
Equipment	$______	$______
Graphics & Content Creation	$______	$______
Replay Services	$______	$______
Show Control Operations	$______	$______
Audio Services	$______	$______
Total Cost Per Event	**$______**	**$______**

Optional Basketball Services

Optional Service	Unit Price
Left Basket Camera	$______
Right Basket Camera	$______
Wireless Handheld Camera	$______
Additional Replay Operator	$______

Section C – Women's Basketball (14 Estimated Home Games)

Service	Unit Price Per Event	Extended Price
Labor	$______	$______
Equipment	$______	$______
Graphics & Content Creation	$______	$______
Replay Services	$______	$______
Show Control Operations	$______	$______
Audio Services	$______	$______
Total Cost Per Event	**$______**	**$______**

Section D – Volleyball (13 Estimated Home Games)

Service	Unit Price Per Event	Extended Price
Labor	$______	$______
Equipment	$______	$______
Graphics & Content Creation	$______	$______
Replay Services	$______	$______
Audio Services	$______	$______
Total Cost Per Event	$______	$______

Optional Volleyball Services

Optional Service	Unit Price
Net Camera	$______
Wireless Camera	$______

Section E – Track & Field (2 Estimated Events)

Service	Unit Price Per Event	Extended Price
Labor	$______	$______
Equipment	$______	$______
Graphics & Content Creation	$______	$______
Replay Services	$______	$______
Audio Services	$______	$______
Total Cost Per Event	**$______**	**$______**

Additional Pricing

Item	Cost
Additional Camera Operator	$______
Additional Production Assistant	$______
Additional Audio Technician	$______
Additional Graphics Package	$______
Travel Rate (if applicable)	$______
Overtime Rate (Hourly)	$______
Emergency Event Coverage	$______

Grand Total – Project A

Category	Amount
Football	$______
Men's Basketball	$______
Women's Basketball	$______
Volleyball	$______
Track & Field	$______
Grand Total	**$______**

PROJECT B – STREAMING PRODUCTION SERVICES

Pricing Proposal Form

Football Streaming (6 Estimated Home Games)

Service	**Unit Price Per Event**	**Extended Price**
Multi-Camera Production	$______	$______
Streaming Encoder Services	$______	$______
Graphics & Scorebug	$______	$______
Replay Operations	$______	$______
Audio Mixing	$______	$______
Archive Delivery	$______	$______
Total Cost Per Event	**$______**	**$______**

Basketball Streaming

Sport	**Estimated Events**	**Unit Price Per Event**	**Extended Price**
Men's Basketball	14	$______	$______
Women's Basketball	14	$______	$______

Volleyball Streaming

Service	**Unit Price Per Event**	**Extended Price**
Volleyball Broadcast	$______	$______

Track & Field Streaming

Service	**Unit Price Per Event**	**Extended Price**
Track & Field Broadcast	**$______**	**$______**

Optional Streaming Services

Service	Unit Price Per Event
Sideline Reporter Support	$______
Play-by-Play Announcer	$______
Color Analyst	$______
Closed Captioning	$______
Additional Wireless Camera	$______

Additional Replay Channel	$______
Highlight Package (Next Day)	$______
Social Media Highlights	$______
Remote Production Workflow	$______
Simultaneous Multi-Platform Streaming	$______
WSC Sports Clip Delivery	$______
My48 Broadcast Feed Delivery	$______

Additional Camera Pricing (Streaming)

Camera Type	Price Per Event
Goal-Line Camera	$______
Basket Camera	$______
Net Camera	$______
Wireless Handheld Camera	$______
RF Camera System	$______
Drone Footage (if approved)	$______

Grand Total – Project B

Category	Amount
Football Streaming	$______
Men's Basketball Streaming	$______
Women's Basketball Streaming	$______
Volleyball Streaming	$______
Track & Field Streaming	$______
Grand Total	**$______**

ATTACHMENT B: INSTRUCTIONS TO VENDORS

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

ATTACHMENT C: NORTH CAROLINA GENERAL TERMS & CONDITIONS

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

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

ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION

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

ATTACHMENT E: CUSTOMER REFERENCE FORM

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

ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION

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

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

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