



**STATE OF NORTH CAROLINA**

**North Carolina A&T State University**

**Request for Proposal #: 59-P2405**

**Dining Services Management**

**Date of Issue: April 2, 2026**

**Proposal Opening Date: May 22, 2026**

**At 3:00 PM ET**

**Direct all inquiries concerning this RFP to:**

**Stephen Pass**

**Assistant Procurement Services Director**

**Email: [swpass@ncat.edu](mailto:swpass@ncat.edu)**

**Phone: (336) 334-7555**



STATE OF NORTH CAROLINA

Request for Proposal #

**59-P2405**

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

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

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Supplier Name

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Supplier eVP#

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

**STATE OF NORTH CAROLINA**  
**North Carolina A&T State University**

Refer <u>ALL</u> Inquiries regarding this RFP to:  Stephen Pass – swpass@ncat.edu	Request for Proposal #: 59-P2405
	Proposals will be publicly opened: May 22, 2026 @ 3:00 p.m. ET  Commodity No. and Description:

**EXECUTION**

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

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

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

Furthermore, by executing this proposal, the undersigned certifies to the best of Supplier’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 Supplier certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

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

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

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

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

COMPLETE/FORMAL NAME OF SUPPLIER:		
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 SUPPLIERS ITEM #21):		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF SUPPLIER:		
SUPPLIER'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: 120 days, or if extended by mutual agreement of the parties in writing. Any withdrawal of this offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

**ACCEPTANCE OF PROPOSAL**

In the event a proposal is accepted, such acceptance shall constitute an award, and all terms, conditions, specifications, and requirements set forth in this Request for Proposals (“RFP”), together with the contents of the successful Offeror’s proposal, and any written clarifications, modifications, or negotiated terms agreed to by the parties, shall be deemed incorporated therein and shall collectively form a binding agreement (the “Contract”).

The NORTH CAROLINA GENERAL TERMS AND CONDITIONS are hereby incorporated by reference and shall govern, except to the extent expressly modified herein or by the Contract. To the extent of any conflict, the terms of the Contract shall control.

The parties acknowledge and agree that the terms and conditions of the accepted proposal and this RFP shall be memorialized in a formal written contract to be executed by duly authorized representatives of both parties. No contractual obligation shall be deemed to exist until such formal written contract has been fully executed.

Depending upon the nature of the goods or services to be provided, additional terms and conditions may be included in the Contract as mutually agreed upon in writing by the parties.

<p><b><u>FOR STATE USE ONLY:</u></b> Offer accepted and Contract awarded this _____ day of _____, 20____, as indicated on</p> <p>The attached certification, by _____.</p> <p style="text-align: center;"><b>(Authorized Representative of North Carolina A&amp;T State University)</b></p>
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# Contents

**1.0 INTRODUCTION..... 4**

**2.0 GENERAL INFORMATION..... 6**

**3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS ..... 12**

**3.1 METHOD OF AWARD..... 12**

**3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION ..... 13**

**3.3 PROPOSAL EVALUATION PROCESS..... 13**

**3.4 EVALUATION CRITERIA..... 15**

**3.5 PERFORMANCE OUTSIDE THE UNITED STATES ..... 16**

**3.6 INTERPRETATION OF TERMS AND PHRASES ..... 17**

**4.0 REQUIREMENTS ..... 17**

**5.0 SPECIFICATIONS AND SCOPE OF WORK .....24**

**ATTACHMENT A: INTENT TO ATTEND MANDATORY SITE VISIT ..... 33**

**ATTACHMENT B: INSTRUCTIONS TO SUPPLIERS ..... 34**

**ATTACHMENT C: NORTH CAROLINA GENERAL TERMS & CONDITIONS..... 34**

**ATTACHMENT D: HUB SUPPLEMENTAL SUPPLIER INFORMATION ..... 34**

**ATTACHMENT E: CUSTOMER REFERENCE FORM..... 34**

**ATTACHMENT F: LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS ..... 34**

**ATTACHMENT G: SUPPLIER FINANCIAL PROPOSAL WORKBOOK ..... 34**

**ATTACHMENT H: PARTNERSHIP – Maximum Length 15 pages ..... 34**

**ATTACHMENT I: PROGRAM – Maximum Length 50 pages..... 34**

**ATTACHMENT J: MANAGEMENT AND STAFFING (Narrative) Maximum Length 5 pages..... 34**

**ATTACHMENT K: SUPPLEMENTAL PROGRAM INFORMATION..... 34**

**ATTACHMENT L: PROPOSED EXCEPTIONS – LIMIT 10..... 34**

**ATTACHMENT M: ALTERNATE PROPOSAL – (OPTIONAL) ..... 34**

**ATTACHMENT N: TRANSITION PLAN AND TIMELINE /SCHEDULE..... 35**

**ATTACHMENT O: STAFFING PLAN..... 35**

**EXHIBIT: MASTER SERVICE AGREEMENT ..... 35**

**SCOPE OF WORK (SOW)..... 35**

**PROGRAM STANDARDS ..... 35**

**SITE DATA ..... 35**

## 1.0 INTRODUCTION

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### A. BACKGROUND

Established in 1890, North Carolina Agricultural and Technical State University (“N.C. A&T”) is a high-research activity, land-grant university. This University is known as a successful education center and economic catalyst serving not only this state, but the nation. With students drawn from nearly every state in America, and six continents around the world, its educational impact is as broad and deep as any university in the Southeastern United States. Because of its academic programs and related strengths, N.C. A&T often leads rankings as the top-rated historically black university (HBCU) in North Carolina and/or the United States. As a result of the highly effective educational experience at N.C. A&T, it also ranks among the nation’s top 50 universities in social mobility, graduating students into careers that truly transform their lives, their family’s circumstances, and their communities. The University’s size and quality are a potent combination for institutional success and delivering social-justice impact. It has been the largest HBCU for seven consecutive years and is the leading HBCU STEM institution. N.C. A&T produces more African-American engineers and agricultural scientists than any university in the nation and are home to the top public HBCU business school in the country. N.C. A&T’s diverse entering classes consistently include more African-American students than the top 10 national research universities in U.S. News & World Report combined, as well as large populations of first-generation-in-college and low-income students.

Approximately 5,900 students reside in on-campus housing and participate in the University’s dining program, creating a strong opportunity to foster a sense of community. In Fall 2025, approximately 6,900 students purchased meal plans and utilized two residential dining halls and 10 retail dining locations.

Dining Services also supports summer operations, serving students enrolled in summer courses, as well as the University’s robust Conference Services program and first-year student orientation, which brings more than 6,000 students and parents to campus. On average, Dining Services serves approximately 7,800 meals daily to students, faculty, staff, and visitors.

North Carolina A&T State University has experienced significant growth over the past decade in enrollment, academic programming, and research capacity. In 2023 alone, the University added four new Centers of Excellence. Through the continued implementation of its visionary strategic plan, the University is projected to expand enrollment by 2030, enhance key facilities including the \$90 million Engineering Research and Innovation Center, which opened in 2025, and increase residential capacity with a new 400-bed residence hall. Additionally, the University aims to further strengthen its research enterprise through expanded strategic partnerships with federal agencies and private sector organizations.

The University’s Strategic Plan is available for download.

The principles that guide actions and commitment to N.C. A&T are:

- **Responsibility.** We hold ourselves accountable to the highest standards of performance for the success of the university.
- **Excellence.** We demonstrate high quality and attention to detail in all our endeavors.
- **Integrity.** We uphold moral character and unwavering ethical behavior.
- **Inclusiveness.** We commit to diversity and demonstrate inclusiveness as we work together for the advancement of the university and the world.
- **Learning.** We cultivate a culture of intellectual inquiry, personal growth, and achievement.

The Aggie Experience is the root of its organizational culture – a culture of excellence. This experience requires that they apply their core values in advancing the university, and that they serve, treat, and teach others with respect and excellence. It demands that they use feedback for continuous improvement in business processes, implement best

practices in our work throughout our university and measure our efficacy in the range of strategies and tactics required to meet our standard of excellence.

## A. PURPOSE

### 1. SCOPE

N.C. A&T is seeking a Dining Services supplier (“Supplier”) to manage its Dining Services Program, comprised of the following services:

- i. Residential Dining Services
- ii. Retail Dining Services
- iii. Catering Services including at Athletic Catering
- iv. Summer Conferences/Camps
- v. Athletic and Band Training Table
- vi. Provision of alcohol service as required in conjunction with the above.
- vii. The following services are excluded from this RFP request:
  - Beverage and Snack Vending
  - Athletic Concessions
- viii. See Exhibit E: Scope of Work (“SOW”) for additional information on the specific services required.

### 2. PARTNERSHIP AND PRIORITIES

N.C. A&T seeks a company that will act as a true strategic and operational partner in ensuring that the Dining Services Program fully aligns with the University’s needs, culture, and standards of excellence. Following are N.C. A&T ‘s key aspirations and priorities for the Program (in no particular order):

- i. **Program-Related**
  - Establish a high-quality dining experience by demonstrating executive level engagement, campus wide service standards, and year-round program accountability.
  - Create an elevated, student-centered residential and retail dining program with extended hours, consistent wellness aligned offerings, and late-night access.
  - Implement a unified, student-centric dining technology that integrates ordering, payment, real-time venue information, and operational reporting for University oversight.
- ii. **Financial**
  - Provide a guaranteed financial return to the University beginning on day one.
  - Provide capital investment plan aligned to the full contract term.
  - Provide discretionary capital funding for future dining projects.
  - Provide an equipment, maintenance, repair fund escalated 3.5% annually over the contract term.
  - Protect long-term University value through transparent financial reporting, enforceable KPIs, and University controlled extension options.
  - Provide guaranteed, student centered investment and sponsorship value that directly supports student success and institutional priorities.
3. N.C. A&T intends to work collaboratively with the successful Supplier to create a performance-based arrangement that drives continuous improvement and holds the Supplier accountable to achieve excellence in all areas.
4. The desired financial model is documented in **Exhibit E: Scope of Work (SOW)**.

**5. Exclusions: The following services are excluded from this RFP request:**

- a. Beverage and Snack Vending
- b. Athletic Concessions

**6. The intent of this solicitation is to award an Agency Specific Contract.**

**B. CONTRACT TERM**

The Contract shall have an initial term of **ten (10)** years, beginning on October 1, 2026 (the “Effective Date”). The Supplier shall begin commencement of operations of the dining services program on January 1, 2027.

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

**2.0 GENERAL INFORMATION**

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**2.1 REQUEST FOR PROPOSAL DOCUMENT**

This RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award, which are incorporated herein by reference.

**2.2 E-PROCUREMENT FEE**

**ATTENTION: The E-Procurement fee may apply to this solicitation. See the paragraph entitled ELECTRONIC PROCUREMENT of the North Carolina General Terms and Conditions.**

General information on the E-Procurement Services can be found at: <http://eprocurement.nc.gov/>.

**2.3 NOTICE TO SUPPLIERS REGARDING RFP TERMS AND CONDITIONS**

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

If Suppliers have questions or issues regarding any component of this RFP, those must be submitted as questions in accordance with the instructions in the **PROPOSAL QUESTIONS Section 2.6**. If the State determines that any changes will be made because of the questions asked, then such decisions will be communicated in the form of an RFP addendum. The State may also elect to leave open the possibility for later negotiation of specific provisions of the Contract that have been addressed during the question-and-answer period, prior to contract award.

Other than through the process of negotiation under 01 NCAC 05B.0503, the State rejects and will not be required to evaluate or consider any additional or modified terms and conditions submitted with Supplier’s

proposal or otherwise. This applies to any language appearing in or attached to the document as part of the Supplier’s proposal that purports to vary any terms and conditions or Suppliers’ instructions herein or to render the proposal non-binding or subject to further negotiation. Supplier’s proposal shall constitute a firm offer that shall be held open for the period required herein (“Validity Period” above).

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

**2.4 RFP SCHEDULE**

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

Event	Responsibility	Date and Time
Issue RFP	State	Thursday, April 2, 2026
Supplier Questions Due for Stakeholder Roundtable (Bonfire)	Supplier	Wednesday, April 8, 2026 at 12:00 p.m. ET
Supplier/N.C. A&T Stakeholder Roundtable	University	Friday, April 10, 2026 at 3:00 p.m. ET
Pre-Proposal Meeting Attendee List Due	Supplier	Monday, April 13, 2026 at 12:00 p.m. ET
Mandatory Pre-Proposal Meeting/Site Visit	State	Wednesday, April 15, 2026 at 9 a.m. ET
Submit Written Questions (Bonfire)	Supplier	Friday, April 17, 2026 at 12:00 p.m. ET
Provide Response to Questions	University	Friday, April 24, 2026 by 5:00 p.m. ET
Submit Proposals (Bonfire)	Supplier	Friday, May 22, 2026 at 3:00 p.m. ET
Notification for Presentations and Candidate Interviews of Finalists	University	Monday, June 22, 2026
Candidate Management Resumes Due (Bonfire)	Supplier	Monday, July 20, 2026 at 3:00 p.m. ET
Finalist Presentations and Management Candidate Interviews (On-Site)	University	Week of , July 27, 2026 (Times to Be Determined)
Finalist Documented Best and Final Offers Due	Supplier	Friday, August 7, 2026 at 3:00 p.m. ET
Contract Negotiations and Approval	University	Monday, August 31, 2026, June 30, 2026
Provisional Award Notification	University	Monday, September 7, 2026
Contract Award and Execution	University	September 30, 2026
Commencement of Operations	Supplier	January 1, 2027

## 2.5 **SUPPLIER/N.C. A&T STAKEHOLDER ENGAGEMENT ROUNDTABLE DISCUSSION**

North Carolina Agricultural and Technical State University (N.C. A&T) will host a one (1) hour virtual stakeholder engagement session to provide general, high-level information regarding the vision and objectives for the Dining Services Program.

Suppliers may submit questions in advance of the session through Bonfire in accordance with the RFP Schedule. All such questions must be clearly labeled “**Stakeholder Meeting**” and submitted by the deadline specified in the RFP Schedule. The session will be facilitated by a designated moderator, and N.C. A&T reserves the right, in its sole discretion, to determine which questions will be addressed.

Suppliers are encouraged to submit strategic, forward-looking questions. Questions related to data requests or clarification of RFP requirements must be submitted through the formal question-and-answer process described in this RFP.

Participation in the stakeholder engagement session is voluntary and shall not be a condition for proposal submission or evaluation. Information shared during the session, including but not limited to Supplier questions, University responses, and any related discussions, is provided for informational purposes only, is not binding, and shall not be relied upon by any Supplier. Such information does not amend, modify, or supplement the RFP.

Only written addenda issued by N.C. A&T through the official RFP process shall be binding and may be relied upon by Suppliers.

### **Use the Zoom Login Below to access the Stakeholder Engagement Roundtable:**

#### Join Zoom Meeting

<https://ncat.zoom.us/j/94317652659?pwd=Qo8QqPMpA9wszZ7YqrqbbKzenQua7Q.1&from=addon>

Meeting ID: 943 1765 2659

Passcode: 339643

#### One tap mobile

+13126266799,,94317652659# US (Chicago)

+16465588656,,94317652659# US (New York)

#### -Join by SIP

• 94317652659@zoomcrc.com

Passcode: 339643

#### Join instructions

<https://ncat.zoom.us/meetings/94317652659/invitations?signature=EC5dUUeMsBTScL7q-b26xudw5C0baNzW8XTUjo7fI-o>

## 2.6 MANDATORY VISIT

Date: April 15, 2026  
 Time: 9:00 AM Eastern Time  
 Location: Williams Dining Hall (in the Chancellor’s Dining Room)  
 1601 E. Market Street  
 Greensboro, North Carolina 27411  
 Contact #: (336) 334-7555

The campus map is available at this link [University Map](#)

**Parking Information:** Suppliers may park in Obermeyer Parking Deck. It is \$1.00 per hour with a maximum of \$8.00 per day. DO NOT PARK IN NUMBERED SPACES.

### **Instructions:**

Suppliers shall complete and submit **ATTACHMENT A: INTENT TO ATTEND SITE VISIT FORM** no later than **Monday April 13, 2026 at 12:00 p.m. ET** with the name of no more than three (3) representatives that will be present for the site visit.

Attendees must arrive promptly. All attendees must sign in upon arrival and clearly indicate each prospective Supplier represented on the sign in sheet. **LATE ARRIVALS WILL NOT BE ALLOWED TO SIGN IN OR PARTICIPATE IN THE SITE VISIT, NOR SHALL THEIR PROPOSAL BE CONSIDERED.** Once the sign-in process is complete, all other persons wishing to attend may do so to the extent that space and circumstances allow.

**FAILURE TO ATTEND THE MANDATORY SITE VISIT SHALL RESULT IN SUPPLIER’S PROPOSAL BEING DEEMED NON-RESPONSIVE AND NOT CONSIDERED FOR AWARD.**

The purpose of this visit is for all prospective Suppliers to apprise themselves of the conditions and requirements which will affect the performance of the work called for by this RFP. Suppliers must stay for the duration of the site visit. No allowances will be made for unreported conditions that a prudent Supplier would recognize as affecting the work called for or implied by this RFP.

Suppliers are cautioned that any information released to attendees during the site visit, other than that involving the physical aspects of the facility referenced above, and which conflicts with, supersedes, or adds to requirements in this RFP, must be confirmed by written addendum before it can be considered to be a part of this RFP.

## 2.7 PROPOSAL QUESTIONS

Upon review of the RFP documents, Suppliers may have questions to clarify or interpret the RFP in order to submit the best proposal possible. To accommodate the Proposal Questions process, Suppliers shall submit any such questions by the “Submit Written Questions” date and time provided in the **RFP SCHEDULE Section 2.4** above, unless modified by Addendum. **N.C. A&T strongly encourages suppliers to read all RFP Package information prior to submitting questions. We may not reply to suppliers that ask questions that are already answered in the RFP documents. At N.C. A&T’s discretion, questions of a similar nature may be combined into a common question for a response.**

Written questions shall be submitted through the Bonfire Portal on the Public Q&A Board by the date and time specified in the schedule. Question submittals should include a reference to the applicable RFP section and be submitted in the format shown below:

Reference	Supplier Question
RFP Section, Page Number	Supplier question ...?

Questions received prior to the submission deadline date, the State’s response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to *the electronic Supplier Portal (eVP)*, <https://evp.nc.gov>, and to Bonfire and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Suppliers shall rely *only* on written material contained in the RFP and an addendum to this RFP.

**The University shall respond to all questions by 5:00 p.m. ET on April 4, 2026**

**2.8 PROPOSAL SUBMITTAL**

**IMPORTANT NOTE:** It is the responsibility of the Supplier to have the proposal physically in Bonfire by the specified time and date of the opening. **This is an absolute requirement.** Bonfire will not allow a response to be submitted after the specified date and time.

**All proposal responses must be submitted electronically at Bonfire using the link below. WE WILL NOT ACCEPT PAPER RESPONSES.**

**<https://ncat.bonfirehub.com/portal/?tab=openOpportunities>**

- For Technical Information Contact: Bonfire Support by 1-800-354-8010 Ext. 2 Support by phone and email is available Monday – Friday from 8:00 AM – 8:00 PM ET.
- Failure to submit a proposal in strict accordance with these instructions shall constitute sufficient cause to reject a Supplier’s proposal(s). Suppliers are strongly encouraged to allow sufficient time to upload proposals.
- Critical updated information may be included in Addenda to this RFP. It is important that all Suppliers proposing on this RFP periodically check the State’s IPS website for any Addenda that may be posted regarding this solicitation. All Suppliers shall be deemed to have read and understood all information in this RFP and all Addenda thereto.

If confidential and proprietary information is included in the proposal, also submit one (1) signed, REDACTED copy of the proposal. Such information may include trade secrets defined by N.C. Gen. Stat. § 66-152 and other information exempted from the Public Records Act pursuant to N.C. Gen. Stat. §132- 1.2. Supplier may designate information, Products, Services, or appropriate portions of its response as confidential, consistent with and to the extent permitted under the statutes and rules set forth above. By so redacting any page, or portion of a page, the Supplier warrants that it has formed a good faith opinion, having received such necessary or proper review by counsel and other knowledgeable advisors, that the portions determined to be confidential and proprietary and redacted as such, meet the requirements of the Rules and Statutes set forth above. **However, under no circumstances shall price information be designated as confidential.**

If the Supplier does not provide a redacted version of the proposal with its proposal submission, the University may release an unredacted version if a record request is received.

## 2.8 PROPOSAL CONTENTS

- 2.8.1** Suppliers shall populate all attachments of this RFP that require the Supplier to provide information and include an authorized signature where requested. Failure to provide all required items, or Supplier's submission of incomplete items, may result in the State rejecting Supplier's proposal, in the State's sole discretion.
- 2.8.2** Proposal submittals must provide a straightforward, concise description of methodology and approach to satisfy the requirements of this RFP. Emphasis should be on completeness and clarity of content with enough detail to allow for accurate evaluation and comparative analysis
- 2.8.3** Page limitations are required as noted in the Proposal Submittal Requirements Section. One page shall be considered **one side** of a standard 8x5" x 11" sheet of paper.
- 2.8.4** Supplier RFP responses shall include the following items, appendices, and attachments, which Cover Letter, which must contain the following: (i) a statement that confirms that the proposer has read the RFP in its entirety, including all links, and all Addenda released in conjunction with the RFP, (ii) a statement that the Supplier agrees to perform in accordance with the scope of work, requirements, and specifications contained herein; and (iii) Supplier's agreement to comply with all instructions, terms and conditions, and attachments.
- 2.8.5 The following are the contents that must be submitted with the RFP in Bonfire.**
- a. Execution Page** – Complete and signed version **along with the body of this RFP.**
  - b. Addenda** – Signed Addenda released in conjunction with this RFP.
  - c. Title Page** - Include the company name, address, phone number and authorized representative along with the Proposal Number.
  - d. Executive Summary** – *Maximum Length: 5 pages.*
    - i.** The Executive Summary should touch on all components of your proposal and highlight those features that you believe best demonstrates the advantages of selecting your firm for this contract.
    - ii.** Provide a High-Level Roadmap for years 1 -5 of your proposed Dining Services Program. In a graphic format highlight key initiatives for the Fining Services Program by implementation year.
  - e. Redacted Document** (optional)
  - f. Attachment A:** Intent to Attend Mandatory Site Visit
  - g. Attachment D:** HUB Supplemental Supplier Information
  - h. Attachment E:** Customer Reference Form
  - i. Attachment F:** Lobbying Activity Certification For Federal Grants
  - j. Attachment G:** Supplier Financial Proposal Workbook
  - k. Attachment H:** Partnership - Maximum Length: 20 Pages
  - l. Attachment I:** Program – Maximum Length: 75 Pages
  - m. Attachment J:** Management and Staffing – Maximum Length: 5 Pages
  - n. Attachment K:** Supplemental Program Information – (No Page Limit)
  - o. Attachment L:** Proposed Exceptions

- p. **Attachment M:** Alternate Proposal (Narrative)
- q. **Attachment N:** Transition Plan and Timeline/Schedule
- r. **Attachment O:** Staffing Plan
- s. **Attachment P:** Alternate Supplier Financial Proposal Workbook (**Optional**)

## 2.9 ALTERNATE PROPOSALS

- a) In addition to submission of a base proposal that addresses the requirements of this RFP, Supplier may submit **one** alternate proposal that offers added value to N.C. A&T. If an alternate proposal is submitted Supplier is required to submit the following:
  - i) Provide narrative describing the differences between Supplier’s base proposal and alternate proposal (provide as a separate PDF document from the base proposal)
  - ii) **Attachment P:** Alternate Supplier Financial Proposal for the alternate proposal.
- b) **Clearly label these documents as “Alternate.” Alternate proposals will be considered by N.C. A&T but may not be included in the scoring of Supplier proposals.**
- c) Unless provided otherwise in this RFP, Supplier may submit an alternate proposal for various methods or levels of Service(s), or that propose different options. Alternate proposals must specifically identify the RFP requirements and advantage(s) addressed by the alternate proposal. Any alternate proposal, in addition to the marking described above, must be clearly marked with the legend: “Alternate Proposal #59-P2405 and Supplier’s Name”. The proposal must be for a specific Service(s) and must include specific pricing. The alternate proposal must be complete and independent of the base proposal offered.

## 3.0 METHOD OF AWARD AND PROPOSAL 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 qualified proposals will be evaluated, and awards will be made to the Supplier(s) meeting the specific RFP Specifications and achieving the highest and best final evaluation, based on the criteria described below.

While the intent of this RFP is to award a Contract(s) to **a single Supplier**, the State reserves the right to make separate awards to different Suppliers, to not award one or more items, or to cancel this RFP in its entirety without awarding a Contract, if it is considered to be most advantageous to the State to do so.

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

### **3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION**

While this RFP is under evaluation, the responding Supplier, 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 Suppliers entitled COMMUNICATIONS BY SUPPLIERS.

Each Supplier submitting a proposal to this RFP, including its employees, agents, subcontractors, suppliers, subsidiaries and affiliates, is prohibited from having any communications with any person inside or outside the using agency; issuing agency; other government agency office or body (including the procurement lead named above, any department secretary, agency head, members of the General Assembly and Governor's office); or private entity, if the communication refers to the content of Supplier's proposal or qualifications, the content of another Supplier's proposal, another Supplier'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 Supplier not in compliance with this provision shall be disqualified from evaluation and award. A Supplier's proposal may be disqualified if its subcontractor and/or supplier engage in any of the foregoing communications during the time that the procurement is active (*i.e.*, the issuance date of the procurement until the date of contract award or cancellation of the procurement). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFP or inquiries directed to the procurement lead named in this RFP regarding requirements of the RFP (prior to proposal submission) or the status of the award (after submission) are excepted from this provision.

### **3.3 PROPOSAL EVALUATION PROCESS**

Only responsive submissions will be evaluated.

#### **3.3.1 The State will conduct a One-Step evaluation of Proposals:**

- Proposals will be received according to the method stated in the Proposal Submittal Section above.
- All proposals must be received by the University not later than the date and time specified in the RFP SCHEDULE Section above, unless modified by Addendum.
- Suppliers are cautioned that this is a request for offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.
- At the date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum, the proposal from each responding Supplier will be opened publicly. Due to potential negotiations, pursuant to G.S. 143-49 and 01 NCAC 05B.0503, only the names of offerors and the Goods and Services offered shall be tabulated at the time of opening. Cost and price shall become available for public inspection at the time of the award. Interested parties are cautioned that these costs and their components are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of a Supplier's pricing position.
- The State reserves the right to negotiate with one or more Suppliers, or to reject all original offers and negotiate with one or more sources of supply that may be capable of satisfying the requirement, and in either case to require Supplier to submit a Best and Final Offer (BAFO) based on discussions and negotiations with the State.
- Award of a Contract to one Supplier does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous and represented the best value to the State.

- Individuals selected by the University shall participate and evaluate the qualified proposals. The overall group shall be referenced as the **Evaluation Committee**. Committee members will be assigned to one or more subgroups to evaluate specific information response information.

**3.3.2 Evaluation Process.** The evaluation process will be conducted in **four** phases. The University deems each phase important in the selection and award of a contract. We encourage Suppliers to review the information presented in the RFP to address any questions as outlined in the RFP Schedule.

**a) Phase 1: Requirements:** This phase is to ensure the supplier meets the minimum requirements to perform the scope of work outlined in the RFP response. The supplier’s response shall be reviewed for a pass /fail award. A supplier must meet six (6) of the eight (8) requirements to move to Phase 2 of the evaluation process.

**b) Phase 2: Technical and Financial Proposals.**

**i. Technical Proposals.** During this phase, evaluation committee members assigned to this subgroup will individually review Supplier responses based on the criteria outlined below in the Technical Proposal table and assign points up to the maximum available for the category.

**ii. Financial Proposals.** Assigned committee members to the subgroup will review the requested financial information submitted by the supplier. Points will be awarded based on the formula outlined below in Evaluation Criteria Section 3.4. The financial proposal that best benefits the university for the initial contract period of ten (10) years, and any potential subsequent year(s) of the contract will be awarded the highest points.

**b) Phase 3: Presentations and Candidate Interviews.**

**i. Supplier Finalist Presentations (60 minutes)**

Finalist Presentations will occur as referenced in the RFP Schedule. Each finalist will be notified of their assigned date, timeslot via email, and specific instructions will be also provided.

The agenda for the presentation will be as follows:

**Topic:** Supplier’s Vision for a Flagship N.C. A&T Dining Program

The presentation must address:

- **Partnership and Program.** Clearly articulate the advantages and benefits of the company’s proposed program and the alignment with N.C. A&T ‘s aspirations, objectives, scope, and standards to meet / exceed the University’s requirements.
- **Management.** Discuss your proposed governance and management structure for the account, including your Onsite Management candidates and why they are a good fit for N.C. A&T

**ii. N.C. A&T led Question and Answers (45 minutes)**

**iii. 5 Minute Transition**

**iv. Candidate Interviews (45 minutes)**

- Resumes are due as referenced in the RFP Schedule. These candidates will be interviewed in person by a sub-committee of the Evaluation Committee.by
- Management Positions to be Interviewed:
  - GM, RDM or VPO

- Executive Chef
- Catering Director
- Marketing Director

**c) Phase 4: Customer Feedback**

N.C. A&T will request feedback from references/clients that provided and/or accounts not on the list. Supplier is to provide at least three (3) references, ideally for programs of similar scope and/or features to N.C. A&T’s Dining Services Program.

**3.4 EVALUATION CRITERIA**

In addition to the general criteria set forth in G.S. 143-52, to the extent applicable to this RFP, all qualified proposals will be evaluated and an award will be made based on the criteria outlined below, with the objective of selecting the proposal most advantageous to the State.

**Technical Evaluation:** The information below identifies the technical evaluation criteria and the specific factors that will be used to assess qualified responses. Each evaluation category is assigned a maximum number of points.

Technical Criteria	Details	Maximum Available Points
Partnership	Strategic Partner Ability (alignment with University values, mission and goals) Innovation Hospitality	50
Program Proposal	Company Resources Culinary Approach Product Sourcing Residential Dining Program Retail Dining Program Catering Services Athletic Dining Customer Feedback Marketing Sustainability Technology	50
Management/Staff	<u>Executive Management</u> Similar Account Experience Proposed Support Structure & District Demonstrated Professionalism  <u>Onsite Management Team</u> Similar Account Experience Demonstrated Expertise & Leadership Professionalism  <u>Staff</u> Continuous training offered to staff Variety of benefits offered to staff Ability to elevate within the company Turnover ratio	15
Transition Plan	Detailed plan with timeline/schedule to meet 1/1/2027 takeover	15

	Process to implement Strategy to mitigate risk	
Presentation	Professionalism Program/Management Structure Overall Alignment to N.C. A&T Goals Q&A Responsiveness/Thoughtfulness Management Interviews Proposed Team	5
Exceptions	Minimal number and complexity of proposed exceptions to N.C. A&T provisions	5
References	Professionalism Flexibility Listening and responsiveness Continuous improvement mindset Partnership	5
<b>Total Maximum Available Points</b>		<b>145</b>

**Financial Evaluation:** The criteria below will be used to assign a score of up to best **35** maximum points for the Financial Proposal that provides the

- Projected Financial Return
- Override
- Commissions
- Capital Investment
- Cash Donations
- In kind Contributions
  
- Operational Transition & Start-up Costs

Example: The State will determine score by normalizing the scores as follows:

The financial proposal that provides the highest net financial return to the university over the contract period of fifteen (15) years, calculated using the methodology specified below.

$$35 \times \frac{\text{the cost of the highest financial proposal}}{\text{the cost of the financial proposal being evaluated}}$$

**3.5 PERFORMANCE OUTSIDE THE UNITED STATES**

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

- a) Total cost to the State
- b) Level of quality provided by the Supplier

- 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

### 3.5.1.1 INTERPRETATION OF TERMS AND PHRASES

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

## 4.0 REQUIREMENTS

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This Section outlines the requirements applicable to this RFP. By submitting a proposal, the Supplier agrees to comply with all requirements set forth herein, as well as any additional specifications, requirements, and terms and conditions contained throughout this RFP.

If a Supplier is unclear about any requirement or specification, or believes that a modification would result in a more advantageous proposal to the State, the Supplier is strongly encouraged to submit such inquiries during the question-and-answer period in accordance with the Proposal Questions Section referenced above.

The Supplier must provide all information requested below. The requirements in this Section constitute mandatory minimum requirements. Failure to meet any mandatory requirement will result in the Supplier’s proposal being deemed non-responsive and rejected in its entirety, without exception.

### A. Current Operations

- i. Company operates a minimum of twenty (20) Dining Service Program Management accounts at four-year higher education institutions with demonstrated experience in the Southeastern United States or similar regional markets. Provide list of accounts including institution name, contact name, contact email and phone number different from the reference clients.
- ii. Company provides Dining Services Program Management to Higher Education clients through a separate division (resources and reporting) than K-12 Dining Management and Healthcare Dining Management. Provide a chart with proposed reporting lines for this account within the Higher Education division.

### B. Company Resources – Include Requested Information

- i. Company maintains the financial resources to self-fund the capital investments including all fees, royalties and payments associated with franchising to implement its proposed program. **Provide affirmative statement as part of the Requirements in Bonfire.**
- ii. **Provide audited financial statements for last two fiscal years** as part of the Requirements in Bonfire

- iii. Company can provide district / regional resource offices (District/Regional Manager’s office, accounting, marketing, and sustainability support) residing within 300 miles of Greensboro, NC. **Provide the responsible person’s name and physical address for each support area as part of the Requirements in Bonfire.**
- iv. Company provides on-going training for their employees in the following areas: diversity and multicultural awareness, knowledge and skills; customer service standards of excellence; food preparation methods, including handling known allergen inducing foods; food safety; blood borne pathogens; sanitation standards; dress and identification; personal habits and hygiene; cleaning and sanitation procedures; life safety; equipment operation. **Include a list of each training area and provide period of initial training and any subsequent training. (i.e. Customer Service Standards of Excellence – within 2 weeks of hire & every 6 months) as part of the Requirements in Bonfire.**
- v. Company has an operating policies and procedures manual for all aspects of operating a Dining Services Program. This includes but is not limited to purchasing, food preparation & production, accounting/cash handling, human resources, customer service, facility operations, and emergency preparedness. **Include a list of all areas/topics that have operating policies and procedures manuals of the Requirements in Bonfire.**

**4.1. FINANCIAL PROPOSAL**

**4.1.1** The Financial Proposal shall represent the total cost to the State for complete performance in accordance with the requirements and specifications set forth herein, inclusive of all administrative costs and any other applicable fees.

**4.1.2** Financial Proposal Submission Requirements

Offerors must complete **ATTACHMENT G: Supplier Financial Proposal Workbook** to submit their financial proposal that includes a separate attachment of the Financial Narrative. All formulas within the workbook must be reviewed for accuracy. Any suspected errors must be reported immediately to Stephen Pass at swpass@ncat.edu.

When preparing the Financial Proposal, Offerors shall carefully review the financial terms outlined in EXHIBIT E: Scope of Work and consider the following preferences of North Carolina Agricultural and Technical State University (N.C. A&T):

**Financial Model**

- i) All Services: Supplier Profit & Loss for each year of the contract term.
  - a) **Supplier Funded Investments.** The following to be Supplier funded, amortized on the client statement and subject to buyback at 0% interest:
    - i. Small wares and Trade Dress upgrades required to implement Supplier’s proposal
    - ii. Technology purchases required to implement Supplier’s proposal
    - iii. Facilities renovation and building infrastructure required to implement Supplier’s proposal
  - b) **Operational Transition and Start-Up Costs**
    - i. To be a Supplier cost of entry, not subject to buyback.
  - c) **Unrestricted Funds**
    - i. N.C. A&T’s expectation is that the unrestricted funds is not amortized.
      - Innovation Fund
      - In-Kind Contribution
    - ii. Annual University Catering Fund

- iii. Annual Student Academic Scholarships with a minimum commitment of two scholarships per academic year and flexibility for additional investment based on contract length.
- iv. Annual food scholarship (meal swipes and/or Dining Dollars)
- v. Student Internships

**d) Funds**

- i. N.C. A&T will pay the cost of equipment maintenance, repair and replacement for its owned equipment (as per the terms of the SOW). N.C. A&T desires the Supplier to provide an annual contribution to an Equipment Fund to help support these costs.
- ii. N.C. A&T will pay the cost of waste removal. N.C. A&T desires the Supplier to provide an annual contribution to a Waste Removal Fund to help support these costs.

**e) Aggie-Card Office**

- Supplier to pay an annual contribution as part of POS maintenance and other costs for the Aggie Card Office

**f) Cleaning and Janitorial Services**

- Supplier is responsible for cleaning and janitorial services as specified in the SOW.

**g) Working Capital**

- To be Supplier funded.

**4.2 HUB PARTICIPATION**

Pursuant to North Carolina General Statute G.S. 143-48, it is State policy to encourage and promote the use of small, minority, physically handicapped, and women contractors in purchasing Goods and Services. As such, this RFP will serve to identify those Suppliers 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. Supplier shall complete **ATTACHMENT D: HUB SUPPLEMENTAL SUPPLIER INFORMATION**.

**4.3 REFERENCES**

The Supplier shall provide at least three (3) references, using **ATTACHMENT E: CUSTOMER REFERENCE FORM**, for which it has delivered services of similar size and scope to those proposed herein. References must not be from the same company and must not include the soliciting State entity.

In addition, the Supplier shall identify and provide references for other government contracts under which it has delivered services of comparable size and scope.

The State reserves the right to contact all provided references, as well as any other references not identified by the Supplier, to verify whether the services performed are substantially similar to those proposed and to assess the Supplier's overall performance. The State may also consider information obtained from other sources, including prior experience with the Supplier. All information obtained will be considered as part of the Proposal evaluation process.

**4.4 BACKGROUND CHECKS**

Supplier and its personnel are required to provide or undergo background checks at Supplier's expense prior to beginning work with the State. As part of Supplier background, the following details must be provided to the State:

- a) Any **criminal felony conviction**, or conviction of any crime involving moral turpitude, including, but not limited to fraud, misappropriation or deception, by Supplier, its officers or directors, or any of its employees or other personnel to provide Services on this project, of which Supplier has knowledge, or provide a statement that Supplier is aware of none;
- b) Any **criminal investigation** for any offense involving moral turpitude, including, but not limited to fraud, misappropriation, falsification or deception pending against Supplier of which it has knowledge, or provide a statement Supplier is aware of none;
- c) Any **regulatory sanctions** levied against Supplier or any of its officers, directors or its professional employees expected to provide Services on this project by any state or federal regulatory agencies within the past three years or a statement that there are none. As used herein, the term “regulatory sanctions” includes the revocation or suspension of any license or certification, the levying of any monetary penalties or fines, and the issuance of any written warnings;
- d) Any **regulatory investigations** pending against Supplier or any of its officers, directors or its professional employees expected to provide Services on this project by any state or federal regulatory agencies of which Supplier has knowledge or a statement that there are none.
- e) Any **civil litigation**, arbitration, proceedings, or judgments pending against Supplier during the three (3) years preceding submission of its proposal herein or a statement that there are none.

Supplier’s response to these requests shall be considered a continuing representation, and Supplier’s failure to notify the State within thirty (30) days of any criminal litigation, investigation or proceeding involving Supplier or its then current officers, directors or persons providing Services under this Contract during its term shall constitute a material breach of contract. The provisions of this paragraph shall also apply to any subcontractor utilized by Supplier to perform Services under a Contract.

#### 4.4.1 GENERAL INFORMATION

It is the policy of the State to provide a safe environment for State Government employees to work. Due to the Contract requirements, the State requires criminal background checks of awarded Suppliers, including but not limited to: owners, employees, agents, representatives, subcontractors, and all personnel of their respective companies. All costs and expenses associated with criminal background checks are the responsibility of the Supplier.

The following requirements must be met:

- a) Criminal background checks shall be current and completed within ninety (90) days of the Contract effective date.
- b) The criminal background check shall include a social security verification/check, felonies, misdemeanors, and traffic records covering a minimum of the last seven (7) years for all states and countries where the individual has resided. The criminal background check information shall be first thoroughly reviewed by the Supplier and then sent to the Contract Administrator for review and approval. Out-of-state searches shall be required for persons living in the state of NC for fewer than seven (7) years. Fingerprint background checks may be required in some instances depending on the facility requirements.
- c) A criminal background check on the awarded Supplier and its employees shall be provided by the Supplier prior to Contract effective date. Copies of the original criminal background check shall be sent to the Contract Administrator for evaluation. In some cases, badging cannot take place until after the evaluation and approval of the Supplier’s criminal checks.
- d) When a new employee or individual is identified to perform Services on this Contract, the Supplier shall provide the Contract Administrator with a criminal background check before the individual can be approved for

work. Persons without approved criminal background checks shall not be allowed to work in the relevant buildings until proper documentation is submitted and approved.

- e) The State may require the Supplier to exclude the Supplier's employees, agents, representatives, or subcontractors based on background check results. Discovery that one or more employees have convictions does not disqualify the Supplier from award.
- f) Additionally, the State may use The North Carolina Department of Public Safety Offender Public Information or similar Services to conduct additional background checks on the Supplier's proposed employees.

#### 4.4.2 BACKGROUND CHECK REQUIREMENTS

As part of Supplier's criminal background checks, the details below must be provided to the State:

- a) Any **criminal felony conviction**, or conviction of any crime involving moral turpitude, including but not limited to fraud, misappropriation or deception, of Supplier, its officers or directors, or any of its employees or other personnel to provide Services on this project of which Supplier has knowledge, or provide a statement that Supplier is aware of none;
- b) Any **criminal investigation** for any offense involving moral turpitude, including, but not limited to fraud, misappropriation, falsification or deception pending against Supplier of which it has knowledge, or provide a statement Supplier is aware of none;
- c) Any **regulatory sanctions** levied against Supplier or any of its officers, directors or its professional employees expected to provide Services on this project by any state or federal regulatory agencies within the past three years or a statement that there are none. As used herein, the term "regulatory sanctions" includes the revocation or suspension of any license or certification, the levying of any monetary penalties or fines, and the issuance of any written warnings;
- d) Any **regulatory investigations** pending against Supplier or any of its officers, directors or its professional employees expected to provide Services on this project by any state or federal regulatory agencies of which Supplier has knowledge, or provide a statement that there are none.
- e) Any **civil litigation**, arbitration, proceedings, or judgments pending against Supplier during the three (3) years preceding submission of its proposal herein, or provide a statement that there are none.

#### 4.4.3 BACKGROUND CHECK LIMITATIONS

Any individual representing the Supplier, who:

- a) In his/her lifetime, has been adjudicated as a habitual felon as defined by GS 14-7.1 or a violent habitual felon as defined by GS 14-7.7, shall not be allowed to work in buildings occupied by State Government employees.
- b) During the last seven (7) years has been convicted of any criminal felony or misdemeanor sexual offense or a crime of violence shall not be allowed to work in buildings occupied by State Government employees.
- c) At any time has an outstanding warrant or a criminal charge for a crime described in (b) above shall not be allowed to work on State property.
- d) The Supplier must ensure that all employees have a responsibility to self-report to the Supplier within twenty-four (24) hours any arrest for any disqualifying offense. The Supplier must notify the Contract Administrator within twenty-four (24) hours of all details concerning any reported arrest.
- e) Upon the request of the Contract Administrator, the Supplier will re-screen any of its employees, agents, representatives, and subcontractors during the term of the Contract.

- f) Supplier’s responses to these background check requests shall be considered a continuing representation, and Supplier’s failure to notify the State within thirty (30) days of any criminal charge, investigation, or proceeding involving Supplier or its then-current officers, directors or persons providing Services under this Contract during its term shall constitute a material breach of contract. The provisions of this paragraph shall also apply to any subcontractor utilized by Supplier to perform Services under this Contract.
- g) If there are problems or delays with performance associated with the completion and compliance with this background check requirements, any Supplier’s performance bond could be used to complete these Services.

**4.4.4 DOCUMENT REQUIREMENTS**

Required documentation to be submitted prior to date Contract is effective and for performing any Services on State property shall include:

- a) A cover letter by the Supplier on company letterhead with a list of the full names matching a required government issued photo ID, addresses, and birth dates of each person representing the contracting company.
- b) Supplier shall also provide a photocopy of the required State or Federal government issued picture ID or Driver License.
- c) A letter on company letterhead is not acceptable proof in itself but can be used to further clarify information on the criminal background check submitted. All documentation shall be submitted at the same time. Submit documents which are clear and legible.
- d) Background checks consisting of:
  - 1. Original unaltered criminal background check from the organization providing the background check.
  - 2. The background check provider’s company name, company mailing address, and contact phone numbers.
  - 3. The full name of the individual, which matches the government issued photo ID.
  - 4. The current address of individual being checked.
  - 5. The date the criminal background check search was conducted.

**4.4.5 SUPPLIER BACKGROUND CHECK AGREEMENT**

Supplier 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

**4.5 PERSONNEL**

Please refer to **EXHIBIT E1.: PROGRAM STANDARDS** for this section.

**4.6 SUPPLIER’S REPRESENTATIONS**

If Supplier’s Proposal results in an award, Supplier 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 Supplier’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, Supplier will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Supplier to provide and deliver the Services and/or other Deliverables.

#### 4.7 AGENCY INSURANCE REQUIREMENTS MODIFICATION

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

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

##### B. SUPPLIER shall always maintain in force during the term of this Agreement the following insurance, it being understood that minimum required policy limits may be provided through a combination of primary and excess insurance:

- i) **Worker's Compensation:** Statutory limits in accordance with the appropriate State of North Carolina (Guilford County) jurisdiction, including Employer's liability (with minimum \$1,000,000 per accident for bodily injury or disease).
- ii) **Commercial General Liability Including Products and Completed Operations Liability:** No less than \$2,000,000 combined single limit for bodily injury and property damage, per occurrence and \$5,000,000 in aggregate.
- iii) **Auto Liability:** Coverage for owned, non-owned, and hired vehicles, \$1,000,000 per accident for bodily injury and property damage, for vehicles used on the N.C. A&T campus or otherwise in fulfillment of SUPPLIER'S obligations under this Agreement.
- iv) **Liquor Liability:** SUPPLIER will be required to provide Liquor Liability insurance coverage in an amount equivalent to \$2,000,000 (USD or local equivalent) each common cause and \$6,000,000 aggregate.
- v) Except for Workers' Compensation, all insurance required herein shall include N.C. A&T, the Trustees, and the State of as additional insureds. SUPPLIER shall provide a Certificate of Insurance to N.C. A&T evidencing the insurance coverage required upon execution of this Agreement, prior to the expiration date of any policy (showing renewal), and whenever requested by N.C. A&T. These coverages and limits are to be considered minimum requirements under this Agreement and shall in no way limit the liability or obligations of SUPPLIER under this Agreement.
- vi) For any claims related to this Agreement, where N.C. A&T is included as an additional insured, SUPPLIER'S insurance coverage shall be primary insurance coverage. Any insurance or self-insurance maintained by N.C. A&T or any of the Indemnified Parties shall be excess of SUPPLIER'S insurance and shall not contributory to it.
- vii) The required insurance must be in effect prior to commencement of the Agreement and it or a successor policy must be in effect for the duration of the Agreement. Maintenance of proper insurance coverage is a material element of the Agreement. Failure to maintain or renew coverage or to provide evidence of renewal may be treated by N.C. A&T as a material breach of Agreement and subject the Agreement to notice of breach.
- viii) SUPPLIER or its insurer agrees to provide N.C. A&T with thirty (30) days prior written notice of cancellation of any of the above insurance. N.C. A&T shall have the right to issue notice of breach of this Agreement on account of any such termination.
- I) If any of the required insurance is on a "claims made" basis and is cancelled during the term of this Agreement, SUPPLIER agrees to purchase full coverage or prior acts coverage so that such insurance is in effect from the date the Agreement is executed to three (3) years after its termination.

- m) N.C. A&T shall maintain, or cause to be maintained, a system of coverage to keep the buildings and/or locations assigned for SUPPLIER'S use in performing its Services ("Premises"), and all N.C. A&T property contained therein insured against loss or damage by fire, explosion or other cause normally covered by standard broad form property insurance, to the extent permitted by law. The system of coverage may include purchased insurance, self-insurance, or a combination thereof.
- n) The Parties waive all rights of recovery against each other and their subsidiaries, officers, directors, trustees, volunteers and employees, including subrogation rights, for such loss or damage to the waiving Party.
- o) IN NO EVENT SHALL EITHER PARTY BE LIABLE TO THE OTHER FOR SPECIAL, INDIRECT, PUNITIVE, OR CONSEQUENTIAL DAMAGES, OR ANY DAMAGES CONSTITUTING LOST PROFITS, SUFFERED BY EITHER PARTY UNDER THIS AGREEMENT.

#### 4.8 SECRETARY OF STATE REGISTRATION

Prior to entering into a contract with the State, the awarded Supplier(s) must complete registration with the NC Secretary of State. Upon notification of award, the selected Supplier(s) must furnish evidence of filing within 10 business days. Failure to provide this documentation may result in the disqualification of the Supplier(s) bid from further consideration for the award. **No purchase orders shall be issued prior to confirmation of completed registration with the Secretary of State.**

No purchase orders shall be issued prior to confirmation of completed registration with the Secretary of State.

A contract award under the above-referenced solicitation, and the resulting purchase orders, will produce repeated orders and transactions in North Carolina and will constitute "transacting business" in the State, which requires a certificate of authority from the North Carolina Secretary of State as provided in G.S. §55-15-01 (corporations) or §57D-7-01 (LLCs). Please go to: <https://www.sosnc.gov/> to register.

Supplier registered with the North Carolina Secretary of State: Yes  No

#### 5.0 SPECIFICATIONS AND SCOPE OF WORK

The Attachments to the RFP are integral to the RFP as they provide information necessary for the development of supplier's proposals, describing operational requirements and the working relationship between N.C. A&T and the supplier.

The inclusion of the any historical data and forecasts in this RFP and/or its Attachments are for informational purposes only, are not a guarantee or future performance, and shall not be binding on N.C. A&T.

The Supplier proposal shall include, in narrative, outline, and/or graph form the Supplier's approach in the management of dining services as outlined herein the RFP. Suppliers must respond to each of the subsections under the scope of work, and upload the response in the appropriate area in Bonfire.

**EXHIBIT E.1: PROGRAM STANDARDS** - This attachment to the (SOW) serves as a supplement to the terms and conditions, outlining the standards that the Supplier is required to adhere to in the provision of the program.

**EXHIBIT E.2: ANNUAL OPERATING PLAN** – This document will be updated annually, and records key operational information and decisions related to the Program. For the first fiscal year of the SOW term, the Operating Plan, including the Performance Scorecard, shall be finalized and attached no later than forty-five (45) days following the commencement of the SOW term. For subsequent years, the updated Operating Plan, inclusive of the Performance Scorecard, shall be completed in accordance with **Exhibit E.1 Program Standards** and will supersede the prior year's Operating Plan.

**EXHIBIT E.3: SUPPLIER'S PROPOSAL FINANCIAL PROJECTIONS AND ASSUMPTIONS** – This will provide the financial projections and assumptions at the time of the MSA execution.

**EXHIBIT E.4: SUPPLIER INVESTMENT AND AMORTIZATION RECORD:** This will document the supplier's investments and amortization schedule, as applicable, at the time of the MSA execution.

**EXHIBIT E.5: SANITATION RESPONSIBILITIES:** This document provides the sanitation responsibilities between the supplier and North Carolina A&T State University at the time of the MSA execution.

## 5.1 PARTNERSHIP – Maximum Length: 15 Pages

The supplier must address the information below as part of the response, and upload to Bonfire Portal as **Partnership Information**.

As a critical component of the Proposal, the State seeks to evaluate the Supplier’s ability to serve as a strategic partner to North Carolina Agricultural and Technical State University (N.C. A&T). Suppliers shall carefully consider and respond to the following:

### a) Strategy

- i. Based on your assessment, identify the current strengths of the N.C. A&T Dining Services Program, as well as areas of opportunity for improvement related to student access, food insecurity, operational efficiency, and financial performance. Describe how your organization will partner with N.C. A&T to transform identified opportunities into strengths. Additionally, define how success will be measured.
- ii. Describe how your organization will implement and sustain improvements at N.C. A&T, including governance structure, leadership engagement, and performance measurement throughout the term of the contract.

### b) Innovation

- i. Identify anticipated trends in food service, retail, and auxiliary services over the next five (5) to ten (10) years, and explain how these trends are expected to influence student behavior, dining utilization, and financial sustainability within higher education.
- ii. Describe innovations your organization has implemented at peer institutions, as well as those proposed specifically for N.C. A&T. For each innovation, identify the expected student benefits, operational impacts, and financial outcomes.

### c) HUB Partnership

- i. Describe your experience partnering with HUB Suppliers, local businesses, and community partners to provide service to your clients..
- ii. Explain how such partnerships would be meaningfully integrated into N.C. A&T’s program in a manner that supports student experience, operational feasibility, and financial responsibility, rather than symbolic participation.

## 5.1.2 Growth Strategy

- a) Provide your overall growth strategy for the (15) year term of the contract, including key assumptions related to enrollment, utilization, and operating conditions.
- b) Describe strategies specific to retail dining and store including pricing philosophy, margin management, and how net cash return to the University would be maximized.
- c) Describe strategies related to voluntary and innovative residential meal plans, including how such plans enhance value perception while supporting affordability and student access.

## 5.1.3 Why N.C. A&T?

- a) Explain why your organization brings a combination of disciplined financial management, transparent accountability practices, and higher-education operational expertise that supports N.C. A&T with a dining program that is both fiscally responsible and strategically aligned with the University’s priorities.

**5.2 PROGRAM – Maximum Length: 50 Pages (this excludes 5.3.16 - Supplemental Program Information)**

The supplier must address the information below as part of the response, and upload the requested via the Bonfire Portal under Program. Use **EXHIBIT E: SCOPE OF WORK** and **EXHIBIT E.1: PROGRAM STANDARDS** to assist with your response.

**5.2.1 Company Information**

- a) Brief history and overview of your company
- b) Company-wide organizational chart
- c) List some of your higher education and corporate accounts
  - i. Client Name
  - ii. Program Components (Residential Dining, Retail Dining, Catering, etc)
  - iii. Program Revenue
- d) Key initiatives or activities important to the company (e.g., social responsibility; supported employment; food insecurity, etc.)

**5.2.2 Culinary Approach and Product Sourcing**

- a) Specific to N.C. A&T, articulate your approach to the following:
  - i. Menu composition
  - ii. Recipe development
  - iii. State the percentage of scratch cooking vs. the percentage use of convenience foods
  - iv. Inclusion of products of low/no cost to the consumer in the Program
  - v. Incorporation of locally sourced farm and artisan products in the Program

Describe how your culinary approach supports student access, affordability, student inclusion, and consistent quality, including inclusion of low- or no-cost options intended to support food access and affordability.

**5.2.3 Residential Dining**

- a) Provide the following:
  - i. Proposed service concept by mealtime day-part
  - ii. Proposed innovations and/or improvements to the current service model and/or Program
  - iii. Proposed strategies for:
    - Programming
    - Extended hours meal service
    - Take-away service
    - Meal ordering for sick/quarantine residents

- Break service (accessibility to meals and part of meal plan or additional cost)
- b) Early Service meals (meals for athletes, Resident Assistants, orientation leaders etc. who need to arrive prior to the beginning of the semester).
- c) Provide a proposed solution that ensures uninterrupted dining services and appropriate support for residential students who are temporarily placed in University-approved off-campus housing due to capacity constraints or emergency situations
- d) Proposed future strategy for Williams Dining Hall.
- e) Proposed future strategy for The Marketplace.
  - a. Describe strategies for extended hours, break service, and special populations that ensure continuous access for all residential locations.

#### 5.2.4 Meal Plans

- a) Provide meal plans and/or meal plan requirements/structures for Year 3 (2027-2028) and beyond that would complement the overall Dining Services Program proposed. Use of any Year 3 or beyond meal plans proposed would be at the sole discretion of N.C. A&T.

#### 5.2.5 Retail Dining

- a) For each retail dining location, provide the following:
  - i. Proposed concepts for all retail dining
  - ii. Proposed innovations and/or improvements to the current service model and/or Program
  - iii. Proposed delivery solution and implementation details
  - iv. Proposed use of meal swipes
- b) For each proposed regional or national brand, describe any implementation limitations in comparison to how the brand operates in commercial settings, including but not limited to:
  - i. Use and redemption of loyalty programs/rewards
  - ii. Use of non-traditional payment applications (i.e. Apple Pay, Google Wallet)
  - iii. Acceptance of brand gift cards
  - iv. Any brand programs, limited time offers or other features that would not be available in a campus dining setting
- c) N.C. A &T is considering university-owned C-store operations (currently Elements C-Store) to be an additional location for the dining Supplier. Please describe your proposed approach to operating this location if this were included as a retail location:
  - i. Pricing structure and product mix
  - ii. Hours of operation
  - iii. Proposed innovations and technology models
  - iv. Proposed use of dining dollars available to spend at the C-store location

**5.2.6 Catering Services**

**5.2.7 Athletic and Band Training Table**

- a) Provide a detailed proposed strategy for N.C. A&T 's athletic training table.
- b) Provide a detailed proposed strategy for N.C. A&T 's band training table.

**5.2.8 Summer Conferences and Camps**

- a) Provide the following:
  - i. Describe how you will manage client groups (youth summer camps, N.C A&T sports camps and adult conferences) simultaneously.
  - ii. Describe how you will use technology specifically for summer camp and conference attendees as well as the mechanism to be used for attendees to obtain their meals.
  - iii. Describe your plan to service early arrivals that include resident assistants, community assistants and housing staff during training camp. Include location, service hours, and a typical 5-day menu.

**5.2.9 Customer Feedback**

- a) Describe the mechanisms you will use to measure satisfaction and capture customer feedback for:
  - i. Residential Dining
  - ii. Retail Dining Services
  - iii. Catering Services
  - iv. Summer Conferences and Camps
  - v. Athletic and Band Training Table
- b) Describe the protocol you will use in responding to customer feedback.

**5.2.10 Marketing**

- a) Provide your proposed Year One Marketing Plan
  - i. Based on your experience and knowledge of N.C. A&T, what are the top 2-3 marketing strategies you believe will be most impactful in engaging the community and driving participation?
  - ii. Describe the corporate staff support and resources the onsite team will receive in developing and implementing Marketing activities.

**5.2.11 Wellness**

- a) Provide the following:

- i. Wellness initiatives you will undertake in Year One, including indicating those you believe are an enhancement to the current program and why.
  - ii. Specific examples of how you partner with Clients in promoting health and wellness
  - iii. Strategy for provision of nutritional counseling and allergen management support for customers with special dietary needs
- b) For each of the following, what is your production and service strategy for allergen management?
  - i. Residential Dining
  - ii. Retail Dining Services
  - iii. Catering Services
  - iv. Summer Conference/Camp Services
  - v. Athletic and Band Training Table
- c) For each of the following, how will you provide allergen information?
  - i. Residential Dining
  - ii. Retail Dining Services
  - iii. Catering Services
  - iv. Summer Conference/Camp Services
  - v. Athletic and Band Training Table
- d) For each of the following, what nutritional information will you provide and how/where will it be provided?
  - i. Residential Dining
  - ii. Retail Dining Services
  - iii. Catering Services
  - iv. Summer Conference/Camp Services
  - v. Athletic and Band Training Table
- e) Describe the corporate staff support and resources the onsite management team will receive in developing and implementing Wellness initiatives.

### 5.2.12 Sustainability

- a) Provide your proposed Year One Sustainability initiatives, including identification of those you believe are an enhancement to the current program and why.
- b) What additional sustainability initiatives would be beneficial to N.C. A&T in reducing the Program's carbon footprint and how would you lead these efforts?
- c) What strategies/tools would you use to measure the outcomes of your Sustainability initiatives and how would you communicate the results to the University community?
- d) Describe sustainability initiatives that also support operational efficiency including reusable container programs.

### 5.2.13 Technology

- a) Proposed customer facing technology for:
  - i. Residential Dining
  - ii. Retail Dining Services
  - iii. Catering Services
  - iv. Summer Conference/Camp Services
  - v. Athletic and Band Training Table
- b) What other technology is available, or in development, that might be beneficial to N.C. A&T?
- c) Describe the client facing dashboard monitoring the Dining Services Program. Include an overview of the widgets/metrics visible within the dashboard.

### 5.2.14 Transition Plan

- a) Provide a detailed Transition Plan and schedule that describes your process and risk mitigation for transition and start up should your company be selected.

### 5.2.15 Investment Plan

- a) Provide your suggested Investment Plan for the Program over the initial term of the contract. For each proposed investment, include:
  - i. Service location
  - ii. Investment description (for example: “new small wares,” “new concept implementation,” “servery renovation,” “trade dress enhancements,” etc.)
  - iii. Timeline
  - iv. Where applicable, imagery, floor plans or other explanatory illustrations helpful in describing the investment
  - v. Where applicable, temporary dining solutions
  - vi. Funding source (Supplier, N.C. A&T or both – if both, specify the required contribution from N.C. A&T)

### 5.3.16 Performance Indicators

N.C A&T intends to measure Supplier’s performance via KPIs and a performance scorecard. Indicate the recommended KPIs with measurement metrics to be used in the scorecard.

- i. Describe the strategy for identifying improvement needs and remedying deficiencies.
- ii. Describe the strategy for ensuring year over year alignment with university objectives.
- iii. Describe the strategy for ensuring innovation over the life of the contract.

### 5.3.17 Supplemental Program Information (not included in page limit)

- a) As a separate document, provide the following:
  - i. Proposed menus and pricing for:

1. Retail Dining Services, by location
2. Catering Services for all event types (include budget, moderate and premium options/service levels and a list of all proposed service charges)
3. Student group-funded Catering Services
4. Pre-semester early arrivals (typical 5-day menu)
5. Summer youth camp menu (typical 5-day menu)
6. Adult summer conference menu (typical 5-day menu)
7. Athletic and Band training table (2 week minimum)

b) Proof of insurance for all types and specified limits of insurance required by N.C. A&T as outlined in the Master Agreement

### 5.3 MANAGEMENT AND STAFFING – Maximum Length: 5 pages

#### 5.3.1 Management

##### a) Account Management Structure

- i. Describe the proposed Management Structure for this account, including on-site, regional/district and corporate support personnel.
- ii. Provide an organization chart including regional, district and onsite management and support positions.

#### 5.3.2 Staffing

- i. Complete the **ATTACHMENT J: Narrative for Staffing Plan and ATTACHMENT O: Staffing Plan**
- ii. Provide your strategy, process and objectives for:
  - (a) Ongoing management and staff recruitment, training and retention for the account
  - (b) Hiring employees of the current supplier
  - (c) Student hiring, development and retention
- iii. If your proposal includes paid student internships, describe the types of positions proposed and the number of internships you will offer.

#### 5.3.3 TRANSITION PLAN – Maximum Length: 5 pages

- a) Provide a detailed Transition Plan that describes your process and risk mitigation for transition and start up should your company be selected.

### 5.4 EXCEPTIONS

- 5.4.1 By submitting a response to this RFP, Supplier agrees that it has fully reviewed the **EXHIBIT E1: Master Services Agreement, EXHIBIT E2: Scope of Work and EXHIBIT E.3: Program Standards** (including review by legal counsel) and accepts the responsibilities and obligations therein unless otherwise explicitly noted in the **ATTACHMENT L: Proposed Exceptions** and submitted as part of Supplier's proposal.

**5.4.2 Suppliers may request a maximum of ten (10) changes (all documents combined), to be documented in ATTACHMENT L: Proposed Exceptions IN ORDER OF PRIORITY.** For each proposed change, identify the document and paragraph number you are referencing, clearly state the concern and include proposed alternative language for N.C. A&T 's consideration. N.C. A&T may negotiate these provisions with the successful Supplier but is under no obligation to accept Supplier's proposed changes. Under no circumstances will N.C. A&T negotiate changes that are not documented in **ATTACHMENT L: Proposed Exceptions.**

**THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK**

**ATTACHMENT A: INTENT TO ATTEND MANDATORY SITE VISIT**

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North Carolina A&T State University shall conduct a Mandatory Site Visit on **Wednesday, April 15, 2026 at 9:00 a.m.** in the Williams Dining Hall – Chancellor’s Dining Room. We encourage companies interested in bidding on the Dining Services Solicitation \$59-P2405 must attend this MANDATORY meeting. If your company plans to attend, we ask that no more than three (3) representatives per company attend the meeting.

In addition, we ask that you complete this attachment and email it through Bonfire.

Please Print:

**Company Name:** \_\_\_\_\_

**Representative 1:**

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email Address: \_\_\_\_\_

**Representative 2:**

First Name: \_\_\_\_\_ Las Name: \_\_\_\_\_

Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email Address: \_\_\_\_\_

**Representative 3:**

First Name: \_\_\_\_\_ Las Name: \_\_\_\_\_

Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email Address: \_\_\_\_\_

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**ATTACHMENT B: INSTRUCTIONS TO SUPPLIERS**

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

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**ATTACHMENT C: NORTH CAROLINA GENERAL TERMS & CONDITIONS**

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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>

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**ATTACHMENT D: HUB SUPPLEMENTAL SUPPLIER INFORMATION**

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Complete and return the Historically Underutilized Businesses (HUB) Supplier Information form, which can be found at the following link:

<https://www.doa.nc.gov/pandc/onlineforms/pc-hub-supplemental-Supplier-information-92021-pdf/open>

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**ATTACHMENT E: CUSTOMER REFERENCE FORM**

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Complete and return the Customer Reference Form, which can be found at the following link:

<https://ncadmin.nc.gov/media/15503/open>

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**ATTACHMENT F: LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS**

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The Certification for Contracts, Grants, Loans, and Cooperative Agreements and the OMB Standard Form LLL are separate documents that can be found at the following link:

<https://www.doa.nc.gov/pc-contracts-grants-loans-cooperative-agreements-certification-72020-pdf/open>

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**ATTACHMENT G: SUPPLIER FINANCIAL PROPOSAL WORKBOOK**

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[Attachment G - Supplier Financial Proposal Workbook.xlsx](#)

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**ATTACHMENT H: PARTNERSHIP – Maximum Length 15 Pages**

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Upload the narrative response in Bonfire as Attachment H.

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**ATTACHMENT I: PROGRAM – Maximum Length 50 pages**

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Upload the narrative response in Bonfire as Attachment I.

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**ATTACHMENT J: MANAGEMENT AND STAFFING – (Narrative) Maximum Length: 5 Pages**

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Upload the narrative response in Bonfire as Attachment J.

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**ATTACHMENT K: SUPPLEMENTAL PROGRAM INFORMATION – (No Page Limit)**

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Upload the narrative response in Bonfire as Attachment K.

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**ATTACHMENT L: PROPOSED EXCEPTIONS – LIMIT 10 EXCEPTIONS**

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Upload the document in Bonfire as Attachment L.

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**ATTACHMENT M: ALTERNATE PROPOSAL – (Optional)**

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Upload the narrative response in Bonfire as Attachment M.

**ATTACHMENT N: TRANSITION PLAN and TIMELINE/SCHEDULE**

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Upload the document as in Bonfire as Attachment N.

**ATTACHMENT O: STAFFING PLAN**

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[Exhibit - Supplier Staffing Plan.xlsx](#) Upload the document in Bonfire as Attachment O.

**ATTACHMENT P: ALTERNATE SUPPLIER FINANCIAL PROPOSAL WORKBOOK**

Upload the document only if submitting an alternate proposal.

**EXHIBITS**

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**EXHIBIT MASTER SERVICE AGREEMENT** – This is only a draft.

[NorthCarolinaAT\\_MSA\\_Draft.docx](#)

**EXHIBIT SCOPE OF WORK (SOW)** – This exhibit includes for reference E2: Annual Operating Plan, E3: Supplier’s Proposal Financial Projections and Assumptions, E4: Supplier Investment and Amortization Record, and E5: Sanitation Responsibilities [Exhibit](#)

[E - Scope of Work \(SOW\).docx](#)

**EXHIBIT: PROGRAM STANDARDS**

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[Exhibit E.1 Program Standards.docx](#)

**EXHIBIT: Site Data**

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[Exhibit E.1 Program Standards.docx](#)