STATE OF NORTH CAROLINA

Guilford Technical Community College

Request for Proposal #: 99-MP25046

Organizational Structure Consulting

Date of Issue: Wednesday, June 24, 2026

Proposal Opening Date: Thursday, July 30, 2026

At 3:00 PM ET

Direct all inquiries concerning this RFP to:

Michael Perry

Assistant Director of Purchasing & Contract Administration

Email: mdperry2@gtcc.edu

Phone: 336-334-4822 x 50203

STATE OF NORTH CAROLINA

Request for Proposal #

99-MP25046

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

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

____

Vendor Name

____

Vendor eVP#

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

Electronic responses ONLY will be accepted for this solicitation.

STATE OF NORTH CAROLINA *Guilford Technical Community College*	
Refer *ALL* Inquiries regarding this RFP to: **Michael Perry** **mdperry2@gtcc.edu** **336-334-4822 x 50203**	**Request for Proposal #: 99-MP25046** **Proposals will be publicly opened: Thursday, July 30, 2026 @ 3:00 PM ET**
Using Agency: Guilford Technical Community College	**Commodity No.: 801719** **Description: Organizational Structure Consulting**
Requisition No.: PR13011110	

EXECUTION

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

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

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

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

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

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

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

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

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

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

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

VALIDITY PERIOD

Offer shall be valid for at least one hundred twenty (120) days from date of bid opening, unless otherwise stated here: ______ days, or if extended by mutual agreement of the parties in writing. Any withdrawal of this offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

ACCEPTANCE OF PROPOSAL

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

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

The attached certification, by ____.

(Authorized Representative of Guilford Technical Community College)

Contents

1.0 PURPOSE AND BACKGROUND

Guilford Technical Community College (GTCC) is issuing this Request for Proposals (RFP) to solicit proposals from qualified vendors to provide consulting services for an organizational review focused on span of control and administrative support functions. This initiative is intended to evaluate and optimize the College's organizational structure to ensure effective supervision, efficient delivery of administrative support services, and alignment with institutional needs and strategic priorities.

The selected Vendor will conduct an institution-wide assessment that includes data collection, stakeholder engagement, benchmarking against peer institutions and industry practices, and analysis of current supervisory structures and administrative support resources. The Vendor shall develop data-driven findings and provide actionable recommendations, including potential organizational models and transition considerations to support implementation.

The project is expected to begin in September 2026 and conclude no later than December 4, 2026. Deliverables shall include a comprehensive written report summarizing findings and recommendations, as well as a formal presentation to College leadership to support decision-making and next steps.

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

1.1 CONTRACT TERM

The Contract shall be effective upon final execution by both parties (the "Effective Date") and shall remain in effect through completion and acceptance of all services and deliverables required under the Scope of Work.

The Vendor shall commence work within ten (10) business days of the Effective Date, unless otherwise agreed to in writing by the College. All work under the Contract is expected to be completed no later than December 4, 2026, in accordance with the project schedule and required deliverables.

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

2.0 GENERAL INFORMATION

2.1 REQUEST FOR PROPOSAL DOCUMENT

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

2.2 E-PROCUREMENT FEE

ATTENTION: 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 VENDORS REGARDING RFP TERMS AND CONDITIONS

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

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

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

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

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	Wednesday, June 24, 2026
Submit Written Questions	Vendor	Monday, July 6, 2026
Provide Response to Questions	State	Thursday, July 16, 2026
Submit Proposals	Vendor	Thursday, July 30, 2026 @ 3:00 PM ET
Join via MS Teams: https://teams.microsoft.com/meet/223430195594290?p=KZq9LFHIr27l08wAJA		
Anticipated Contract Award	State	Friday, August 21, 2026

2.5 SITE VISIT or PRE-PROPOSAL CONFERENCE - RESERVED

2.6 PROPOSAL QUESTIONS

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

Written questions shall be emailed to mdperry2@gtcc.edu by the date and time specified above. Vendors should enter "**RFP # 99-MP25046: Questions**" as the subject for the email. Question submittals should include a reference to the applicable RFP section and be submitted in the format shown below:

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

Questions received prior to the submission deadline date, the State's response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to *the electronic Vendor Portal (eVP),* *https://evp.nc.gov,* and shall become an Addendum to this RFP.

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

2.7 PROPOSAL SUBMITTAL

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

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

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

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

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

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

2.8 PROPOSAL CONTENTS

Vendors shall complete and submit all required attachments and include an authorized signature where indicated. Vendors shall organize their proposals in accordance with this Section to facilitate evaluation. Failure to provide all required items, or submission of incomplete information, may result in rejection of the proposal in the sole discretion of the College.

Vendor RFP responses shall include the RFP in its entirety and the following items and attachments, arranged in the order below:

a) Cover Letter, which must contain the following: (i) a statement confirming the Vendor has read the RFP in its entirety, including all links and addenda; (ii) a statement that the Vendor agrees to perform in accordance with the Scope of Work, requirements, and specifications; and (iii) the Vendor's agreement to comply with all instructions, terms and conditions, and attachments.

b) Title Page: Company name, address, phone number, and authorized representative, along with the Proposal Number.

c) Completed and signed EXECUTION PAGES, along with the body of the RFP.

d) Signed receipt pages of any addenda, if required.

e) Vendor's Proposal addressing all requirements and specifications of this RFP, including responses to Section 5 (Specifications and Scope of Work), Section 4 (Requirements), and Section 4.9 (Questions to Vendors), as applicable.

f) Completed ATTACHMENT A: PRICING

g) Completed ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION

h) Completed ATTACHMENT E: CUSTOMER REFERENCE FORM

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

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

2.9 ALTERNATE PROPOSALS

Unless provided otherwise in this RFP, Vendor may submit alternate proposals for comparable Goods, various methods or levels of Service(s), or that propose different options. Alternate proposals must specifically identify the RFP requirements and advantage(s) addressed by the alternate proposal. Any alternate proposal, in addition to the marking described above, must be clearly marked with the legend: **"Alternate Proposal #___ *[for 'name of Vendor']"*.** Each proposal must be for a specific set of Goods and Services and must include specific pricing. If a Vendor chooses to respond with various offerings, each must be offered with a separate price and be contained in a separate proposal document. Each proposal must be complete and independent of other proposals offered.

2.10 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

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

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

- "State," "College," and "GTCC" are used interchangeably in this RFP and refer to Guilford Technical Community College.
- "Vendor" means a firm responding to this Request for Proposals.
- "Contract" means the agreement resulting from this RFP.
- "Deliverables" means all work products to be provided by the Vendor under the Contract, including reports, analyses, and presentations.
- "Project" means the organizational assessment of span of control and administrative support functions described in this RFP.
- "Acceptance" means written approval by the College that deliverables meet Contract requirements.

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 Vendor(s) meeting the specific RFP Specifications and achieving the highest and best final evaluation, based on the criteria described below.

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

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

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

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

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

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

3.3 PROPOSAL EVALUATION PROCESS

Only responsive submissions will be evaluated.

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

Proposals will be received according to the method stated in the Proposal Submittal Section above.

All proposals must be received by the issuing agency not later than the date and time specified in the RFP SCHEDULE Section above, unless modified by Addendum. Vendors are cautioned that this is a request for offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.

At the date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum, the proposal from each responding Vendor will be opened publicly and all offers (except those that have been previously withdrawn, or voided bids) will be tabulated. The tabulation shall be made public at the time it is created. When negotiations after receipt of bids are authorized pursuant to G.S. 143-49 and 01 NCAC 05B.0503, only the names of offerors and the Goods and Services offered shall be tabulated at the time of opening. If negotiation is anticipated, cost and price shall become available for public inspection at the time of the award.

Interested parties are cautioned that these costs and their components are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of a Vendor's pricing position.

At their option, the evaluators may request oral presentations or discussions with any or all Vendors for clarification or to amplify the materials presented in any part of the proposal. Vendors are cautioned, however, that the evaluators are not required to request presentations or other clarification—and often do not. Therefore, all proposals should be complete and reflect the most favorable terms available from the Vendor.

3.4 EVALUATION CRITERIA

In addition to the general criteria in G.S. 143-52 which may or may not be relevant to this RFP, all qualified proposals will be evaluated, and award made based on considering the following criteria, to result in an award most advantageous to the College:

BEST VALUE: "Best Value" procurement methods are authorized by N.C.G.S. §§143-135.9 and 143B-1350(h). The award decision will be based on multiple factors, including total cost, the technical merit of the Vendor's proposal, the Vendor's experience, and the ability to perform the work in a timely and effective manner. The intent of Best Value is to select the solution that best meets the College's needs, recognizing that award may not be made to the lowest-cost proposal. The intent of Best Value is to select the solution that best meets the College's needs, recognizing that award may not be made to the lowest-cost proposal. The College reserves the right to consider price reasonableness in relation to the proposed scope and level of effort.

A ranking method of source selection will be utilized. Proposals will be evaluated based on the criteria listed below, in descending order of importance.

EVALUTION METHOD: Evaluation will be performed using a narrative, consensus-based approach by the evaluation committee. The committee will document the strengths and weaknesses of each proposal and determine which proposal provides the best value to the College. Evaluation will consider the Vendor's ability to effectively interpret and execute the Scope of Work described in Section 5.

All qualified proposals will be evaluated based on the following criteria:

1. Vendor Technical Approach (Section 5.5)
2. Project Organization (Section 5.4)
3. Vendor Experience and Qualifications (Section 4.4) and References (Section 4.5)
4. Responses to Questions to Vendors (Section 4.9)
5. Pricing (Section 4.1 and Attachment A)

3.5 PERFORMANCE OUTSIDE THE UNITED STATES

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

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

3.6 INTERPRETATION OF TERMS AND PHRASES

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

4.0 REQUIREMENTS

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

4.1 PRICING

Proposal pricing shall constitute the total all-inclusive cost to the College for complete performance in accordance with the requirements and specifications herein, including all labor, materials, travel, administrative, and other associated costs. No additional charges shall apply unless expressly permitted in the Contract.

Vendors shall complete ATTACHMENT A: PRICING FORM and include it in their proposal. Pricing provided in ATTACHMENT A, or as negotiated, shall be incorporated into and become part of any resulting Contract.

The College may make progress payments for services performed; however, all invoices shall be itemized and reflect actual work completed during the billing period. Payment shall be contingent upon the College's review and acceptance of services and deliverables. The College reserves the right to withhold payment for any services not performed in accordance with the Contract.

PAYMENT SHALL BE CONTINGENT UPON THE COLLEGE'S REVIEW AND ACCEPTANCE OF SERVICES AND DELIVERABLES.

4.1.1 Import Tariff Temporary Surcharge - RESERVED

4.2 FINANCIAL STABILITY

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

Each Vendor shall certify it is financially stable by completing ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION.

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

4.3 HUB PARTICIPATION

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

4.4 VENDOR EXPERIENCE

In its Proposal, the Vendor shall demonstrate experience providing organizational assessment, planning, or consulting services for clients of similar size, scope, and complexity, with preference given to experience in higher education or public sector environments.

The Vendor shall describe relevant past projects, including the scope of work performed and outcomes achieved. The Vendor shall also provide information on the qualifications and experience of key personnel proposed for this project, including resumes and a description of each individual's role and responsibilities.

4.5 REFERENCES

Vendor shall provide at least three (3) references using ATTACHMENT E: CUSTOMER REFERENCE FORM for services of similar size, scope, and complexity to those proposed in response to this RFP. References shall not be from the same organization or from Guilford Technical Community College.

In addition, the Vendor shall identify any relevant public sector or higher education clients for whom similar services have been performed.

The College shall contact references to verify the Vendor's experience and performance. Reference information shall be considered as part of the evaluation of the Proposal, including the relevance of prior work and the quality of services provided. The College reserves the right to consider information obtained from references not provided by the Vendor.

4.6 BACKGROUND CHECKS

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

4.7 PERSONNEL

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

Should the Vendor's proposal result in an award, the Vendor shall be required to agree that it will not substitute key personnel assigned to the performance of the Contract without prior written approval by the Contract Lead.

Vendor shall further agree that it will notify the Contract Lead of any desired substitution, including the name(s) and references of Vendor's recommended substitute personnel. The State will approve or disapprove the requested substitution in a timely manner. The State may, in its sole discretion, terminate the Services of any person providing Services under this Contract. Upon such termination, the State may request acceptable substitute personnel or terminate the contract Services provided by such personnel.

4.8 VENDOR'S REPRESENTATIONS

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

4.9 QUESTIONS TO VENDORS

Vendor shall respond to each of the following questions. Vendors are requested to keep responses concise and relevant and should not include generic marketing materials. Responses will be reviewed as part of the evaluation process.

1. Describe a similar organizational assessment project performed for a higher education or public sector client, including scope, methodology, and outcomes achieved.
2. Describe your approach to stakeholder engagement, including how you ensure representation across leadership, faculty, and staff and how you manage differing perspectives.
3. Describe your methodology for analyzing span of control and administrative support structures and how you develop and validate recommendations.
4. Describe how you will ensure completion of the project within the required timeline, including staffing approach and level of effort.

5. Describe how you present findings and recommendations to executive leadership and support decision-making and implementation.

4.10 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. The Procurement Entity has conducted a risk assessment and determined that certain default coverage provisions in the North Carolina General Terms and Conditions, paragraph entitled *Insurance*, should be increased from the minimums stated. Increased or additional insurance coverage amounts for this Solicitation are as follows. Coverages not changed here remain as stated in the General Terms and Conditions.

a)	**Employer's Liability**	Statutory Limits	
b)	**Commercial General Liability**	$1,000,000.00	Combined Single Limit
c)	**Automobile**	$1,000,000.00	Bodily injury and property damage
		$1,000,000.00	Uninsured/under insured motorist
		$1,000,000.00	Medical payment

4.11 LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS - RESERVED

4.12 SUBCONTRACTORS

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

4.13 SECRETARY OF STATE REGISTRATION

Prior to entering into a contract with the State, the awarded Vendor(s) must complete registration with the NC Secretary of State. Upon notification of award, the selected Vendor(s) must furnish evidence of filing within 10 business days. Failure to provide this documentation may result in the disqualification of the Vendor(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.

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.

Vendor registered with the North Carolina Secretary of State: Yes ☐ No ☐

5.0 SPECIFICATIONS AND SCOPE OF WORK

5.1 GENERAL

Guilford Technical Community College (GTCC) seeks a qualified consulting partner to conduct a comprehensive review of the College's organizational structure in two key areas: span of control and administrative support. The purpose of this engagement is to ensure that GTCC's supervisory and staffing structures, and administrative support functions are aligned with institutional needs, operational effectiveness, and long-term sustainability.

The consultant will evaluate the current state of supervisory spans of control across all divisions, assess the distribution of administrative support functions, and provide evidence-based recommendations. This project will involve gathering data, engaging with stakeholders, comparing different options, and recommending practical implementations. The main goal is to support informed decision-making that enhances services for students, faculty, staff, college leadership and external stakeholders.

5.2 SPECIFICATIONS

The Vendor shall provide consulting services that meet or exceed the performance requirements outlined in this Section. Services shall be performed in a professional manner consistent with industry standards for organizational consulting engagements of similar size and complexity.

The Vendor's approach shall include, at a minimum, structured data collection, stakeholder engagement, analysis of existing organizational structures, and benchmarking against comparable institutions. All analyses, recommendations, and deliverables shall be supported by appropriate data, documentation, and clearly stated assumptions.

The Vendor shall demonstrate the capability to conduct institution-wide assessments and develop actionable, evidence-based recommendations related to supervisory span of control and administrative support functions. All work products shall be clear, well-organized, and suitable for use by College leadership in decision-making.

The Vendor shall adhere to the project timeline, provide qualified personnel to perform the work, and ensure consistency and quality across all phases of the engagement. Deliverables shall be subject to review and acceptance by the College and shall meet the requirements described in this Section 5. The Vendor shall ensure adequate staffing and resources to meet all project deadlines within the required timeframe.

5.3 TASKS/DELIVERABLES

The College requires that the Vendor provide the following services and deliverables. The project shall begin no later than September 2026 and conclude no later than December 4, 2026. Adjustments to the project timeline may be made in consultation with the College.

Project Initiation and Planning

- Conduct a kickoff meeting with the President and senior leadership to confirm project scope, methodology, communication protocols, and timeline.
- Review existing organizational charts, job descriptions, staffing data, and relevant institutional documents.

Span of Control Assessment

- Analyze supervisory spans of control across all divisions and departments.
- Identify areas where spans of control are too large, too small, or inconsistent with best practices for institutions of similar size and complexity.
- Provide recommended options for an optimized span of control model, including rationale and anticipated benefits.

- Develop a transition plan outlining steps, sequencing, and considerations for moving from the current state to the recommended structure.

Administrative Support Assessment

- Review the number, type, and distribution of administrative support positions across the College.
- Assess job duties, workload, and alignment with institutional needs.
- Evaluate the effectiveness of centralized, decentralized, or hybrid organizational models.
- Identify opportunities for improved effectiveness and efficiency through clarifying roles and identifying required competencies.
- Provide recommended options for an optimized administrative support structure, including staffing levels, position types, and organizational alignment to include addressing centralized, decentralized, and/or hybrid approaches.
- Develop a transition plan for implementing the recommended options, including change management considerations.

Data Collection and Stakeholder Engagement

- Conduct interviews, focus groups, and/or listening sessions with key stakeholder groups, including supervisors, staff, faculty, and college leadership.
- Ensure that engagement activities capture a broad range of perspectives.
- Summarize themes, concerns, and opportunities identified through stakeholder input.
- Include comparative data against peer institutions and relevant industry standards regarding span of control norms, administrative staffing ratios, and organizational models.

Findings and Recommendations Report

- Prepare a comprehensive written report summarizing findings, analyses, and recommended options for both initiatives.
- Include visualizations, organizational models, and decision support materials as appropriate.
- Provide cost implications, potential savings, and resource considerations associated with recommended changes.

Final Presentation and Implementation Discussion

- Deliver a final presentation to the College Leadership Team no later than December 4, 2026.
- Facilitate discussion to ensure understanding of findings, recommended options, and implementation plans.

Notwithstanding the foregoing, the Vendor shall provide clearly defined deliverables corresponding to the work described herein. All deliverables shall be subject to review and acceptance by the College in accordance with Section 6.6. The Vendor shall ensure adequate staffing and resources to complete the work within the required project timeline.

5.4 PROJECT ORGANIZATION

Vendor shall describe the organizational and operational structure it proposes to utilize for the work described in this RFP and identify the responsibilities to be assigned to each person Vendor proposes to staff the work.

5.5 TECHNICAL APPROACH

The vendor's proposal shall include a detailed narrative, outline, and/or graphical representation of the methodology and approach to completing the tasks described in this Scope of Work. The proposal must include:

- A description of each task and deliverable
- The methods and tools to be used for data collection and analysis
- The schedule for completing each task
- The vendor's approach to data collection and developing recommendations
- A description of how the vendor will support the College in understanding and implementing recommended changes

5.6 VENDOR REQUIREMENTS

The specific items and any specifications that the Purchasing Agency is seeking are listed below. Items offered by the Vendor must meet or exceed the listed Specifications to be considered for award.

Requirements	Vendor's Response
Vendor must have a minimum of three (3) years' experience in providing organizational planning, or similar consulting services to clients.	☐ YES ☐ NO
Vendor must demonstrate experience conducting inclusive data collection.	☐ YES ☐ NO
Vendor must provide at least three (3) references from clients for whom similar work has been completed.	☐ YES ☐ NO
Vendor must demonstrate the capacity to complete the project within the required timeline.	☐ YES ☐ NO

5.7 CERTIFICATION AND SAFETY LABELS - RESERVED

6.0 CONTRACT ADMINISTRATION

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

6.1 CONTRACT MANAGER AND CUSTOMER SERVICE

The Vendor shall designate and make available to the College a Contract Manager who will serve as the primary point of contact for all Contract-related matters, including performance, progress, scheduling, and coordination of services.

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

The Vendor shall also designate a Customer Service Point of Contact to address administrative or customer service-related inquiries, including routine communication and coordination issues that may arise during the term of the Contract. The Customer Service Point of Contact may be the same individual as the Contract Manager.

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

6.2 INVOICES

The Vendor shall submit invoices to the College for services performed under the Contract. Invoices shall be itemized and reflect actual work completed during the billing period, including a description of services performed, applicable deliverables or project phases, and associated costs.

Invoices shall include, at a minimum, the Vendor's name and billing address, the Contract number (if assigned), invoice number, invoice date, billing period, and total amount due.

Progress payments may be made for services performed; however, payment shall be contingent upon the College's review and acceptance of services and deliverables. The College reserves the right to request additional supporting documentation to verify services billed.

Invoices are to be sent to: AccountsPayableInvoices@gtcc.edu or PO Box 309, Jamestown, NC 27282

6.3 POST AWARD BUSINESS REVIEW MEETINGS

The Vendor shall meet periodically with the College, as requested, to review project status and progress. Meetings may occur at key project milestones or at other intervals (e.g., biweekly or monthly) as determined by the College and the Vendor.

The purpose of these meetings shall be to review project progress, discuss deliverables, address issues or risks, and coordinate next steps to ensure successful completion of the project. Meetings may be conducted in person or virtually, as determined by the College.

6.4 CONTINUOUS IMPROVEMENT

The College encourages the Vendor to identify opportunities for improving efficiency, effectiveness, and value throughout the performance of the Contract. The Vendor may recommend process improvements, alternative approaches, or cost-saving measures that enhance the delivery of services, subject to review and approval by the College.

6.5 PERIODIC REPORTS

The Vendor shall provide periodic progress reports to the College as requested. Reporting frequency and format shall be agreed upon by the College and the Vendor at the start of the project.

At a minimum, progress reports shall include a summary of work completed during the reporting period, work planned for the next reporting period, identification of any issues or risks, and status of deliverables relative to the project schedule. Reports shall be clear, well organized, and submitted electronically.

Within ten (10) business days of Contract award, the Vendor shall provide a project work plan and proposed reporting format for review and approval by the College.

6.6 ACCEPTANCE OF WORK

All services shall be performed in accordance with the requirements of the Contract and consistent with generally accepted professional standards. Performance shall be considered complete when services and deliverables are reviewed and accepted by the College.

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

- Conformance with the requirements of the Scope of Work
- Completeness and quality of deliverables
- Accuracy and clarity of analyses and recommendations
- Responsiveness to College feedback and requested revisions
- Adherence to the project schedule and milestones

The College shall review deliverables within ten (10) business days of submission and notify the Vendor in writing if a deliverable is not acceptable, including the reasons for non-acceptance.

The Vendor shall revise and resubmit deliverables as necessary to address identified deficiencies.

Acceptance shall not be unreasonably withheld but may be conditioned upon satisfactory correction of deficiencies and completion of all required deliverables.

6.7 FAITHFUL PERFORMANCE - RESERVED

6.8 TRANSITION ASSISTANCE

Upon request, the Vendor shall provide reasonable assistance to ensure an orderly closeout of the project, including transfer of all work products, data, documentation, and materials developed under the Contract to the College.

In the event of termination or early conclusion of the Contract, the Vendor shall cooperate with the College to facilitate the use of completed work by the College or its designee. Such assistance shall be limited to activities necessary to transfer work in progress and shall not exceed the scope of services under the Contract.

6.9 DISPUTE RESOLUTION

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

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

6.10 CONTRACT CHANGES

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

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7.0 ATTACHMENTS

ATTACHMENT A: PRICING

Complete and return the Pricing associated with this RFP, which can be found in the tables below:

Vendors shall complete all applicable fields. Pricing shall reflect a complete and itemized cost for the services described. Failure to provide pricing for required line items may result in the proposal being deemed non-responsive.

Base Services (Required)

The Total Base Cost shall include all services required to meet the Scope of Work. Partial or incomplete solutions shall not be considered responsive.

Vendors shall ensure the Total Base Cost represents a complete solution meeting all requirements of the Scope of Work.

Line Item	Description	Deliverable/Phase	Cost
1	Project Initiation and Planning	Kickoff meeting, project plan, schedule	$
2	Span of Control Assessment	Analysis and recommendations	$
3	Administrative Support Assessment	Analysis and recommendations	$
4	Data Collection and Stakeholder Engagement	Interviews, focus groups, benchmarking	$
5	Findings and Recommendations Report	Draft and final written report	$
6	Final Presentation	Presentation to College leadership	$
Total Base Cost			$

Optional Services (Optional - Not Included in Base Cost)

Line Item	Description	Cost
7	Additional stakeholder engagement sessions	$
8	Expanded benchmarking and comparative analysis	$
9	Implementation support / transition planning services	$
10	Other optional services (Vendor to specify)	$

Total Proposed Cost

Category	Amount
Total Base Cost	$
Total Optional Cost (if selected)	$
Grand Total (Base + Selected Options)	$

Pricing Notes:

- Pricing shall be all-inclusive and include all labor, travel, materials, administrative costs, and any other expenses necessary to perform the services
- No additional charges shall be permitted unless expressly authorized in the RFP.
- Optional services shall be clearly identified and priced separately and shall not be included in the Total Base Cost.
- Payment shall be made based on completion and acceptance of services and deliverables in accordance with the RFP.
- Costs shall align with the tasks and deliverables described in Section 5.3

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

ATTACHMENT B: INSTRUCTIONS TO VENDORS

The Instructions to Vendors, which are incorporated herein by this reference, may be found here:

https://www.doa.nc.gov/pandc/north-carolina-instructions-vendors-1-2025/open

ATTACHMENT C: NORTH CAROLINA GENERAL TERMS & CONDITIONS

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

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

ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION

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

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

ATTACHMENT E: CUSTOMER REFERENCE FORM

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

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

ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR

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

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

ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION

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

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

ATTACHMENT H: VENDOR REQUEST FOR EO50 PRICE-MATCHING

Complete, sign, and return the Vendor Request for EO50 Price-Matching, which can be found at the following link:

https://www.doa.nc.gov/pandc/onlineforms/pc-eo-50-vendor-price-matching-opportunity-92021-pdf/open

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