



REQUEST FOR PROPOSALS

(This is an inquiry, not an order. Please reply promptly.)

NORTH CAROLINA STATE LOTTERY COMMISSION: CONTACT INFORMATION	
Date Issued:	
Requisition Number:	
Proposal Response Due:	
Issued By:	Anthony Downey, Purchasing Manager
Telephone /Fax/Email:	T – 919-301-3433 F – 919-715-0342 adowney@lotterync.net
Ship To Address:	2728 Capital Boulevard, Suite 144, Raleigh, NC 27604
Delivery/Start Date:	Upon Contract Execution
Comments:	Please provide a proposal

ITEM	QUANTITY	UNIT OF MEASURE	ITEM DESCRIPTION	UNIT PRICE	EXTENDED PRICE
			See Attachment A for cost submission		
Payment Terms: 30 Days				Subtotal	
Ship Via:				Applicable Tax	
FOB				Shipping	
Quotation Valid For _____ Days			Tax Exempt #400055	TOTAL	

Additional Information:

Attachments: Yes ☐ No ☐ Substitute Products Allowed: Yes ☐ No ☐ Terms & Conditions: Yes ☐ No ☐

VENDOR CONTACT INFORMATION	
Date:	
Company Name:	
Authorized Signature:	
Title:	
Telephone /Fax/Email:	
Tax ID Number:	
Comments:	

Additional Information:

Bidder is a certified HUB Vendor: Yes ☐ No ☐ Bidder is a resident NC Vendor: Yes ☐ No ☐

If you are interested in participating in the Price-Matching Preference, please fill out the e-Quote Executive Order #50 Form. The form can be located using at <https://files.nc.gov/ncdoa/pandc/Documents/Contract-Administration-and-Monitoring-Guide/eQuoteExecutiveOrder50Form.pdf> Please sign the form and either attach the form to your Proposal response or fax it to 919-715-0342.

North Carolina State Lottery Commission

REQUEST FOR PROPOSAL: Building Exterior Signage and Related Services

Section 1: Intent of the Request for Proposal

Background:

The North Carolina State Lottery Commission ("the Commission") seeks a qualified, talented contractor to perform an exterior building signage project related to the Commission's relocation from its current location at 2728 Capital Boulevard to its new headquarters location at 8510 Colonnade Center Drive (both in Raleigh, North Carolina). The Successful Contractor shall coordinate all work with the property owner of the new headquarters location and ensure that all signage is in compliance with building rules and regulations, restrictive covenants (if any), local ordinances and state laws, and any other applicable legal requirements. The Successful Contractor shall procure and install exterior signage on two sides of the new Commission headquarters building located at 8510 Colonnade Center Drive, Raleigh, NC, as well as monument signage at this same location.

The Commission is an independent, self-supporting, and revenue-raising agency of the State of North Carolina. It has been in operation since 2006 and is governed by Chapter 18C of the North Carolina General Statutes. The Commission's primary purpose is to generate funds for educational programs. Over the past 20 years, the North Carolina Education Lottery has raised more than \$12 billion for education programs. Education Lottery dollars have been distributed to every county in our state. Among other things, this money has helped build and repair school buildings, provide quality pre-kindergarten programs, fund school support staff, and provide college scholarships.

The Commission also serves as the agency tasked with regulatory oversight of the state's legalized sports betting and horse race wagering operations. The Commission adopts and enforces gaming regulations to ensure integrity and public confidence in gaming; raise revenue for the state; and empower and protect players.

The Commission seeks the best solution within the required specifications, with optimal price-to-value and responsiveness to the Commission's needs. All Potential Contractors must fully acquaint themselves with the Commission's needs and requirements and obtain all necessary information and understanding to submit a responsive and effective bid.

Section 2: Scope of Services, Specifications, and Requirements

As a part of the Commission's planned relocation, it is issuing this Building Signage RFP to procure exterior signage to two sides of the new headquarters building located at 8510 Colonnade Center Dr, Raleigh, NC 27615, as well as monument signage. The goal is to design, produce and install three signs at the building. There are no existing signs the Contractor will be responsible for removing.

The Successful Contractor shall furnish all labor, materials, equipment, engineering, permits, and services necessary to complete the design finalization, fabrication, delivery, installation, testing, and cleanup of the signage project in accordance with the requirements herein and the attached design concepts (attached as **Exhibits 1-3**).

2.1 Sign One – Building Top Identification Sign

Location: Top of building façade, approximately 75 feet above grade. Sign One building façade faces Six Forks Road.

Approximate length: 50 feet (Subject to Code and Other Restrictions)

Type: Fully illuminated, dimensional sign

Illumination: Fully backlit (internal as appropriate to the design, **NOT** “halo lit”)

Wiring: Sign One façade is pre-wired for illuminated signage.

Branding Requirements: The sign shall be fabricated and installed to match the design intent and branding standards provided in the signage concept/rendering provided in the attached Exhibit #1.

2.2 Sign Two –Sign Facing First Citizens Bank Building

Orientation: Sign will face First Citizens Bank Building and Strickland Road.

Location: Sign will be mounted on the building fascia above the entry doors (as depicted in the attached design concept).

Approximate length: 50 feet (Subject to Code and Other Restrictions)

Type: Metal, full color signage, consistent with NCEL branding specifications

Illumination: not illuminated

Branding Requirements: The sign shall be fabricated and installed to match the intent and branding standards provided in the signage concept/rendering provided in the attached Exhibit #2.

2.3 Sign Three – Monument Sign

Location: Intersection of Colonnade Center Drive, located at the Northern corner of 8510 Colonnade Center Drive (approximate monument coordinates: 35°53'52.4"N 78°38'57.2"W). Stone monument is present at the site with signage currently reading “Building Two.”

Approximate size: To be coordinated with building management, should mirror size of other commercial building tenants at the site. Subject to code restrictions. Stone monument is present and signage should be attached to existing stone monument façade.

Illumination: Fully lit (spotlight up-lighting)

Type: Metal lettering

Wiring: Signage spotlight lighting is already installed at the sign three monument location.

Existing Signage: Landlord will remove existing signage from granite monument, as well as removing and filling holes and imperfections from the granite surface. Contractor shall coordinate scheduling of new monument signage installation following removal of existing monument signage.

Branding Requirements: The monument sign shall be fabricated and installed to match the intent and branding standards provided in the signage concept/rendering provided in the attached Exhibit #3.

2.4 Contractor Responsibilities

The contractor shall:

1. Collaborate with the NCEL to finalize artwork, graphics, layout, materials, colors, and engineering details. **All final designs must receive written approval from the NCEL prior to fabrication.**
2. Provide detailed drawings, engineering documentation, and material specifications for NCEL review and approval.
3. Coordinate with the building landlord (the owner of 8510 Colonnade Center Drive) to obtain all required building specific approvals, structural engineering reviews, installation guidelines, and any other building-specific or landlord requirements.
4. Secure and maintain all necessary permits, licenses, and approvals from the state and local government and any other governing authorities.
5. The contractor shall be responsible for compliance with all applicable codes, ordinances, zoning or land use requirements, and building standards.
6. Perform all fabrication and installation work in a professional manner, adhering to industry best practices and manufacturer specifications.
7. Provide electrical connections, transformers, conduits, and all necessary components for proper illumination of both building facade signs. All electrical work must comply with currently applicable code standards.
8. Test and certify proper operation of all lighting systems and structural integrity of the installed signage. Provide written certification to the NCEL upon completion.
9. Remove all debris and construction materials from the site and leave the work area in a clean, "broom-swept" condition upon project completion.
10. Signage materials should be of such quality and workmanship that they should last at least twenty (20) years in good condition.
11. **Contractor shall comply with and obtain all of the following required NCEL express written approvals:**
 - a. **Rendering/Pre-production:** Contractor shall provide design drawings/renderings, which realistically depict the colors, designs, logos, materials, and overall physical appearance of the sign in its intended location. These renderings shall be submitted to the NCEL prior to fabrication, ordering of materials, and production of the signage. Contractor shall provide pre-production material samples.
 - b. **Production:** Contractor shall provide access to any signage during the production phase, as practicable. Contractor shall provide NCEL with lot-specific material samples which are to be utilized in fabrication, and such samples shall be subject to the NCEL's express written approval. NCEL will be provided written and photographic status updates of signage during fabrication/production, upon the NCEL's written request. Contractor shall secure the NCEL's express written approval to ensure that all signage production adheres in every respect to the NCEL's branding requirements and other specifications.
 - c. **Post-production, pre-installation:** Following production of signage and immediately prior to installation, the Contractor again shall secure the NCEL's express written approval to ensure that signage remains in good condition, and continues to adhere in every respect to the NCEL's branding requirements and other specifications.
 - d. **Post-installation, base-level commissioning:** Following installation, the Contractor shall perform base-level commissioning of the signage to include testing and certification of proper operation of the installed signage. This post-installation activity shall be subject to the NCEL's express written approval.
12. **Signage Draping.** At present, the NCEL's actual move in date remains tentative. In the event that the NCEL has yet to relocate its Winner's Center to the new office location at 8510 Colonnade Center Drive as of the date of a given sign's installation,

Contractor shall provide signage draping which will obscure the signs from view, prior to the NCEL's move-in date. The NCEL shall provide direction regarding the timing of the removal of any necessary signage draping.

13. **Temporary Signage.** At present, the NCEL's actual move in date remains tentative. In the event that the NCEL occupies 8510 Colonnade Center Drive prior to the date of a given sign's installation, Contractor shall provide temporary signage, prior to the NCEL's move-in date. The NCEL shall provide design approvals of any temporary signage. NCEL will provide direction regarding the placement and the removal of any necessary temporary signage.
14. **Storage Contingency Costs.** Contractor shall provide complementary temporary storage in the event that signage needs to be placed in temporary storage prior to installation.
15. **Branding Requirements and Specifications.** Contractor shall fully comply in every respect to the NCEL's guidelines and requirements regarding its branding, copyrights, and trademarks. Contractors submitting a proposal are given a non-exclusive, limited license to use the branding materials provided in the attached **Exhibit 4** for the sole express purpose of using, reproducing, developing, distributing, and submitting their designs and Proposals to the NCEL for the NCEL's consideration. NCEL logo image working files are available to Responding Contractors upon request. If desired, please contact Anthony Downey (per Section 5.2 below) to receive a copy of working files.

2.5 Logistics

- **Contract Performance Logistics:** The contractor shall coordinate the installation schedule with both the NCEL and the building landlord to minimize disruption to business operations. The contractor must provide a detailed project schedule as part of their proposal, including key milestones for design approval, fabrication, permitting, and installation.
- **Site Visit:** A mandatory pre-bid site visit for contractors to assess the work location at 8510 Colonnade Center Drive in Raleigh, North Carolina. See the schedule in Section 5 below.
- **Safety:** All work must comply with local and national electrical codes (e.g., National Electrical Code) and safety regulations.

2.6 Project specifications and requirements

- **Warranty and Support:**
 - Contractor should provide warranty options as available. Signage materials should be of such quality and workmanship that they should last at least twenty (20) years in good condition.
 - Extended support plans and maintenance agreements, if available, should be provided as an additional option on a separate line item.
- **Documentation:**
 - Vendor to provide:
 - Product data and material samples
 - Equipment datasheets
 - Drawings and engineering documentation, sealed by a licensed North Carolina Professional Engineer (if required)
 - Warranty documentation
 - Permitting and approvals
 - Final as-built drawings and operation manuals
- **Projected Completion Date:**
 - At date of publication, the current earliest projected completion date for the project is approximately **September 30, 2026**. The Commission reserves the right to extend this date based on headquarters relocation logistics.

- **Insurance, Bonding, and Safety Requirements:**
 - The contractor shall maintain adequate insurance coverage (including general liability, workers' compensation, automobile, and installation floater, as specified in this RFP and in any resultant Agreement. All work shall be performed in accordance with applicable safety laws and regulations.
 - The contractor shall maintain all payment and performance bonds in accordance with this RFP and the terms of any resultant Agreement.
- The NCEL reserves the right to reject any proposed materials or methods that do not meet the quality, durability, or aesthetic standards required for this prominent government facility signage.

Section 3: Proposal – Required Content

All of the questions and information included in this section are required.

3.1 Provide a proposal that accounts for the Scope of Services, Specifications, and Requirements and their specification requirements, as well as all work Contractor will provide and/or undertake in order to satisfy each aspect described in Section 2.

3.2 In addressing requirements, the proposal shall at a minimum include:

- a Contractor's express confirmation that it will satisfy each requirement and specification identified in each phase described in Section 2:
 - If Contractor cannot satisfy a requirement or specification listed in Section 2, then the Contractor shall identify such items in detail and provide an explanation. Contractor may propose an alternative specification for the Commission's consideration.
- b Identifiable project phases or stages, including anticipated completion date. (**Note:** While the date specified in Section 2 for each phase is the Commission's projected completion deadline, earlier completion is preferred, while still ultimately subject to the Commission's headquarters relocation logistics schedule.)
- c A timeline for the activities at each stage.
- d Milestones and deliverables tied to those activities.
- e Include warranty and service options.

3.3 Assumptions. If applicable, Responding Contractor shall clearly describe any and all assumptions for the project.

3.4 Qualifications

- a. Provide a brief description of the firm, including major practice areas, typical client type and size, organizational structure, etc.
- b. Brief description of Responding Contractor's experience and track record on similar projects with similar organizations, including its experience/reputation in this field.
- c. Provide qualifications of the key personnel to be assigned to the project and list similar compensation projects that they have coordinated within the last three years.

3.5 Costs (see Attachment A)

- Provide cost information including a proposed amount for each sign, and each task and the overall cost to complete the entire scope of work. These costs may include the following:
 - project management costs
 - design costs
 - installation costs
 - insurance costs
 - permit fees
 - inspection costs
 - maintenance services

- Any additional costs for unspecified but recommended options/additions/accessories/etc. should be included on separate line(s).
- Execute Attachment A to confirm the completeness and validity of the cost information submitted within the Proposal.
- **Each of the three signs must be priced separately, as well as a total for the entire project.** The Commission reserves the right to make multiple or separate awards for this project, if the Commission finds that it would serve the Commission's best interests.

3.6 References/Previous Work Product Samples

- Provide three references of similar organizations for whom you have performed similar services within the last three (3) years. Include company name, contact name and contact information, size of company's workforce, what services were provided, and project begin/end date.
- The best evidence a Responding Contractor can provide the Commission of its capabilities is the work it has done for others. Therefore, Responding Contractor shall provide a portfolio demonstrating its track record of similar work on similar projects. Please describe at least three (3) projects, including information regarding client size, client industry, solution(s) provided, and business objectives achieved by the client.

Issuance of this RFP does not constitute a commitment on the part of the Commission to award or execute a contract. The Commission retains the right, in its sole discretion, at any time to reject any or all Proposals, in whole or in part, and to cancel, or cancel and reissue this RFP, before or after receipt and opening of Proposals in response thereto, or take any other actions, if it considers it to be in the best interests of the Commission.

Section 4: Partial Awards & Vendor Selection

- The Commission reserves the right to award all signs to a single vendor or to award the signs separately. Therefore, Responding Contractors must ensure that each sign is priced separately for evaluation and contracting purposes.

Section 5: RFP Process and Other Important Information

5.1 SUMMARY OF KEY DATES

The Commission reserves the right to change any dates and schedule contained in this RFP, including those shown below. If changes are made, the changes will be communicated on the Commission's website (<https://www.ncлотtery.com/Business>) and, to the extent feasible, through email.

June 9, 2026	RFP Issuance Date
June 22 2026	Mandatory Site Visit (meet at 10 a.m. at 8510 Colonnade Center Dr, Raleigh, NC 27615)
July 6, 2026	Deadline for submission of Questions. Any and all Questions are due by Noon ET
July 9, 2026	Answers posted

July 16, 2026

Written proposals due by 10:00 a.m. ET by email (late proposals will not be accepted) (the “**Submission Deadline**”)

DELIVERY ADDRESS:

North Carolina State Lottery Commission Headquarters
2728 Capital Boulevard, Suite 144
Raleigh, NC 27604
Attn: Anthony Downey
adowney@lotterync.net
RFP – Building Exterior Signage and Related Services

July 27, 2026

Target date for Decision of Apparent Successful Contractor

**Immediately following
contract execution**

Project implementation begins

5.2 CONTACT PERSON

The **sole point of contact** (the “**Contact Person**”) for inquiries and additional information concerning this RFP will be Anthony Downey, Purchasing Manager, who can be reached as follows:

Email: adowney@lotterync.net
Fax: **919-755-0342**

North Carolina State Lottery Commission
RFP – Exterior Building Signage and Related Services
2728 Capital Boulevard, Suite 144
Raleigh, NC 27604

No direct or indirect contact or other solicitation initiated by Potential Contractors or their representatives, in connection with this Procurement, should occur with any Commission employee or Commission member other than the Contact Person. This contact limitation extends from the RFP issuance date until an Apparent Successful Contractor has been approved by the Commission.

Employees of current Contractors who are required to work with the Commission under existing contracts will be permitted to continue their regular contacts under that agreement; however, they may not have any discussions or exchange any information in connection with or regarding this Procurement or RFP.

5.3 PROPOSAL VALIDITY; INCURRED EXPENSES

All proposals shall remain valid for one hundred eighty (180) calendar days (the “Offer Period”) following the Proposal Submission Deadline. A proposal constitutes an offer by the Potential Contractor to contract with the Commission in accordance with the terms of the proposal and this RFP, which offer is irrevocable for the duration of the Offer Period and may not be withdrawn or amended during the Offer Period without the written consent of the Commission, which may be granted or withheld in its sole discretion. The Commission shall not be liable or responsible for any costs, expenses, reimbursements, or fees incurred by a Potential Contractor in preparing and submitting a proposal or in performing any other action in connection with this Procurement.

5.4 BID SUBMISSION AND FORMAT

Proposals must be received by the Contact Person no later than the proposal Submission Deadline. A Responding Contractor may submit its unredacted proposal and supporting documents electronically to the Contact Person in PDF (or another appropriate) format.

In addition, Responding Contractor may include one redacted electronic copy of its proposal and supporting documents with information that Contractor deems confidential or contains trade secrets or such other

proprietary rights as dictated by law redacted. **Pursuant to North Carolina Public Record Laws, in order for information to be maintained as confidential or trade secret, it MUST be received at the same time as the unredacted versions, and must be marked as “confidential” or “trade secret.”**

Late proposals will not be accepted. Postmarks and/or shipping receipts will not be considered as proof of timely submissions. Also, the proposal must designate a single authorized official to serve as the sole contact between the Commission and the Contractor.

5.5 EVALUATION

A variety of factors (including, but not limited to, experience, integrity, proposed solution, satisfying specified requirements, cost/price and value to the Commission, background, ~~minority-business-participation~~, and ability to perform the Contract) shall be considered by the Commission in determining the Successful Contractor it believes provides the best overall solution at a fair and reasonable price and consistent with the goals and objectives of the Commission.

These factors are not necessarily listed in the order of importance or weight. Thus, while Potential Contractors are strongly encouraged to offer the lowest price and total cost and highest value possible, the Potential Contractor offering the lowest price and total cost may not be selected as the Successful Contractor. The Commission will conduct a fair, comprehensive, and impartial evaluation of all proposals deemed responsive

It is not the intent of the Commission to disqualify any proposal based on minor technicalities. However, the Commission reserves the right to determine if a particular deficiency or inadequacy is significant enough to disqualify the proposal and Contractor. The Commission also reserves the right to disqualify the Contractor's proposal if the Contractor violates Section 5.2 of this RFP. It is the intent of the evaluation procedure established by the Commission to determine whether each proposal meets the needs of the Commission, as outlined in this RFP, and then to determine which proposal best suits those needs.

All proposals submitted will be evaluated for form and content in accordance with the provisions of this RFP. Failure to provide pricing will result in disqualification. Failure to provide the required information such that the Commission is unable to evaluate your product(s) and compare it/them with the products of other bidders will result in disqualification. The Evaluation Committee reserves the right to waive minor irregularities, in proposals that do not, in the Evaluation Committee's good faith judgment, materially affect the price, quality and/or quantity, or any other mandatory requirements.

This RFP may be canceled at any time and any and all proposals may be rejected in whole or in part when the Commission determines such action to be in the best interest of the Commission. Upon determining that any of the following would be in its best interests, the Commission may waive any formality; amend the solicitation; reject any or all offers received in response to this RFP; waive any undesirable, inconsequential, or inconsistent provisions of this RFP; if the response to this solicitation demonstrate a lack of competition, negotiate directly with one or more Responding Contractors; or take other appropriate steps.

Any contract awarded as a result of this RFP process may be terminated if sufficient appropriations or authorizations do not exist. Such terminations will be affected by sending written notice to the responding contractor. The Commission decision as to whether sufficient appropriations and authorizations are available will be accepted by the responding contractor as final. The Commission reserves the right to make partial, progressive or multiple awards where it is advantageous to award separately by items; where more than one supplier is needed to provide the contemplated specifications as to quantity, quality, delivery, service, geographical areas; or where other factors are deemed to be necessary or proper to the purchase in question.

5.6 DISPUTE PROCESS

All claims and disputes, including but not limited to protests related to this RFP, the Procurement and the award of the Contract to the Successful Potential Contractor shall be handled solely and exclusively under and in accordance with the North Carolina Education Lottery Contracting and Bidding Dispute Resolution Process (the **"Dispute Procedures"**), as adopted and/or amended from time to time by the Commission. See the Commission's website at: <https://nclottery.com/business>

Any potential contractor that submits a Proposal hereby expressly acknowledges and agrees that: (a) the Dispute Procedures represent the exclusive procedure and the exclusive forum for binding resolution of all claims, disputes, complaints and Dispute Resolution Requests of any kind relating in any way to any RFP, Procurement, Contract, offer, quote, Proposal, bid or agreement entered into by the Commission; (b) it is estopped from objecting to any court, agency or other entity as to the Dispute Procedures being such sole and exclusive forum for binding resolution; and (c) it agrees to be completely, solely and irrevocably bound by such Dispute Procedures. In addition, each potential contractor submitting a Proposal irrevocably waives any claim it might have had to protest or object to this RFP or its contents.

5.7 NEGOTIATION AND EXECUTION OF CONTRACT

A Successful Potential Contractor under this RFP shall negotiate and execute a contract containing such terms and conditions as shall be satisfactory to the Commission.

Attachment D is a draft of the contract, which contains the terms and conditions required by the Commission. At the sole discretion of the Commission, certain provisions may be negotiated and modified subsequent to Contract award. Please be aware that, as an agency of the State of North Carolina, the Commission is limited in its ability to accept certain provisions that are commonly found in commercial non-governmental contracts.

The occurrence of negotiations with any Potential Contractor(s) conveys no right or status on such Potential Contractor(s). By submitting a proposal, each Contractor acknowledges and agrees that the Commission may negotiate with one or more Contractors, under such circumstances, at such times and in such a manner as Commission determines to be in the best interest of the Commission.

5.8 NONEXCLUSIVE RIGHTS

Nothing in this RFP or any Contract resulting from this RFP shall preclude the Commission from acquiring any related services from other Potential Contractors, individuals, or entities as the Commission, in its sole discretion, shall determine.

5.9 PROPOSAL SUBJECT TO PUBLIC RECORDS LAWS

All Proposals, data, materials, and documentation originated, prepared, and submitted to the Commission pursuant to this RFP shall belong exclusively to the Commission and may become available to the public in accordance with the North Carolina Public Records Act as provided in N.C.G.S. § 132-1 *et seq.* (the **"Public Records Laws"**). The Commission will make reasonable attempts to maintain, in accordance with the Public Records Laws and the Act and all applicable laws of the State of North Carolina and the United States of America (all of the foregoing being collectively defined as, the **"Applicable Laws"**), the confidentiality of any trade secrets or confidential information that meets the requirements of N.C.G.S. § 132-1.2 of the Public Records Laws (collectively, **"Confidential Information"**) if such Contractors properly and conspicuously identify the particular data or other materials which are Confidential Information in accordance with the Public Records Laws. If an action is brought or threatened against Commission pursuant to N.C.G.S. § 132-9 to compel Commission to disclose information marked as confidential or a trade secret, Commission will promptly notify Potential Contractor in writing of such to allow Potential Contractor to determine if it will intervene and defend such action, Commission, and its commissioners, officers, and employees. If Potential Contractor opts to not intervene and defend such action and the

Commission, its commissioners, officers, and employees, the Commission may, in its sole discretion decide whether to defend such action or release the requested records. The Commission shall have no liability to Potential Contractor with respect to any such disclosures.

5.10 PRICING OPTIONS

Potential Contractors are requested to provide costs for providing the requested deliverables detailed in this RFP. Potential Contractors are also requested to propose rates for any additional optional and/or related equipment and services beyond the anticipated work under the RFP. Potential Contractors are reminded that the cost information should cover all the equipment, services, and other items covered and required by this RFP, as well as other services deemed necessary by the Contractors, to be provided by the Successful Contractor. Specifically, the Successful Contractor shall be responsible for all charges incidental to the routine conduct of business including, but not limited to any and all travel expenses including mileage, meals, telephone calls, facsimile, copying, color copies, shipping, postage and delivery charges from the Successful Contractor to the Commission.

If the Potential Contractor has more than one solution or pricing structure that may be appropriate, please submit pricing for all such options along with sufficient information to allow the Commission to determine the differences between the possible solutions.

5.11 PAYMENT

Unless the Commission expressly agrees in writing to a different payment term, the Successful Contractor shall be paid within thirty (30) days from the Successful Contractor's submission of an invoice to the Commission and after all services and deliverables have been provided to and accepted by the Commission.

5.12 ~~RESERVED~~ COMMITMENT TO NONDISCRIMINATION AND MINORITY PARTICIPATION

~~The North Carolina State Lottery Act has specific references to minority participation in the formation and operation of the Commission and requires compliance with N.C.G.S. Article 8 Chapter 143 as applicable. The Commission encourages participation by, and involvement of, minority-owned businesses. In order to achieve or exceed the goals established by the Act and Applicable Laws, and to provide equal business opportunities in the procurement process, the Commission encourages Potential Contractors to contract with minority-owned businesses whenever and wherever possible. Given the Commission policy regarding participation of minority businesses and the express provisions of the Act, a Potential Contractor shall carefully consider the inclusion, of, and shall commit not to discriminate against, minority businesses in the development of its proposal and provisions of its services.~~

5.13 NON-DISCRIMINATION

Each Potential Contractor must describe in its proposal what actions it currently takes, in the areas of: (a) ensuring a workplace free of all discrimination on the basis of race, color, religion, national origin, age, sex, sexual orientation, gender identity, veteran status, disability or otherwise; (b) ensuring a diverse workforce and providing equal opportunities; and (c) ensuring and maintaining a work environment free of harassment, intimidation and coercion. Additionally, all Potential Contractors must complete and return either Affidavits A and B or Affidavit C, which are attached hereto at **Attachment B**, Equal Business Opportunity Forms.

5.14 DISCLOSURE OF LITIGATION AND LEGAL MATTERS

A Responding Contractor should include, **as a separate page**, in its proposal a disclosure of any pending or overtly threatened civil or criminal litigation or indictment involving such Responding Contractor. Responding Contractor must also disclose any civil or criminal litigation or indictment involving any of its subcontractors participating in its proposal. Specifically, Responding Contractor must disclose, on behalf of itself and each of the persons or entities described in N.C.G.S. § 18C-152(b), all of the items and information described in N.C.G.S. § 18C-152(c). This disclosure requirement is a continuing obligation, and any

litigation commenced after a Responding Contractor has submitted a proposal under this RFP must be disclosed to the Commission in writing within five (5) days after it is filed.

[Remainder of page intentionally left blank.]

EXHIBIT 1: SIGN #1 DESIGN RENDERING

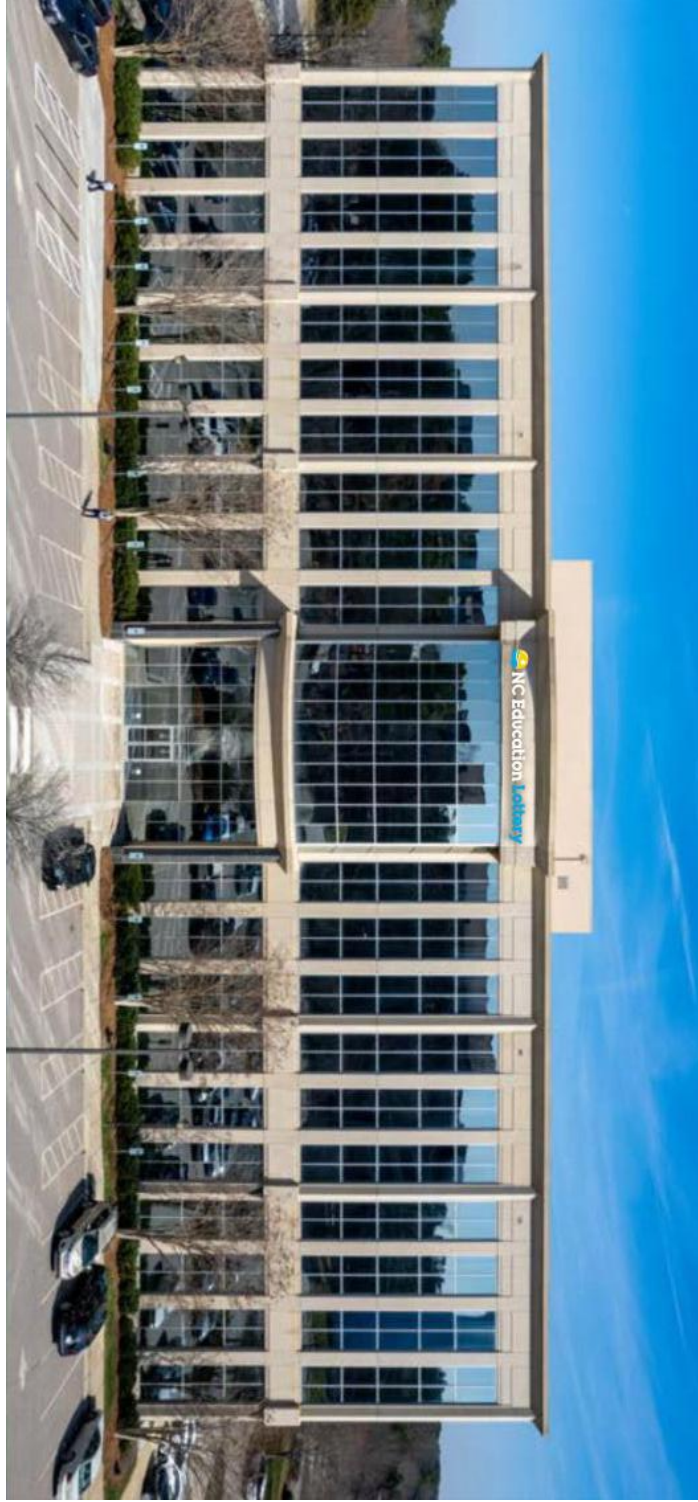


EXHIBIT 2: SIGN #2 DESIGN RENDERING



EXHIBIT 3: SIGN #3 DESIGN RENDERING



EXHIBIT 4: NCEL BRANDING FOR RESPONDING CONTRACTOR USE

NCEL Brand Guide



NCEL_logo_xhorizontal_white-edu_CMYK.ai



NCEL_logo_alt_white-edu_CMYK.ai



Blue Ocean
PMS 2995
C80 M12 Y1 K0



Green Mountain
PMS 376
C55 M3 Y100 K0



Golden Sky
PMS 109
C0 M16 Y100 K0

ATTACHMENT A
COST INFORMATION CERTIFICATION
RFP – EXTERIOR BUILDING SIGNAGE AND RELATED SERVICES

- Submit cost information, including a detailed itemized proposed overall cost to complete the entire scope of work.

Sign 1 (Building Top Identification Sign, façade mount, facing Six Forks Road)	
Sign 2 (Façade mount, above entry door, facing Strickland Road)	
Sign 3 (Monument signage)	

- Any additional costs for unspecified but recommended options/additions/accessories/etc. should be included on separate line(s).
- Proposal may include any cost savings based on contract lengths (such as 3-year, 5-year, election of option years, etc.)

(Potential Contractor's Name)

Signed by: _____

Title: _____

Date: _____

(Title)

(Date)

~~ATTACHMENT B~~

~~Equal Business Opportunity Forms~~

~~All respondents must complete and return either the attached Affidavits A and B **OR** Affidavit C~~

~~Affidavit A—Identification of Subcontractors~~

~~State of _____~~

~~County of _____~~

~~Affidavit of _____
(Name of Responding Contractor)~~

~~I do hereby certify that on this Proposal, we will subcontract the following business enterprises as vendors, suppliers, or providers of professional services.~~

Firm Name, Address and Phone #	Work type	*Minority Category

~~*Minority categories: Black, African American (B), Hispanic (H), Asian American (A) American Indian (I), Female (F), Socially and Economically Disadvantaged (D), Not a Minority Business (N/A)~~

~~The total value of minority business contracting will be (\$): _____~~

The undersigned hereby certifies that they have read the terms of the minority business commitment and are authorized to bind the Responding Contractor to the commitment herein set forth.

(Signature of Authorized Representative)

(Print Name)

(Title)

(Date)

Affidavit B—Listing of Good Faith Efforts

State of _____

County of _____

Affidavit of _____
(Name of Responding Contractor)

I have made a good faith effort to comply under the following areas checked:

- ☐ ~~1 (10 pts)~~ Contacted minority businesses that reasonably could have been expected to submit a proposal and that were known to the Contractor, or available on State or local government maintained lists, at least 10 days before the proposal date and notified them of the nature and scope of the work to be performed.
- ☐ ~~2 (10 pts)~~ Made the construction plans, specifications, and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the Proposal are due.
- ☐ ~~3 (15 pts)~~ Divided or combined elements of work into economically feasible units to facilitate minority participation.
- ☐ ~~4 (10 pts)~~ Worked with minority trade, community, or contractor organizations identified by the Office of Historically Underutilized Businesses and included in the proposal documents that provide assistance in recruitment of minority businesses.
- ☐ ~~5 (10 pts)~~ Attended pre-proposal meetings scheduled by the Commission.
- ☐ ~~6 (20 pts)~~ Provided assistance in getting required bonding or insurance or provided alternatives to bonding or insurance for subcontractors.
- ☐ ~~7 (15 pts)~~ Negotiated in good faith with interested minority businesses and did not reject them as unqualified without sound reasons based on their capabilities. (Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.)
- ☐ ~~8 (25 pts)~~ Provide assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted minority businesses in obtaining the same unit pricing with the Contractor's suppliers in order to help minority businesses in establishing credit.
- ☐ ~~9 (20 pts)~~ Negotiated joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.

☐ ~~10 (20 pts)~~ Provided quick pay agreements and policies to enable minority contractors and suppliers to meet cash flow demands.

~~The undersigned, if declared to be the Successful Contractor, will enter into a formal agreement with the firms listed in the Identification of Minority Business Participation schedule conditional upon scope of Contract to be executed with the Commission. Substitution of contractors must be in accordance with N.C.G.S. §143-128.2(d). Failure to abide by this statutory provision will constitute a breach of the Contract.~~

~~The undersigned hereby certifies that they have read the terms of the minority business commitment and are authorized to bind the Contractor to the commitment herein set forth.~~

~~(Signature of Authorized Representative)~~

~~(Print Name)~~

~~(Title)~~

~~(Date)~~

~~Affidavit C-- Intent to Perform Contract with Own Workforce~~

State of _____

County of _____

Affidavit of _____ (Name of Responding Contractor)

~~Responding Contractor is a Certified HUB Vendor: Yes ☐ No ☐~~

~~Responding Contractor is a Minority Vendor: Yes ☐ No ☐~~

I hereby certify that it is our intent to perform 100% of the work required for the Commission contract for ~~EXTERIOR BUILDING SIGNAGE AND RELATED SERVICES.~~

In making this certification, the Responding Contractor states that the Responding Contractor does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform all elements of the work on this project with its own current work forces; and the Responding Contractor agrees to provide any additional information or documentation requested by the Commission in support of the above statement.

The undersigned hereby certifies that they have read this certification and are authorized to bind the Responding Contractor to the commitments herein contained.

(Signature of Authorized Representative)

(Print Name)

(Title)

(Date)

ATTACHMENT C

COMMISSION VENDOR INFORMATION FORM

Vendor Name (Commonly Used Name)

Full Legal Entity Name (As Listed on Tax Returns)

State of Incorporation

Name of Person Signing Contract

Title

Contractor's Contact Person for Commission

Title

Telephone Number

Email Address

Legal Notice Information

Name of Person to Receive Legal Notices

Title

Street Address

Street Address Line 2

City

State

Zip Code

Telephone Number

Email Address

Note: If you wish to have more than one person receive legal notices, please attach additional copies of this form.

**RFP – EXTERIOR BUILDING SIGNAGE AND RELATED SERVICES
PROPOSAL REQUIREMENTS CHECKLIST**

Proposal – Signed	
Redacted Proposal	
Attachment A – Cost Information Certification	
Attachment B – Equal Business Opportunity Forms (Affidavits A and B, OR Affidavit C)	
Attachment C - Vendor Information Form	
Disclosure of Litigation and Legal Matters (if applicable) - Separate Document	

ATTACHMENT D¹



SAMPLE CONTRACT

EXTERIOR BUILDING SIGNAGE AND RELATED SERVICES AGREEMENT

This EXTERIOR BUILDING SIGNAGE AND RELATED SERVICES AGREEMENT (the "**Agreement**") is made and entered on the date of the last signature below ("**Effective Date**"), by and between the North Carolina State Lottery Commission (the "**Commission**"), a state agency created pursuant to the North Carolina State Lottery Act (G.S. § 18C-101 *et seq.*) (as may be amended from time to time, the "**Act**"), located at 2728 Capital Boulevard, Suite 144, Raleigh, North Carolina, 27604, and _____, located at _____, a _____ organized under the laws of the _____ ("**VENDOR**").

WITNESSETH:

WHEREAS, the Commission was created to organize and operate a state lottery in the State of North Carolina (the "**Lottery**") and to provide for the regulation of other sanctioned gaming enterprises in the State of North Carolina; and

WHEREAS, VENDOR submitted the Proposal, dated _____, 2026 (the "**Proposal**," Exhibit A) to the Commission in response to the Commission's Request for Proposals dated **June 8, 2026** (the "**RFP**," Exhibit B), as integrated by the Commission's Questions and Answers concerning the RFP, which were last distributed by the Commission on or around **July 13, 2026** (the "**Questions and Answers**," Exhibit C). Exhibits A, B and C are attached hereto and incorporated by reference herein; and

WHEREAS, subject to the terms and conditions hereinafter set forth, the Commission desires to retain VENDOR to provide EXTERIOR BUILDING SIGNAGE and other related services for the Commission, and VENDOR desires to provide such Services and Deliverables for the Commission.

NOW, THEREFORE, for and in consideration of the premises, the mutual promises, covenants, and agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby expressly acknowledged, the parties hereto hereby agree as follows:

¹ NOTE: The agreement included in this Attachment D represents the contract the Commission intends to use to make an award. The North Carolina State Lottery Commission reserves the right to modify this sample agreement in whole or in part prior to, or during, the award process, as necessary.

1. SERVICES AND DELIVERABLES

Subject to the terms and conditions set forth in this Agreement, the Commission retains VENDOR to provide EXTERIOR BUILDING SIGNAGE and other related services for the Commission as contemplated by this Agreement, the RFP, and the Proposal (collectively, the “**Services and Deliverables**”), and VENDOR agrees to provide such Services and Deliverables to the Commission. Capitalized terms not otherwise defined herein shall be defined as set forth in the RFP.

2. DUTIES AND RESPONSIBILITIES OF VENDOR

A. VENDOR and its Subcontractors (defined in Section 3(A) below) will work in conjunction with the Executive Director and Chief Executive Officer (“CEO”) of the Commission, the Commission staff, the North Carolina State Lottery Commission and such other Contractors, subcontractors, employees, agents, retailers, and consultants as directed by the Commission. VENDOR and its Subcontractors will provide the Services and Deliverables to the Commission as detailed in the RFP, the Questions and Answers and the Proposal and as requested, from time to time, orally or in writing or via shipment, by the CEO, their designee(s) and/or the Commission. Except as otherwise set forth herein, VENDOR agrees that all Services and Deliverables to be provided to the Commission under this Agreement shall meet or exceed the requirements as set forth in this Agreement, the RFP, the Questions and Answers and the Proposal.

B. VENDOR, and its Subcontractors as requested from time to time, shall meet regularly with the CEO or their designee(s) and shall establish work plans, implementation schedules and timetables for completion as and when required by the CEO or their designee(s).

C. VENDOR hereby agrees to use its best efforts to make available to the Commission its employees and its Subcontractors as may be necessary or appropriate for the timely performance of VENDOR’s obligations pursuant to this Agreement. No employee or agent of VENDOR or any of its Subcontractors shall undertake or participate in, during the term of this Agreement, any other engagement which will interfere with the completion of the work contemplated by this Agreement. VENDOR will provide the Commission, as requested from time to time, written reports of the names and work schedules of VENDOR’s and the Subcontractors’ employees who will be performing and providing Services and Deliverables pursuant to this Agreement.

D. Scope of Services and Deliverables: Subject to the instructions and decisions of the Commission, VENDOR will be responsible for providing the Services and Deliverables as specified in the RFP, Questions and Answers, and the VENDOR’s Proposal.

3. SUBCONTRACTORS

A. VENDOR shall not subcontract or otherwise assign any or all of its rights, duties or obligations under this Agreement to any individual or entity without the prior written consent of the Commission in each instance, which consent may be withheld in the Commission’s sole discretion. The Commission shall have the right to approve or disapprove of any subcontractor. VENDOR will provide the Commission with the name, qualifications, experience and expected duties of each proposed subcontractor under this Agreement each time it desires to retain a subcontractor. All approved subcontractors,

sub-vendors, employees, joint venturers, partners or other parties working with or for VENDOR in performing or providing Services and Deliverables under this Agreement or for the Commission will be defined collectively as the “**Subcontractors**” and individually as a “**Subcontractor**” and will become a Subcontractor for purposes hereof and must execute such agreements or other documentation as may be necessary pursuant to the Act or as the Commission may require. VENDOR agrees that it will obtain the prior consent of the CEO or their designee(s) prior to having any Subcontractor perform any activities for the Commission under this Agreement.

B. Upon the request of the Commission, VENDOR will promptly provide the Commission with copies of all subcontracts and other agreements entered into by VENDOR with respect to its obligations under this Agreement. No such subcontract or other agreement may contain any terms or conditions inconsistent or in conflict with the terms and conditions contained in this Agreement. In the event of any such inconsistent or conflicting provisions, such inconsistencies or conflicts will be resolved in favor of this Agreement.

C. The Commission shall have the right, at any time and from time to time, to instruct VENDOR not to use the services of any Subcontractor, individual or employee in connection with the work to be performed for the Commission under this Agreement, and VENDOR agrees to comply with all such instructions.

D. Notwithstanding anything herein to the contrary, VENDOR will remain fully liable and responsible for all Services and Deliverables and work to be performed under this Agreement, whether or not subcontracted to or performed by a Subcontractor or any other person or entity retained by VENDOR or under VENDOR’s control, and VENDOR will ensure the compliance of its employees, and will exercise its best efforts to ensure the compliance of, and in any event be responsible for, Subcontractors and their employees with the terms of this Agreement, the Act and all other applicable laws which govern the performance and provision of Services and Deliverables pursuant to this Agreement and such other standards or policies as the Commission may establish from time to time.

4. INDEPENDENT CONTRACTOR

A. Both the Commission and VENDOR, in the performance of this Agreement, will be acting in their own separate capacities and not as agents, employees, partners, joint venturers or associates of one another. The employees or agents of one party shall not be deemed or construed to be the employees, agents, or partners of the other party for any purposes whatsoever. Neither party will assume any liability for any injury (including death) to any persons, or any damage to any property or other claim arising out of the acts or omissions of the other party or any of its agents, employees, or subcontractors. It is expressly understood and agreed that VENDOR is an independent contractor of the Commission in all manners and respects and that neither party to this Agreement is authorized to bind the other party to any liability or obligation or to represent that it has any such authority, except for the limited authority of VENDOR to procure selected materials and services as authorized by the Commission and as specifically set forth in, and subject to the limitations described in, the RFP and/or this Agreement. No Subcontractor is authorized to bind the Commission to any liability or obligation or to represent that it has any such authority.

B. VENDOR shall be solely responsible for all payments to Subcontractors and all compensation, withholding taxes and benefits for its employees and for providing all necessary unemployment and workmen's compensation insurance for its employees.

5. COMPENSATION

A. As full and complete compensation for all Services and/or Deliverables provided by VENDOR pursuant to this Agreement, the Commission will pay VENDOR, and VENDOR will accept, an amount (the "Vendor's Fee") equal to [REDACTED].

B. VENDOR shall be responsible for all charges incidental to the routine conduct of business including, but not limited to travel, mileage, meals, telephone calls, copying, color copies, postage, and delivery charges from VENDOR to the Commission.

C. Except as otherwise provided herein, the Commission shall not under any circumstances be liable or responsible for any costs, expenses, reimbursements, or fees incurred by VENDOR or Subcontractors (or any other individual or entity) in connection with any Services and Deliverables or the VENDOR's performance under this Agreement.

D. Subject to the availability of funds and any other restrictions imposed by the Act, the "Governing Laws and Regulations" (as defined in Section 13) of this Agreement, the Commission will pay to VENDOR all non-disputed amounts due under this Agreement within thirty (30) days upon receipt and verification of the VENDOR's invoice, unless the parties otherwise agree upon a less frequent payment schedule, in accordance with the policies and procedures established by the Commission from time to time and subject to setoff or offset for all sums owed by VENDOR or its Subcontractors. Electronic billing shall be available to the Commission.

6. TERM

The term of this Agreement shall commence on the date of the last signature below (the "Effective Date") and, unless sooner terminated in accordance with the provisions of Section 18 or other provisions of this Agreement and the RFP, shall expire one (1) year from the Effective Date (the "Term").

7. WORK STANDARD

A. VENDOR hereby agrees that it and its Subcontractors shall at all times comply with and abide by all terms and conditions set forth in this Agreement, all applicable policies and procedures of the Commission and all requirements of the Act and Governing Laws and Regulations. VENDOR further agrees that it and its Subcontractors shall perform their respective duties and responsibilities as set forth in this Agreement by following and applying the highest professional and technical guidelines and standards applicable to the VENDOR's industry.

B. VENDOR hereby agrees that it and its Subcontractors will perform their respective duties and responsibilities as set forth in this Agreement with integrity and dignity and free from political influence, collusion, and fraud. VENDOR further agrees that and none of its Subcontractors, or any of their respective employees or agents will solicit or accept, or attempt to solicit or accept, any kickbacks or other inducements from any offeror, supplier,

manufacturer, subcontractor or other individual or entity in connection with the performance of its obligations under this Agreement.

C. If the Commission becomes dissatisfied with the Services and Deliverables or work product of or the working relationship with any of the individuals assigned to perform Services and Deliverables under this Agreement by VENDOR or any Subcontractors, the Commission may require the prompt replacement of any or all of such individuals. Important personnel, whether or not identified in VENDOR's Proposal as performing or providing Services and Deliverables under this Agreement, will continue to perform in their designated capacities until such Services and Deliverables are completed unless: (i) they cease to be employed by VENDOR or a Subcontractor; (ii) the Commission requests their removal, in which case a person or persons of suitable competency and acceptable to the Commission, in its discretion, will be substituted forthwith; or (iii) VENDOR wishes to have them replaced by someone of equal or better qualifications and VENDOR obtains Commission's prior written consent to such change.

D. Nothing in this Section 7 shall be construed to prevent VENDOR from using the services of others to perform tasks ancillary to those tasks which directly require the expertise of such key personnel, including secretarial, clerical, and common labor duties. VENDOR shall at all times remain responsible for the performance of all necessary tasks under the scope of this Agreement, whether performed by key personnel or other workers.

E. Nothing in this Agreement shall prohibit the Commission from retaining the services of any individual or entity, whether or not such or similar services were initially contemplated to be performed by VENDOR or a Subcontractor. The Commission is not prohibited by this Agreement from retaining the services of any individual or entity, and it is under no obligation to exclusively use the Services and Deliverables of VENDOR or any Subcontractors.

F. VENDOR hereby designates [REDACTED], or such other person or persons as it may from time to time notify the Commission, as its primary contact with the Commission for purposes of this Agreement. VENDOR must notify the Commission, in writing and within five (5) business days, regarding the designation of a new primary contact person for the VENDOR.

8. CHANGES IN WORK

By written or oral request of the CEO or their designee(s) to VENDOR, the Commission may from time to time make changes in the Services and Deliverables to be provided by VENDOR or any Subcontractor, or the place of performance or provision of any Services and Deliverables. VENDOR and all applicable Subcontractors shall promptly comply with such requests and take all necessary or appropriate actions to effect such change. If such changes add material obligations or expenses not contemplated by this Agreement (including the Answers, RFP or Proposal), the Commission and VENDOR shall negotiate in good faith any changes required to this Agreement or the compensation to be provided pursuant hereto.

9. BOOKS AND RECORDS

Upon request of the Commission, VENDOR and each Subcontractor shall provide to the Commission a copy of its latest audited financial statements for such year; provided,

however, if VENDOR and/or a Subcontractor does/do not obtain audited financial statements, then its/their financial statements must be certified by its chief financial officer. VENDOR and all Subcontractors shall maintain all books, documents, papers, accounting records and other evidence pertaining to the Services to be performed and provided under this Agreement in accordance with the Act, Governing Laws and Regulations, generally accepted accounting principles and any other applicable procedures established by the Commission from time to time. VENDOR and all Subcontractors shall make all such materials available at its offices at all reasonable times during the term of this Agreement and for five (5) years after the date of final payment under this Agreement, for inspection by the Commission, by any authorized representative of the Commission and/or the State of North Carolina Auditor of State's Office ("**State Auditor**"), and copies thereof shall be furnished to the Commission and/or the State Auditor by the appropriate entity, at no cost to the Commission or the State Auditor, if requested by the Commission or the State Auditor. The Commission and/or the State Auditor shall have the right to audit the records and operations of VENDOR and each Subcontractor with respect to the Services to be performed and provided pursuant to this Agreement. VENDOR and Subcontractor shall also comply with all other requirements of the Act and Governing Laws and Regulations.

10. CONFIDENTIALITY; OWNERSHIP OF WORK PRODUCT, MATERIALS AND RIGHTS OF USE

A. For purposes of this Agreement, when identified in writing or otherwise explicitly indicated, at the time of initial disclosure:

(i) "**Confidential Information**" means any and all items or information of a party which are: (A) marked "Confidential" or some such similar designation; or are (B) valuable, proprietary and confidential information belonging to or pertaining to such party that does not constitute a "Trade Secret" (as hereafter defined) and that is not generally known but is generally known only to said party and those of its employees, independent contractors or agents to whom such information must be confided for business purposes, including, without limitation, information regarding said party's customers, suppliers, manufacturers and distributors. For purposes of this Agreement, the financial statements provided pursuant to Section 9 of this Agreement shall be deemed to be VENDOR's Confidential Information; and

(ii) a "**Trade Secret**" means business or technical information, including but not limited to a formula, pattern, program, device, compilation of information, method, technique, or process that: (A) derives independent actual or potential commercial value from not being generally known or readily ascertainable through independent development or reverse engineering by persons who can obtain economic value from its disclosure or use; and (B) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

B. In recognition of the need of VENDOR to protect its legitimate business interests, **provided that such information is designated or indicated as "Confidential" or "Trade Secret" at the time of its initial disclosure to the Commission**, the Commission hereby covenants and agrees that with regard to any: (i) VENDOR Confidential Information, at all times during the term of this Agreement and for a period of three (3) years following the expiration or termination of this Agreement for any reason; and (ii) VENDOR Trade Secrets, at all times such information remains a Trade Secret under applicable law, the Commission will regard and treat all such items as strictly confidential

and wholly owned by VENDOR and will not, for any reason or in any fashion, either directly or indirectly use, disclose, transfer, assign, disseminate, reproduce, copy, or otherwise communicate any such VENDOR Confidential Information or VENDOR Trade Secrets to any individual or entity for any purpose other than in accordance with this Agreement, pursuant to the instructions from a duly authorized representative of VENDOR or except to the extent necessary to fulfill the purposes of this Agreement, its licensing and/or regulatory obligations under the Act, or conduct the North Carolina Education Lottery. The Commission shall not be liable; however, to VENDOR or to any other person or entity, if despite the Commission's reasonable efforts, VENDOR Confidential Information or Vendor Trade Secrets are disclosed in breach of the foregoing. Notwithstanding anything hereto the contrary the Act, the Governing Laws and Regulations, the Open Meetings Law G.S. § 143-318.9 *et seq.* and the Public Records Law G.S. § 132-1 *et seq.* (collectively, the "**Superseding Provisions and Statutes**") shall supersede and control any provision of this Agreement, and the Commission's confidentiality and nondisclosure obligations and liabilities set forth herein, or in the RFP or Proposal, shall be subject to, and never be greater than, as set forth in any of the Superseding Provisions and Statutes. If an action is brought pursuant to N.C.G.S. § 132-9 to compel Commission to disclose information marked as confidential or a trade secret, VENDOR agrees that it will intervene in the action through its counsel and participate in defending the Commission, including any public official(s) or public employee(s). Commission agrees to promptly notify VENDOR in writing of any action seeking to compel the disclosure of VENDOR Confidential Information. Commission shall have the right, at its option and expense, to participate in the defense of the action through its counsel. The Commission shall have no liability to VENDOR with respect to the disclosure of VENDOR Confidential Information ordered by a court of competent jurisdiction pursuant to N.C.G.S. § 132-9 or other applicable Law.

C. In recognition of the need of the Commission to protect its legitimate business interests, VENDOR hereby covenants and agrees that with regard to any: (i) Commission Confidential Information, at all times during the term of this Agreement and for a period of three (3) years following the expiration or termination of this Agreement for any reason; and (ii) Trade Secrets, at all times such information remains a Trade Secret under applicable law, VENDOR and all Subcontractors will regard and treat all such items as strictly confidential and wholly owned by the Commission and will not, for any reason or in any fashion, either directly or indirectly use, disclose, transfer, assign, disseminate, reproduce, copy, or otherwise communicate any such Commission Confidential Information or Commission Trade Secrets to any individual or entity for any purpose other than in accordance with this Agreement or pursuant to the instructions from a duly authorized representative of the Commission. In addition, to the extent the Act or any other Governing Laws and Regulations law imposes any greater restrictions or prohibitions with respect to any Commission Confidential Information, Commission Trade Secrets or other information or property of the Commission, VENDOR covenants and agrees that it and all Subcontractors shall comply with such greater restrictions or prohibitions. To ensure the compliance by it and all Subcontractors with the provisions of this Section 10(C), VENDOR shall use its best efforts, including, without limitation, obtaining written confidentiality agreements with all Subcontractors which incorporate requirements no less restrictive than those set forth herein and which contain provisions which permit Commission to independently enforce the requirements set forth in such agreements.

D. Notwithstanding the foregoing, the nondisclosure restrictions of Section 10(B) shall not apply to either party's information that is: (i) generally known to the public other than due to a disclosure by the Disclosing Party; (ii) already known to the Receiving Party at

the time it is disclosed by the Disclosing Party to the Receiving Party; (iii) independently developed by the Receiving Party; or (iv) received by the Receiving Party from a party that the Receiving Party believed in good faith had the right to make such disclosure.

E. Neither the VENDOR nor any of its approved Subcontractors shall have any proprietary rights or interests in any intellectual properties (including, without limitation, patents, copyrights, equipment, firmware, mask works, trademarks (and the goodwill associated therewith) and service marks (and the goodwill associated therewith)) (all of the foregoing being collectively defined as the “**Intellectual Property Rights**”) products, materials, intellectual properties developed, data, documentation, approaches, systems, programs, methodologies, designs, specification, or concepts, ideas or other content or items of any kind or nature developed, produced or provided in connection with the Services provided for the Commission under this Agreement (collectively, the “**Commission Intellectual Properties**”). All deliverables, written materials, designs, specifications, tangible or intangible materials, intellectual or other property or other work product of any kind or nature produced, revised, created, modified or prepared by VENDOR and any of its Subcontractors in connection with this Agreement, the RFP or for the Commission (collectively, the “**Work Product**”) will be deemed, to the greatest extent possible, “work made for hire” under Section 101 of the United States Copyright Act, 17 U.S.C. Section 101 to be exclusively owned by the Commission. To the extent that any Work Product does not qualify as a “work made for hire,” VENDOR and each of the Subcontractors hereby irrevocably transfer, assign and convey to the Commission all right, title and interest in the Work Product, together with all copyrights, patents, trade secrets, confidential information, trademarks and service marks (and the goodwill associated therewith) and rights (all of the foregoing being collectively defined as the “**Intellectual Property Rights**”), free and clear of any liens, security interests, hypothecations, pledges, claims or other encumbrances of any kind or nature, to the fullest extent permitted by law. At the Commission’s request, VENDOR and its Subcontractors shall execute, and shall cause its or their personnel to execute, all assignments, applications, writings, instruments or other documentation of any kind or nature deemed necessary or beneficial by the Commission so that the Commission may perfect or protect its rights as provided herein. VENDOR and its Subcontractors shall require its and their employees, and permitted agents, independent contractors, and consultants to execute agreements assigning all of their rights in the Work Products, and all Intellectual Property Rights therein, to the Commission, directly or indirectly, and shall provide the Commission with documentation evidencing its compliance with this requirement upon the Commission’s request. The intent of the Commission is that the Commission is the sole owner of, and is able to continue to use any or all of, the Work Product that it chooses in the conduct of its lottery games and other activities.

11. NONDISCRIMINATION

A. Neither VENDOR nor any Subcontractors shall discriminate against any employee or applicant for employment because of their race, color, religion, sex, sexual orientation, gender identity, handicap, disability, national origin, or ancestry. Breach of this covenant by VENDOR, or VENDOR’s failure to use its best efforts to require all Subcontractors to comply with this covenant, may be regarded as a material breach of this Agreement. VENDOR and Subcontractors shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, sexual orientation, gender identity, handicap, disability, national origin, or ancestry.

~~B. Consistent with the Act and all other applicable North Carolina laws, VENDOR agrees to make every reasonable effort to include the participation by minorities in the performance and provision of its Services and Deliverables pursuant hereto. Specifically, and without limitation, any human resources services performed for the Commission will include appropriate attention to the hiring and training of qualified minority applicants in accordance with the Act, all Governing Laws and Regulations, and the policies and procedures adopted by the Commission from time to time.~~

12. LIMITATION OF LIABILITY

Any and all payments to VENDOR are expressly contingent upon and subject to the appropriation, allocation and availability of funds to the Commission for the purposes set forth in the Agreement. If the term of the Agreement extends into fiscal years subsequent to that in which it is approved, such continuation of the Agreement is expressly contingent upon the appropriation, allocation and availability of funds by the N.C. Legislature for the purposes set forth in this Agreement. If funds to effect payment are not available, the Commission will provide written notification to Vendor. If the Agreement is terminated under this paragraph, Vendor agrees to take back any affected Deliverables not yet delivered under the Agreement, terminate any Services supplied to the Commission under the Agreement, and relieve the Commission of any further obligation thereof. The Commission shall remit payment for Services and Deliverables accepted prior to the date of the aforesaid notice in conformance with the payment terms.

13. COMPLIANCE WITH LAWS

VENDOR agrees to comply with all applicable rules, procedures and regulations adopted from time to time by the Commission under the Act and all other applicable federal, state, and local laws, rules, regulations, ordinances, or executive orders, including, without limitation, the Americans with Disabilities Act of 1990 (42 U.S.C. § 12101 *et seq.*) and all other labor, employment and anti-discrimination laws, and all provisions required thereby to be included herein, are hereby incorporated by reference (all of the foregoing being sometimes referred to collectively as the “**Governing Laws and Regulations**”).

14. ANTITRUST ACTIONS

VENDOR hereby conveys, sells, assigns, and transfers to the Commission all of its right, title, and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States of America and the State of North Carolina relating to any Services or Deliverables provided by VENDOR to the Commission under this Agreement.

15. REPRESENTATIONS, WARRANTIES AND ADDITIONAL COVENANTS

VENDOR hereby represents, warrants, or covenants, as the case may be, to Commission, on its own behalf and with respect to each of its Subcontractors, that as of the Effective Date and at all times throughout the term of this Agreement, as follows:

A. VENDOR has the power and authority to execute and deliver this Agreement and to perform its obligations under this Agreement, and VENDOR has taken all necessary and appropriate action to authorize the execution and delivery of this Agreement and the performance of its obligations under this Agreement. The execution and delivery of this

Agreement and the performance of its obligations under this Agreement are not in contravention of any provisions of law or any material indenture or agreement by which VENDOR is bound and do not require the consent or approval of any governmental body, agency, authority or other person or entity which has not been obtained. This Agreement constitutes the valid and legally binding obligation of VENDOR, enforceable against VENDOR in accordance with its terms.

B. VENDOR and its Subcontractors have disclosed or will disclose to the Commission all matters required to be disclosed under the Governing Laws and Regulations. VENDOR shall ensure that it is aware of any statutory limitations or restrictions affecting its Agreement with the Commission, such as certain political contributions, its ability to conduct future business with the Commission and/or its ability to conduct business with certain third parties. Any employee of the VENDOR who works directly on the Commission Contract/Account, and members of such employee's households, shall be prohibited from purchasing Commission tickets and/or claiming any Commission prizes.

C. Neither VENDOR, the Subcontractors nor any of its or their respective officers, directors, partners, or major shareholders have ever been found guilty of, or plead guilty to, any crime in any way related to gambling or the security, integrity, or operation of any lottery in any jurisdiction, nor are VENDOR, the Subcontractors nor any of its or their respective officers, directors, partners, or major shareholders currently under indictment for any crime in any way related to gambling or the security, integrity, or operation of any lottery in any jurisdiction. VENDOR shall be obligated to notify the Commission if VENDOR or any one of its officers and directors has been convicted of a felony or any gambling offense in any state or federal court of the United States within ten (10) years of entering into the contract (N.C.G.S. § 18C-151(a)(5)).

D. No "public official" has an ownership interest of five percent (5%) or more in VENDOR or any of the Subcontractors.

E. To the extent required by applicable law, VENDOR and all Subcontractors are, and will remain at all times during the term of this Agreement, qualified to do business in the State of North Carolina and will file North Carolina income tax returns.

F. All Work Product: (i) shall be prepared, worked on and completed solely by employees of VENDOR or a Subcontractor in the scope of their employment or by independent contractors of VENDOR or a Subcontractor working under the strict and direct supervision of such employees; (ii) shall be original works of authorship; (iii) shall not infringe, plagiarize, pirate or constitute misappropriations of any Intellectual Property Rights, Confidential Information, Trade Secrets or other intellectual properties or proprietary rights of any individuals or entities; and (iv) shall not be false, misleading, actionable, defamatory, libelous or constitute an invasion of privacy of any individual or entity.

G. Neither VENDOR nor any Subcontractors, nor any of its or their respective employees, officers, directors, partners or major shareholders, shall issue any press release, conduct any press or news conference, participate in any media interview or otherwise make any public statement or announcement on behalf of, with respect to or in connection with this Agreement or the Services and Deliverables without the prior written consent of the CEO or their designee(s) in each instance.

H. Neither VENDOR nor any Subcontractors, nor any of its or their respective employees, officers, directors, partners or major shareholders, shall use Commission's name, logos, images or any other information or data related to the Services to be provided pursuant to this Agreement as a part of or in connection with any commercial advertising without the prior written consent of the CEO or his/her designee(s) in each instance.

I. All Services and Deliverables rendered and provided pursuant to this Agreement have been and shall be prepared or done in a workman-like manner consistent with the highest standards of the industry in which the Services and Deliverables are normally performed and provided.

16. OBLIGATIONS OF VENDOR

A. Upon execution VENDOR shall provide the Commission current Certificate of Authority from the North Carolina Secretary of State showing that it and each Subcontractor are qualified to transact business in the State of North Carolina. Vendor shall ensure that the Certificate of Authority remains current at all times during the term of this Agreement.

B. To avoid not only actual impropriety but also the appearance of impropriety, VENDOR is expected to establish and enforce a code of conduct for all employees and Subcontractors that will help achieve the Commission's objective of maintaining integrity in its operation, as well as, follow the rules and procedures established, and from time to time, amended, by the Commission.

C. VENDOR and its Subcontractors shall disclose all written and oral agreements with all lobbyists and consultants doing work on its behalf in the State of North Carolina and before the federal government. VENDOR and its approved Subcontractors shall also comply with all state and federal lobbying laws. This Agreement may be terminated, at the sole option and discretion of the Commission, if VENDOR has not complied with these disclosure requirements.

D. VENDOR must, contemporaneously with the execution of this Agreement, post and maintain at least throughout the term of this Agreement (i) a performance bond (the "**Performance Bond**") or letter of credit with the Commission in an amount equal to one hundred thousand dollars (\$100,000), and (ii) a payment bond (the "**Payment Bond**") or letter of credit with the Commission in an amount equal to one hundred thousand dollars (\$100,000), unless such bond or letter of credit is replaced by alternate acceptable security if approved by the Commission in its sole discretion. The security provided by VENDOR pursuant to the Performance Bond shall provide funds to the Commission in the event the Commission suffers any liability, loss, damage or expense as a result of VENDOR's failure to fully and completely perform any or all of the requirements contained in this Agreement, including, without limitation, VENDOR's obligation to indemnify the Commission pursuant hereto. The security provided by VENDOR pursuant to the Payment Bond shall provide funds to the Commission in the event the Commission suffers any liability, loss, damage or expense as a result of VENDOR's failure to fully and completely pay any obligation contained in this Agreement. The Bonds may be renewable annually, provided that: (i) each Bond provides that, in the event such Bond will not be renewed for an additional year, the Commission will be provided written notice thereof at least thirty (30) days prior to the expiration thereof; and (ii) if such Bond is not renewed for an additional year, VENDOR must obtain a replacement equivalent Bond or letter of credit to be in place so

that at no time is VENDOR in violation of its obligation pursuant to this Section to maintain a performance bond and a payment bond at least throughout the term of this Agreement.

E. VENDOR shall at all times maintain at least the following types and amounts of insurance during the term of this Agreement and for a period of two (2) years thereafter:

(i) Commercial General Liability ("CGL") insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$1,000,000 per occurrence, \$2,000,000 aggregate;

(ii) Workers Compensation insurance with statutory limits, as required by the state in which the work takes place;

(iii) Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;

(iv) Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;

(v) Installation floater for the installation of exterior signage into an existing structure. The coverage shall be "All Risk" coverage including installation and transit for 100 percent (100%) of the "installed replacement cost value," covering the North Carolina State Lottery Commission as a named insured, with a deductible of not more than \$5,000 per claim;

(v) Such other types and amounts of insurance as the Commission shall from time to time reasonably require; and

E. Such insurance policies shall name the Commission as an additional insured, and shall provide that such policies cannot be terminated, canceled, or modified without giving VENDOR and Commission written notice at least ten (10) days prior to the effective date of any termination, cancellation, or modification. VENDOR shall be required to provide proof of insurance coverage in accordance with this Agreement and its Proposal prior to execution of this Agreement and at least annually during the term hereof. Renewed bonds (if applicable) and/or insurance policies must be submitted to the Commission within five (5) days prior to the expiration of the then existing bonds and/or insurance policies. All bonds and insurance required of VENDOR by this Agreement must be issued by companies or financial institutions which are finally rated A or better (or a comparable rating) by a nationally recognized rating agency and duly licensed, admitted and authorized to transact business in the State of North Carolina.

17. TAXES

The Commission will not be responsible for any taxes levied on VENDOR or any Subcontractor as a result of the execution, delivery or performance of the Services and

Deliverables or this Agreement. VENDOR and Subcontractors shall pay and discharge any and all such taxes in a timely manner.

18. TERMINATION

- A. Notwithstanding anything herein to the contrary, the Commission may cancel and terminate this Agreement if VENDOR fails to correct or cure any breach of this Agreement within three (3) business days of the earlier of: (a) VENDOR's having knowledge of such breach; or (b) VENDOR's receiving oral or written notice of such breach from the Commission; or
- B. VENDOR may cancel and terminate this Agreement if the Commission, after sixty (60) calendar days' prior written notice from VENDOR, fails to correct or cure any breach of this Agreement.
- C. The Commission may cancel and terminate this Agreement with thirty (30) calendar days' prior written notice to VENDOR with no early termination fees.
- D. In the event that either party hereto is unable to perform any of its obligations under this Agreement, or to enjoy any of its benefits because of natural disaster, actions or decrees of governmental bodies or communication line failure, or other events of force majeure not the fault of the affected party, the affected party shall immediately give notice to the other party and shall do everything possible to resume performance. Upon receipt of such notice, each party's obligations under this Agreement shall be immediately suspended. If the period of non-performance exceeds thirty (30) days from the receipt of notice of an event described in this Section, the party whose ability to perform has not been so affected may terminate this Agreement by giving written notice thereof to the other party.
- E. If, for any reason other than a breach of this Agreement by the Commission, VENDOR is unable to perform its obligations hereunder, the Commission shall acquire a usufruct in all contractual items owned by VENDOR or any Subcontractor which is used in conjunction with, and is necessary to, the performance of this Agreement, which usufruct shall exist until the expiration or termination of this Agreement.

19. INDEMNIFICATION

VENDOR agrees to indemnify and hold harmless the Commission, the Commission, its CEO, directors and officers, the State of North Carolina and its agencies and political subdivisions, and their respective agents, officers and employees, against any and all suits, damages, expenses (including, without limitation, court costs, attorneys' fees and other damages), losses, liabilities and claims of any kind, caused by or resulting from: (a) any breach of this Agreement or any other act or omission of VENDOR, the Subcontractors, or any of its or their respective agents or employees, whether the same may be the result of negligence, responsibility under strict liability standards, any other substandard conduct or otherwise including, without limitation, violation of any sign rules, regulations, or codes; or (b) the development, possession, license, modifications or use of any copyrighted or non-copyrighted composition, trademark, service mark, service process, patented invention or item, trade secret, article or appliance furnished to the Commission, or used in the performance of the Services or this Agreement, by VENDOR, its employees or any Subcontractor.

20. CONFLICT RESOLUTION PROCEDURES

Prior to bringing any judicial enforcement action with respect to any claims or controversies arising in connection with the performance of this Agreement, VENDOR must first pursue and exhaust any and all remedies available to it in accordance with the Contracting and Bidding Dispute Resolution Process adopted by the Commission, as amended from time to time (collectively, the “**Dispute Resolution Procedures**”).

21. NOTICES

A. All notices and statements provided for or required by this Agreement shall be in writing, and shall be delivered personally to the other designated party, or mailed by certified or registered mail, return receipt requested, or delivered by a recognized national overnight courier service, as follows:

If to Commission:

North Carolina State Lottery Commission
2728 Capital Boulevard, Suite 144
Raleigh, North Carolina 27604
Attn: M. Mark Michalko, CEO

With copy to:

North Carolina State Lottery Commission
2728 Capital Boulevard, Suite 144
Raleigh, North Carolina 27604
Attn: William Taurig, Chief Legal Officer

If to VENDOR:

[REDACTED]

B. Either party hereto may change the address and/or person to which notice is to be sent by written notice to the other party in accordance with the provisions of this Section.

22. MISCELLANEOUS

A. This Agreement, together with the Proposal, the Answers and the RFP, contains the entire agreement and understanding concerning the subject matter hereof between the parties hereto. Notwithstanding anything herein to the contrary, in the event of an inconsistency among this Agreement, the Proposal and/or the RFP, the terms of this Agreement, as may be amended pursuant hereto, shall control the Answers, the terms of the Answers shall control the RFP, and the terms of the RFP shall control the Proposal. No waiver, termination, or discharge of this Agreement, or any of the terms or provisions hereof, shall be binding upon either party hereto unless confirmed in writing. This Agreement may not be modified or amended, except by a writing executed by both parties hereto. No waiver by either party hereto of any term or provision of this Agreement or of any default hereunder shall affect such party's rights thereafter to enforce such term or provision or to exercise any right or remedy in the event of any other default, whether or not similar.

B. THIS AGREEMENT SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF NORTH CAROLINA. ONLY AFTER EXHAUSTION OF ALL REMEDIES AND PROCEDURES IN THE DISPUTE

RESOLUTION PROCEDURES OF THE COMMISSION, IF APPLICABLE LAW PERMITS ANY FURTHER APPEALS, ANY SUCH APPEAL MUST BE BROUGHT SOLELY IN THE SUPERIOR COURT OF WAKE COUNTY, NORTH CAROLINA. VENDOR HEREBY IRREVOCABLY WAIVES, TO THE FULLEST EXTENT PERMITTED BY LAW, ANY RIGHT WHICH IT MAY NOW OR HEREAFTER HAVE TO APPEAL ANY FINAL DECISIONS OF THE COMMISSION MADE PURSUANT TO THE DISPUTE RESOLUTION PROCEDURES, AND VENDOR IRREVOCABLY WAIVES ANY OBJECTION WHICH IT MAY NOW OR HEREAFTER HAVE TO THE VENUE OF ANY APPEAL BEING SOLELY IN THE SUPERIOR COURT OF WAKE COUNTY, NORTH CAROLINA.

C. Neither party hereto shall assign this Agreement, in whole or in part, without the prior written consent of the other party hereto, and any attempted assignment not in accordance herewith shall be null and void and of no force or effect; provided, however, nothing herein shall prevent the Commission from freely assigning this Agreement, without requiring VENDOR's prior written consent, to any entity which operates or will operate the Lottery or regulates sports wagering, horse race betting, or other authorized gaming in the state. For purposes of this Section, any sale or transfer of a controlling equity interest in, or substantially all of the assets of, VENDOR will be deemed an assignment for which the Commission's consent is required.

D. This Agreement shall be binding on VENDOR, and its Subcontractors, successors and permitted assigns.

E. The headings contained herein are for the convenience of the parties only and shall not be interpreted to limit or affect in any way the meaning of the language contained in this Agreement.

F. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute the same Agreement. Any signature page of any such counterpart, or any electronic facsimile thereof, may be attached or appended to any other counterpart to complete a fully executed counterpart of this Agreement, and any telecopy or other facsimile transmission of any signature shall be deemed an original and shall bind such party.

G. If any provision of this Agreement shall be held void, voidable, invalid, or inoperative, no other provision of this Agreement shall be affected as a result thereof, and accordingly, the remaining provisions of this Agreement shall remain in full force and effect as though such void, voidable, invalid, or inoperative provision had not been contained herein.

H. Upon the request of either party, the other party agrees to take, and VENDOR agrees to cause any Subcontractor to take, any and all actions, including, without limitation, the execution of certificates, documents or instruments, necessary or appropriate to give effect to the terms and conditions set forth in this Agreement.

23. ADDITIONAL SERVICES

In the event the Commission desires to retain the services of VENDOR for activities or materials in addition to those contemplated by this Agreement, and VENDOR agrees to perform such services, payment therefore shall not exceed the rates identified in this Agreement unless

agreed to in writing by the Commission. Any such services, the rates and the terms of payment shall be approved, in writing, prior to the commencement of any such additional work. In no event shall VENDOR or any Subcontractor be paid for work not authorized, or for work in excess of that authorized, in writing by the Commission.

[Remainder of page intentionally left blank; signature page follows.]

SAMPLE CONTRACT

IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representatives to execute this Agreement to be effective as of the Effective Date.

"COMMISSION"
NORTH CAROLINA STATE
LOTTERY COMMISSION

By: _____

Name: _____

Title: _____

Date: _____

"VENDOR"
VENDOR FULL LEGAL NAME

By: _____

Name: _____

Title: _____

Date: _____

[Remainder of page intentionally left blank.]

EXHIBIT A
[PROPOSAL AND COST PROPOSAL]

EXHIBIT B
[RFP]

EXHIBIT C
[QUESTIONS AND ANSWERS]

SAMPLE CONTRACT