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1 Previous Experience and Performance

1.1 Overall Previous Experience

North Carolina (NC) Signing Program (NCSP), backed by parent company LoneStar Logos Management Company (LSLMC), has extensive experience administering and enhancing statewide Logo Programs, having successfully managed programs of similar scale, complexity, and objectives to those of North Carolina Department of Transportation (NCDOT)'s Logo Program.

At NCSP, we will modernize the NC Logo Program by delivering safe, efficient, performance-based solutions that enhance the visibility and accessibility of essential services for motorists. We support NCDOT's goals by maximizing and creating value for program participants, fostering economic growth, and maintaining best-in-class signage through innovative, technology-driven strategies. Our transparency, collaboration, and data-driven decision-making, guided by advanced GIS technology and open data principles, ensures sustainable program stewardship and strengthens the program for all stakeholders.

Our track record in Texas (TxDOT LOGOS) and Virginia (VAIDSP) demonstrates our ability and capacity to deliver comprehensive, technology-driven solutions that foster growth, improve safety, and streamline operations.

Texas (TxDOT LOGOS) Program: Since 2007, we have provided turnkey management services for TxDOT's Logo Program, overseeing **21,779+ logo plate positions, 8,077+ customers, and 6,205+ structures** (as of October 2024). Working closely with TxDOT, we prioritized revenue growth, modernized legacy systems, and **integrated GIS capabilities across 25 districts**. Over 12 years, we achieved a 10% average annual increase in signage and successfully transitioned TxDOT to a cutting-edge Logo Management System emphasizing transparency, operational efficiency, and regulatory compliance.

Virginia (VAIDSP) Program: For VDOT's Integrated Directional Signing Program, we manage **15,959 structures and 4,794+ participants, delivering technology improvements and high-quality customer service**. We **exceeded VDOT's 90% acceptable asset condition target, reaching 94% for over 18,000 assets—an increase from 88% in just two years**. Through mobile data collection tools, refined processes, and proactive maintenance, we consistently improved service times and met stringent assessment schedules. Our Enterprise Sign Management System (ESMS) was adapted to VDOT's Logo Program needs, providing transparency, quality control, and a high standard of customer care.

Key Service Areas: Across both TxDOT and VDOT programs, we have developed a suite of services directly applicable to NCDOT's objectives:

- **Program Administration & Financial Management:** Robust oversight of day-to-day operations, transparent financial reporting, and compliance with state revenue requirements.
- **Marketing & Customer Outreach:** Strategic campaigns that increase business participation, revenue, and public visibility of the Logo Program.
- **Fabrication & Maintenance:** In-house teams manage sign production, installation, and upkeep, ensuring reliable performance, rapid response, and adherence to FHWA and DOT standards.
- **GIS & Technology Integration:** Advanced GIS tools, CRM systems, and a customized ESMS deliver real-time data, enabling data-driven decisions, efficient resource allocation, and full program transparency.
- **Regulatory Compliance:** Strict adherence to MUTCD, state regulations, and contract performance requirements guarantees operational excellence and safety.

Aligning with NCDOT's Goals: Our proven ability to drive revenue growth, improve asset conditions, and leverage cutting-edge technology positions NCSP to meet and exceed NCDOT's objectives. We employ business intelligence (BI), GIS integration, and workflow automation to enhance transparency, efficiency, and strategic decision-making. By emphasizing proactive maintenance, regular assessments, and comprehensive reporting, we ensure continuous improvement and high-quality outcomes.

Industry Leadership & First-to-Market Innovations: NCSP distinguishes itself by pioneering advanced techniques that push the Logo Program industry beyond mere maintenance and into genuine growth. From the outset, we have introduced geospatial integration, enterprise management systems, and sophisticated analytics—capabilities that our competitors have since tried to imitate. This forward-thinking approach, combined with a robust financial foundation and proven operational excellence, enables us to meet NCDOT's needs today and sustain program success well into the future.

A vendor's strength is its ability to innovate rather than remain content with the status quo. As Bob Iger, CEO of Disney, once stated, "The

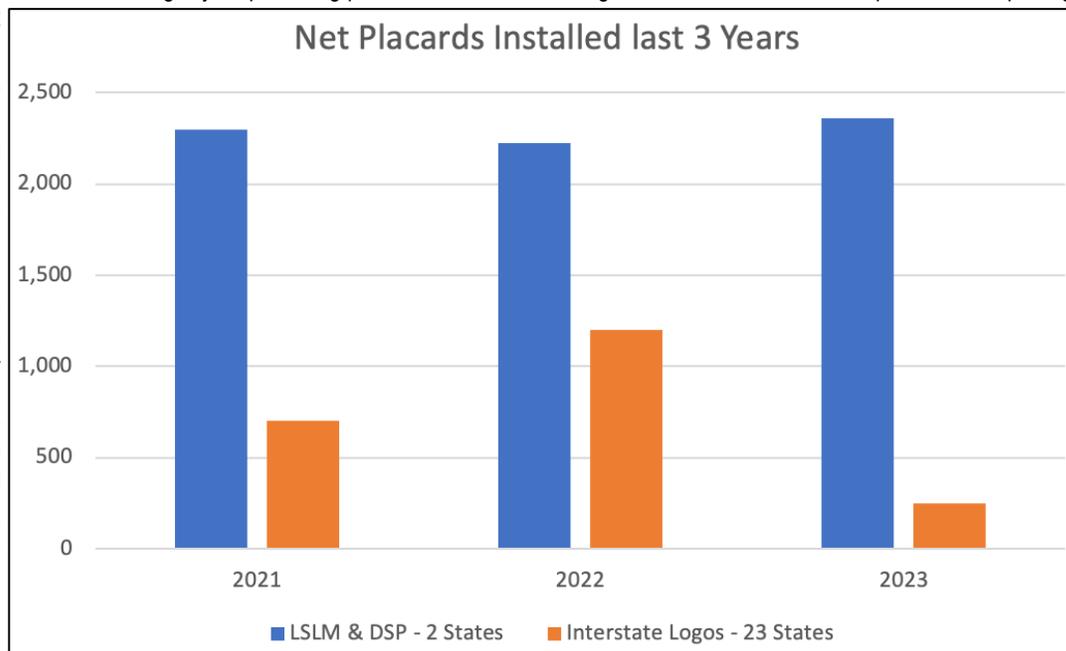


Figure 1-1 LSLMC versus. Competitor Net Placards installed since 2021

[Source: Lamar's December 31, 2020, 2021, 2022, 2023 10-K filings with the US Securities and Exchange Commission]



riskiest thing we can do is just maintain the status quo.” In practice, this means seeking out the newest technologies, business processes, and enhanced marketing tools that allow a Logo Program to evolve rather than stagnate. Our competition frequently asserts that our growth projections are “outrageous,” but our documented results clearly demonstrate that our historical data and models are sound and accurate. Through comparative analysis, as detailed below, our models, which are based on our proven historical data, conclusively demonstrate we are the only firm to consistently show large-scale and consistent growth. We are the only company to exceed annual revenues of \$10 million, \$20 million, and \$30 million for a Logo Program, driving revenue from \$3.5 million to \$30 million, as seen in our Texas case study ([Figure 1-2](#)).

Although our competitor operates in 23 states and we operate in only two (Virginia and Texas), our growth-oriented mindset has consistently resulted in higher net additions of new placards overall. Data obtained from our competitor’s public filings with the U.S. Securities and Exchange Commission confirms using evidence-based results that NCSP (through Lonestar Logos and Directional Signing Program) has installed significantly more new signs on average than our competition ([Figure 1-1](#)), reflecting our commitment and ability to perform **strategic expansion** rather than relying on passive maintenance.

By expanding the number of paying participants, rather than simply retaining current ones, we have proven our capacity to elevate a state’s Logo Program to new levels of financial performance.

In short, we have demonstrated the ability to introduce **truly innovative practices**—ranging from advanced GIS-supported marketing strategies to integrated enterprise management systems—while simultaneously **increasing both participation and revenue**. Our progress is rooted in actionable data, transparency, and a willingness to invest in ongoing improvements. For NCDOT, our track record demonstrates our ability to deliver transformative, enduring growth in alignment with the Department’s forward-thinking objectives and not merely maintaining an inherited baseline.

With a strong record of success in Texas and Virginia, NCSP is fully prepared to apply our proven methodologies, innovative technologies, and customer-centric strategies to the NCDOT Logo Program. Our breadth of experience, from asset management and marketing to regulatory compliance and cutting-edge data systems, ensures that we will provide top-tier service, strategic growth, and enduring value for NCDOT and the traveling public.

1.2 Past Performance List

NCSP has two similar projects in size, scope, and work to NCDOT’s Logo Program:

Texas DOT (TxDOT) LOGO Program (Information Logo Sign & Tourist-Oriented Directional Sign (TODS) Program):

- Location: Texas
- Date: 2007- Present
- Size: >6,205 structures, 8,077+ participants, and 4,830 interchanges
- Scope: complete turnkey program for LOGOS, TODS, and Major Shopping Area Guide Signs (MSAGS) programs
- 2023 Revenue: \$29,278,544.39

Virginia DOT (VDOT) Integrated Directional Signage Program (IDSP):

- Location: Virginia
- Date: 2020- Present
- Size: >15,959 structures, 4,794+ participants and 4,524 interchanges
- Scope: complete turnkey program for LOGOS, TODS, General Motorist Service Signs (GMSS), Supplemental Guide Signs (SGS), and Historical Signs
- 2023 Revenue: \$6,343,034.85

1.3 Transition Experience from Department to Vendor

NCSP brings extensive experience managing complex transitions from state-operated programs to vendor-led models. While our previous full program transitions primarily involved vendor-to-vendor scenarios, we have also successfully managed complex department-to-vendor transitions, which required earning the trust of the public and stakeholders, restructuring workflows, and meeting unique regulatory demands. Notably, both of our past full program transitions were executed during highly challenging periods: the 2007 financial crisis and the peak of the COVID-19 pandemic. Despite these adversities, we seamlessly transitioned the programs through dedicated effort and refined business processes. Today, we successfully operate two of the largest Logo Programs in the nation. We will successfully perform the NCDOT transition, which presents a unique set of opportunities and considerations of moving from a state-managed to a vendor-managed Logo Program.

Case Study: Virginia’s Historical Marker Program In 2020, NCSP’s affiliated entity, Directional Signing Program (DSP), assumed responsibility for Virginia’s Historical Marker program, a process that required aligning previously department-run functions among multiple state agencies. Trevor Hershey, who led DSP’s Historical Marker transition, will be moving to NC as Assistant Program Manager, bringing our institutional knowledge and processes to the NC Logo Program. Highlights of this transition include:

- **Multi-Agency Coordination:** DSP worked closely with the Department of Historic Resources (DHR), Virginia Department of Transportation (VDOT) Districts, and other local representatives to clarify roles, define funding processes, and approve final sign content.
- **Regulatory Complexity:** DHR retained authority over historical content, while VDOT oversaw funding and site feasibility. DSP took on construction, installation, and ongoing maintenance duties.
- **New Operations Manual:** To formalize these responsibilities, DSP spearheaded the creation of a Historical Marker Manual, documenting the workflows and ensuring each party understood its role. This effort not only established a seamless partnership but also facilitated greater transparency and efficiency.

The Virginia Historical Marker experience highlighted our ability to integrate multiple departmental regulations, manage iterative approvals, and engineer processes where none existed—ultimately smoothing the transition from departmental oversight to a vendor-led framework.

Case Study: New Mexico’s State-to-Vendor Transitions NCSP has engaged **Brian Sauber** as our **dedicated Transition and Special Projects Manager**. In the role of General Manager, Brian played a leading role in transitioning the New Mexico Logo Program from state-run operations to a



vendor-managed structure, not once but twice, giving him firsthand knowledge of the nuances involved in this particular scenario. This direct insight is pivotal for:

- **Building Trust with State-Managed Participants:** Brian’s approach emphasizes immediate, proactive communication, clarifying new processes and fee structures early in the transition, and providing participants with a solid understanding of the vendor’s added value.
- **Streamlining Operations:** By centralizing design, permitting, construction, and maintenance under a coordinated vendor structure, Brian effectively cut bureaucratic lag and improved overall program responsiveness.

Applicability to NCDOT’s Upcoming Transition While NCSP’s background includes challenging vendor-to-vendor scenarios, our department-to-vendor transition experience in both Virginia and New Mexico demonstrate the scalability and adaptability of our approach. We plan to bring the same proactive tactics to NCDOT, including:

- **Immediate Face-to-Face Outreach:** Ensuring participants fully understand how the new vendor-led model benefits them, justifies any revised fees, and promotes long-term sustainability.
- **Holistic Lifecycle Management:** Leveraging Brian’s knowledge of each program phase—kickoff, onboarding, design, permitting, construction, and maintenance—to anticipate issues before they arise and maintain high performance standards.
- **Smooth, Transparent Transition:** Backed by NCSP’s proven adaptability, rigorous best practices, and years of operational expertise, our focus remains on elevating NCDOT’s Logo Program. This includes preserving participant satisfaction, boosting operational efficiency, and yielding a robust foundation for enduring vendor management success.

NCSP’s experience with complex departmental processes (as evidenced in Virginia’s Historical Marker transition) and direct state-to-vendor transformations (as exemplified by New Mexico’s Logo Program led by Brian Sauber) makes us well-equipped to address NCDOT’s unique transition seamlessly. By combining Brian Sauber’s specialized expertise with NCSP’s dedication to proactive communication and tailored workflow design, we ensure a more resilient, efficient, and value-driven Logo Program under vendor leadership.

1.4 Experience Growing Revenue

LSLMC/NCSP is a turnkey signing enterprise. We have been successfully designing, fabricating, transporting, and installing new signs, maintaining and updating current signs, and removing outdated signs for 17 years. We have worked on thousands of signs, including mounting large sign panels and panel overlays, as well as smaller signs. We manage all fabrication, installation, maintenance, removal, assessments, and inspections for our large sign program, have our own trained traffic management team, successfully maintain our own inventory, and have a sustained, impeccable safety record. LSLMC/NCSP fills sign vacancies, contracts new business participants, adds new sign locations, repairs and maintains existing sign locations, and assists Departments with training on Esri and other technologies on an as-needed basis so they can effectively navigate the program’s software and data. Our program provides the DOTs unrestricted access to a comprehensive, web-based, real-time proprietary program management system with complete histories for every sign and every participant/business in the signing program.

Revenue Generation: NCSP will generate and increase revenue for NCDOT through effective program management. Our approach is designed to achieve year-over-year growth of 2.5% to 10%, based on our successes in other states. We employ advanced technology and process optimization to reduce costs and improve efficiency, directly contributing to higher revenues for the program.

NCSP’s proven **expertise in increasing revenue and expanding participation** in Logo Programs is **exemplified by our track record in Texas**. Since assuming responsibility for the TxDOT LOGO Program in 2007, we have systematically implemented strategic marketing, technology integration, and customer-centric operations to achieve remarkable, sustained growth. Through a competitive bidding process, LSL/LSMC was selected again to run the Texas LOGO Program from 2017 to 2027. This serves as recognition of our success, including our database management system, innovation, high-quality of work, and proven growth model.

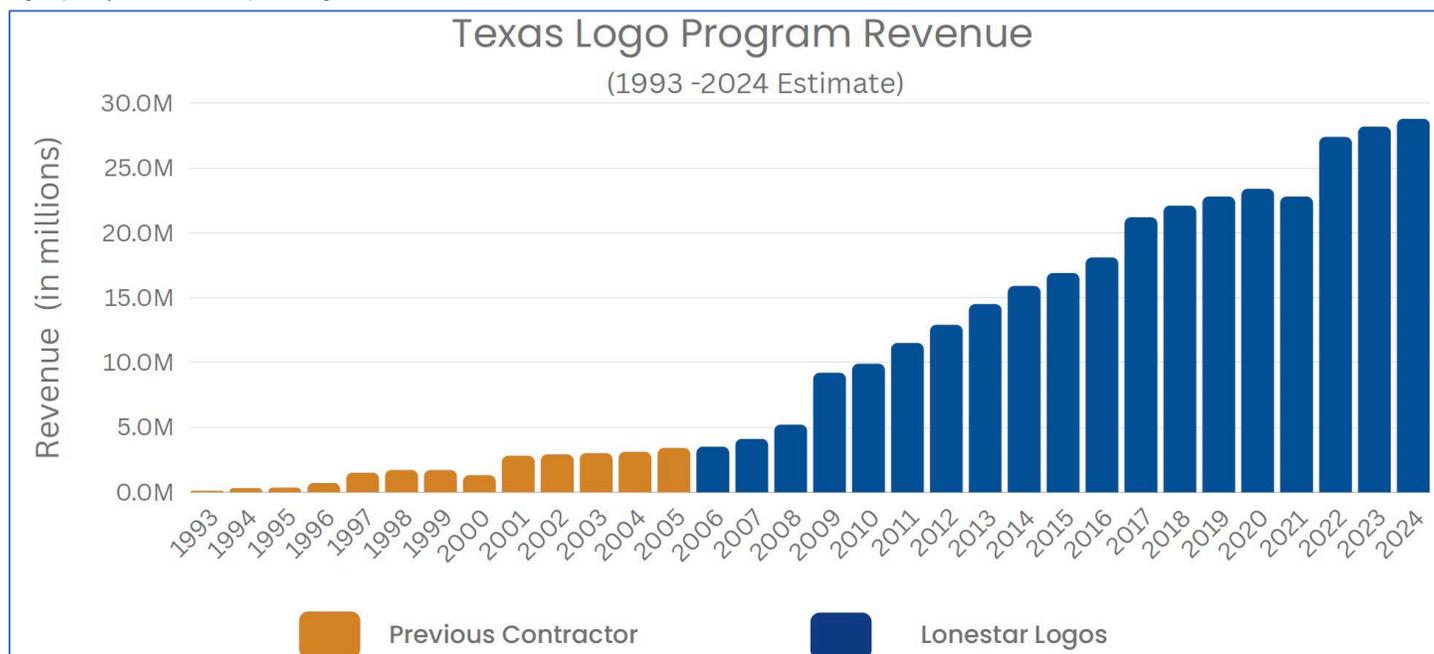


Figure 1-2: TxDOT Logo Program Revenue Growth



Assuming the contract from our competitor that made approximately **\$3 million in annual revenue**, we elevated the program’s income to over **\$22 million within a decade—an increase of more than 630%** (Figure 1-2). Continuing this momentum, we surpassed **\$30.1 million in annual revenue in 2024**, serving **over 8,000 participants**, managing **21,576 logo plate positions**, and maintaining more than **6,303 structures** across **197,000 miles of roadway**. As an additional example of our revenue growth capability, we project further growth of the Texas LOGO Program to **exceed \$225 million** in the next ten years and have committed to TxDOT that we will **share revenues of more than \$160 million** and build over **4,000 signs** from **2017 to 2027**. Over the life of our program for Texas, we have obtained **increases of up to 10% year over year**. We note that this is a significantly accelerated rate of growth since we took over the program in 2007 from the prior contractor.

Our approach involves identifying and filling sign vacancies, proactively recruiting new business participants, and enhancing the value proposition for customers through innovative services and superior customer engagement. By leveraging advanced GIS tools, ESMS-driven data analytics, and targeted marketing campaigns, we consistently add hundreds of new placards each year. On average, we increased participant numbers and placards by **10% annually**, with a **net addition of 11,371 placards over 12 years**, which is nearly 950 additional placards per year (Figure 1-3 TXDOT Logo Participant Growth 2013-2024). A key factor in our success is cultivating strong relationships with participants and making the process easy for them.

We provide tailored solutions that highlight the benefits of joining the program, such as greater brand visibility and we make things like payments and account access simple and versatile. At the same time, we offer additional services—like enhancing Google Search, Google Maps, and Google Street View—to help participants optimize their presence in the digital marketplace, reinforcing the value of the Logo Program and encouraging long-term retention. Additionally, we have phased in one of our rate increases in the Texas Logo Program before when we determined that it would be the best solution for the program. Though this RFP made no reference to phasing in participant fees, we will offer North Carolina the same flexibility if NCDOT desires such.

While TxDOT does not strictly define program success by revenue growth, our performance and continuous program enhancements reflect our ability to successfully exceed expectations. We have established a successful, reproducible model that is adaptable to other states, including North Carolina, ensuring similar or even superior outcomes. By combining robust marketing strategies, cutting-edge technology, and a relentless focus on customer service, NCSP stands poised to drive consistent, meaningful revenue increases and a growing base of satisfied participants for NCDOT’s Logo Program.

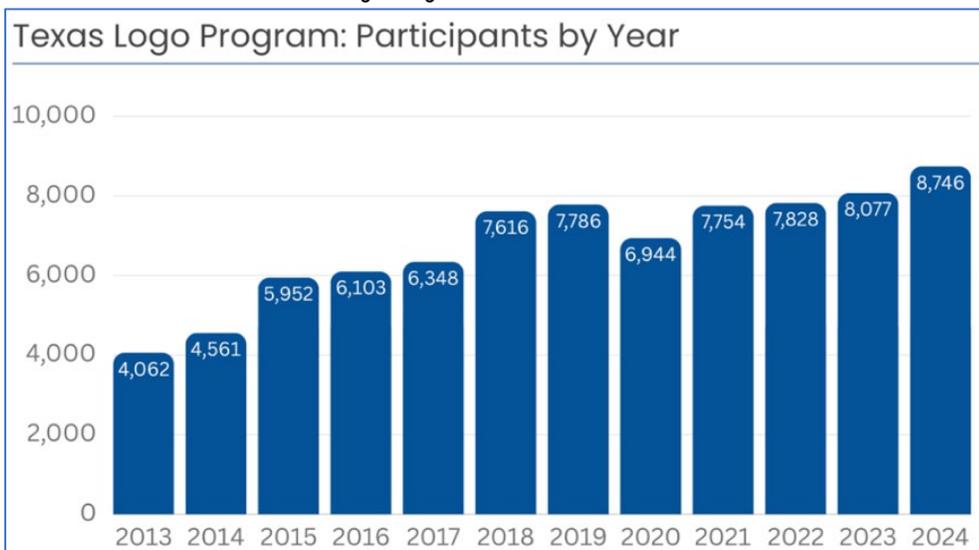


Figure 1-3 TXDOT Logo Participant Growth 2013-2024

2 Project Management Plans

NCSP brings extensive experience collaborating with state DOTs to ensure compliance, seamless communication, and strategic alignment, as demonstrated in our success with Texas and Virginia. For North Carolina, we will work closely with NCDOT, applying our integrated Enterprise System Management Suite (ESMS)—including Microsoft Teams, SharePoint, ArcGIS, and structured communication protocols—to streamline coordination, secure file transfers, issue tracking, and robust reporting.

Our technology-driven approach supports NCDOT’s safety, efficiency, and reliability goals. At the same time, our organizational structure, clearly defined team roles, and highly qualified key personnel ensure that project management plans are executed effectively. By leveraging real-time dashboards, dynamic reports, and a fully integrated program management system, we deliver comprehensive oversight of every program element, from asset management and participant eligibility to financial accountability and performance metrics. Our strategy of unifying advanced technology with dedicated staffing, sound processes, and transparent reporting shows how NCSP will achieve outstanding results for the North Carolina Logo Program.

2.1 Organization Chart

Organizational Structure: NCSP operates as a subsidiary of LoneStar Logos Management Company (LSLMC), a firm with a proven record of administering complex signage programs for state Departments of Transportation.

Within LSLMC’s family of companies, (as seen in Figure 2-1), NCSP joins Directional Signing Program, LLC (DSP), which manages VDOT’s Integrated Directional Signing Program (VAIDSP), and LoneStar Logos, LLC (LSL),

which oversees TxDOT’s Logo Program. This interconnected network of subsidiaries is supported by a shared foundation of best practices, resource sharing, and consistent operational standards. The result is an organizational structure that fosters stability, cooperation, and knowledge transfer across all entities, ensuring that NCSP will leverage collective expertise, adapt swiftly to evolving needs, and provide NCDOT with exceptional service.

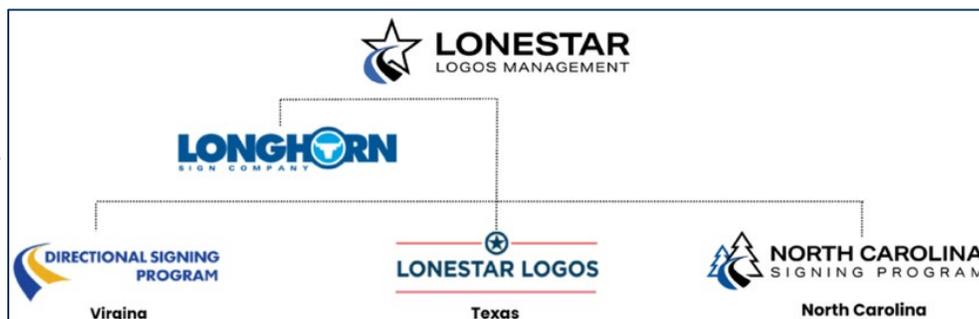


Figure 2-1: LSLMC Corporate Organizational Structure

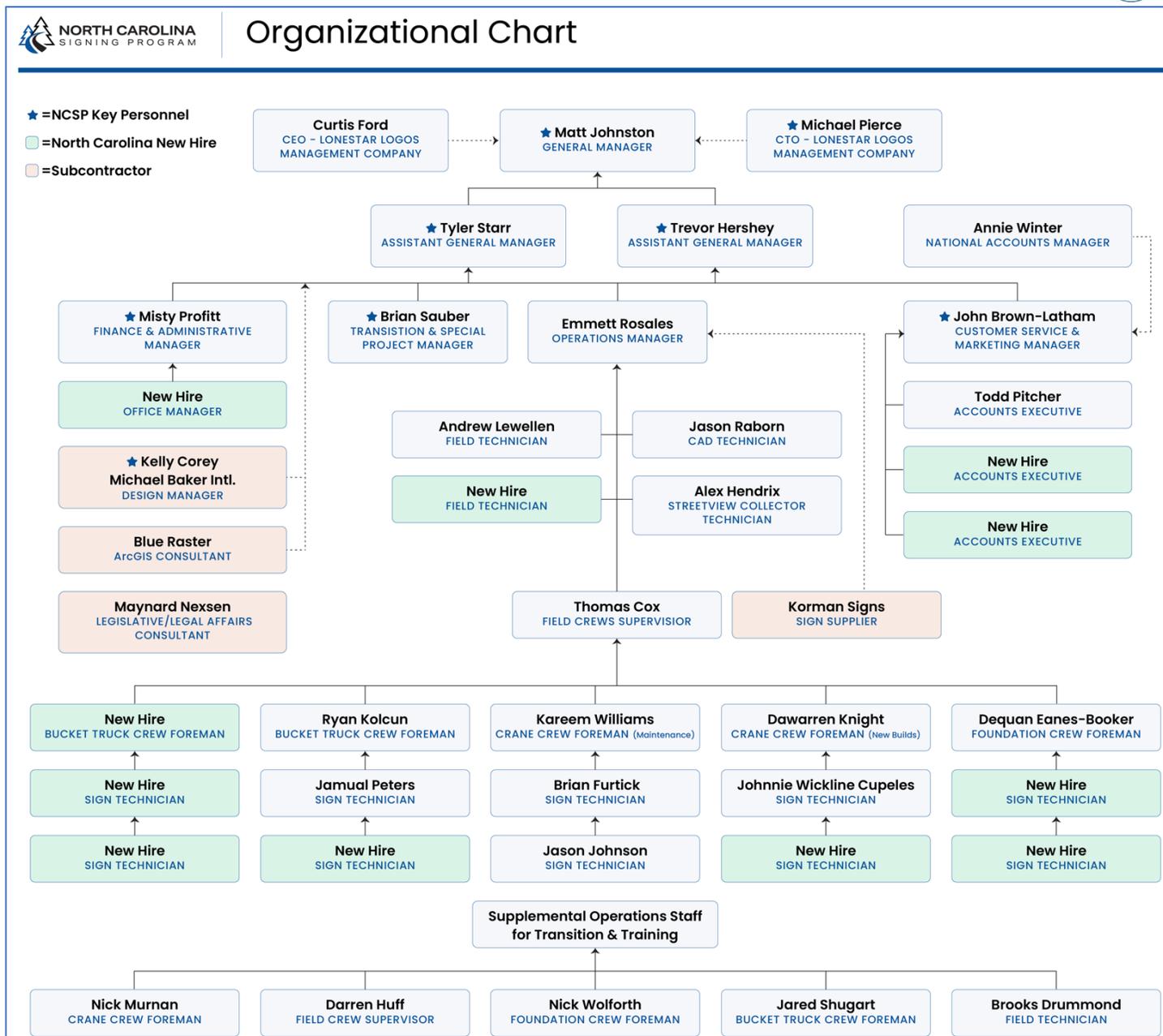


Figure 2-2 NCSP Organizational Chart

Our organizational chart (Figure 2-2) clearly illustrates the robust, fully integrated structure that underpins NCSP’s operations in North Carolina. This chart highlights our key personnel—leaders with extensive experience in logo and signage programs—as well as several open positions that will be filled locally to further strengthen our in-state presence. By investing in on-the-ground staff within North Carolina, we ensure timely communication, immediate responsiveness, and a strong understanding of the local environment, market conditions, and regulatory landscape.

Unlike our competitors, **NCSP performs all construction and maintenance activities in-house.** We rely only minimally on subcontractors for specialized tasks such as design services and certain material acquisitions. This strategic approach enables us to maintain direct oversight of quality, scheduling, and cost control. Without subcontractor dependencies, we minimize delays, enhance accountability, and deliver consistent outcomes that meet or exceed NCDOT’s expectations.

We also have the advantage of drawing upon the networks and resources of our affiliated companies under LSLMC. Our internal teams, trained to the highest in-State and Federal standards, will quickly mobilize to address urgent needs and adapt to unforeseen challenges. In emergency situations or during peak demand, we will temporarily reassign skilled team members from our Texas and Virginia operations to North Carolina’s Logo Program, without impacting ongoing operations in those other States. This surge capability ensures that even in extraordinary circumstances, we have and will use our manpower and expertise to maintain service continuity and operational excellence.

By maintaining our deep bench of highly trained professionals, delivering core services internally, and leveraging our broader corporate family for additional capacity, NCSP is uniquely equipped to provide NCDOT with superior responsiveness, rapid turnaround times, and uncompromising quality. Our organizational chart is not just a representation of structure—it’s a blueprint for how we consistently deliver outstanding results.



2.2 Changes to Personnel

In our previously submitted Statement of Qualifications (SOQ), we identified key personnel integral to the success of the North Carolina Logo Program. We confirm that these key personnel have not changed since our RFQ submission.

Since the RFQ, we have added one key team member to enhance our capabilities and ensure a smooth transition for the Logo Program: **Brian Sauber – Transition and Special Projects Manager**.

No Other Changes to Key Personnel: Aside from the addition of Brian Sauber as a key staff member, we confirm that no other changes have been made to our previously identified key personnel. All original team members are ready to contribute their expertise to the North Carolina Logo Program.

2.2.1 Transition and Special Projects Manager

As noted above, since the RFQ, we have added one key team member to enhance our capabilities and ensure a smooth transition for the Logo Program: **Brian Sauber – Transition and Special Projects Manager**. Brian Sauber brings 28+ years of experience in managing Logo signage programs for various Departments of Transportation. Throughout his career, he has successfully overseen Logo sign construction, permitting, and maintenance, ensuring compliance with OSHA standards, adept traffic control, and efficient project delivery. He has extensive expertise in transitioning state-run programs to vendor management, having transitioned the State of New Mexico's program from state to a 3rd party vendor twice. He has a proven track record of building strong relationships with clients, maintaining budgets, and facilitating complex project coordination. Brian's technical proficiency with site development, drafting, and construction further strengthens our team's operational efficiency.

Brian's responsibilities will include managing the transition from state-run to vendor-run operations, supporting special projects, and ensuring all stakeholders experience a seamless changeover. More details on Brian's qualifications and role can be found in [Section 2.5](#).

2.2.2 Legislative/Legal Affairs Consultant

In addition to the Key Personnel and the personnel listed in our organization chart, we added an additional team member, namely our Legislative/Legal Affairs Consultant, **David Ferrell, of Maynard Nexsen PC**, who is based in NC and ready to support this Logo project as needed, though he is **not** considered Key Personnel.

LoneStar Logo's legal and government affairs firm in North Carolina is Maynard Nexsen PC, which is a full-service law firm with more than 550 attorneys in 24 offices from coast to coast, including North Carolina offices in Raleigh, Charlotte, and Greensboro.

David Ferrell, a veteran North Carolina attorney and lobbyist since 1997, who is based at 4141 Parklake Avenue, Suite 200, Raleigh, NC 27612, leads Maynard Nexsen's legal and government affairs work for LoneStar Logos in North Carolina.

On April 1, 2023, Alabama-based Maynard Cooper & Gale and Carolinas-based Nexsen Pruet officially merged to become one national law firm: Maynard Nexsen PC. Maynard Nexsen's clients span a wide range of industry sectors and include both public and private companies, including transportation and infrastructure related clients. Maynard Nexsen supports more than 80 legal specialties and practice areas, focusing on Government Affairs, Public Contracts, Litigation, Corporate, and Regulatory practices.

David has experience in state, local, and executive branch lobbying, grassroots campaigns, working with political action committees, and regulatory compliance. He focuses his government affairs work on the North Carolina General Assembly and the North Carolina delegation in the United States Congress, representing a diverse group of clients and industries in a wide range of issues, allowing him to appear in, advocate for, and monitor legislation in most of the standing legislative and interim study committees. He has a particular focus on transportation, municipal, utility, energy, permitting, and economic development matters.

Regarding David's legal work, he represents energy, electric, water, and other utilities in various matters, including regulatory proceedings, right-of-way acquisition, eminent domain, and general liability matters. He regularly represents clients before the North Carolina Utilities Commission and other regulatory agencies. David's administrative and regulatory practice focuses on representing businesses and individuals before professional licensing boards, state and local regulatory and permitting agencies, and other similar agencies. He also serves as general counsel to North Carolina business and trade associations and state professional licensing boards. David is a board member of the North Carolina Professional Lobbyists Association and has consistently been recognized as one of the state's leading lobbyists by various outlets.

2.3 Consistency of Designs

For the North Carolina Logo Program, we have chosen to partner with **Michael Baker International (MBI)** as our design subcontractor with **Kelly M Cory, PE, PTOE** as our **Design Manager**. **MBI** brings extensive signing design experience in North Carolina, specifically with NCDOT on a wide variety of signing design projects including several Design-Build interstate projects. **MBI** will be the primary designer for the NCDOT Logo Program but the existing in-house design capabilities of **NCSP**, built through our strong foundation of delivering design services throughout our operations in Texas and Virginia, provides additional design depth.

Michael Baker
INTERNATIONAL

Throughout the execution of this contract, Ms. Cory, of **MBI**, will provide guidance and review for all signing design elements; panel design, signing layout, and support designs. This single point of final internal design review will ensure consistency among all designs, whether they originate with designers at **MBI** or are developed by other experienced technical members of the **NCSP** team. By combining **NCSP's** internal design expertise with **MBI's** regional specialization, we enhance overall design quality, reduce learning curves, and ensure a seamless integration into the state's established processes.

Our approach to maintaining design consistency includes:

- **Centralized Design Coordination:** Our Design Manager, Ms. Cory, will collaborate with a dedicated Design Coordinator who will oversee all design activities, ensuring that both **MBI** and **NCSP** utilize standardized templates, symbols, and criteria, which are compliant with NCDOT's ORD workspace. This coordinator will also confirm that every party accesses the same reference materials, guidelines, and up-to-date project information.



- **Uniform Standards and Tools:** Regardless of whether designs originate from **MBI** or **NCSP**, all work will be performed using consistent software platforms (GuideSIGN and OpenRoads Designer) and follow the MUTCD and NCDOT Logo Sign Privatization Manual guidelines. Our knowledge base will allow internal review of deliverables to be conducted thoroughly and promptly, ensuring full compliance and consistency.
- **Secure Communication and Document Control:** Through secure platforms like SharePoint and ProjectWise, the **NCSP** team will maintain a centralized repository of design documents, revisions, and feedback. Both **MBI** and **NCSP** staff will work using the latest approved files, eliminating version conflicts, and improving real-time collaboration and issue tracking.
- **Rigorous QA/QC Process:** Internal checklists will be prepared by Ms. Cory, our Design Manager, to be utilized by reviewers during each stage of design. These checklists will ensure that all internal reviews are completed for both design compliance and plan presentation standards. In addition, Ms. Cory will personally provide the final internal review of all designs, whether they are prepared by engineers or technicians at **MBI** or **NCSP**, to assure compliance and consistency with the objectives of the Logo Program.
- **Continuous Improvement and Feedback Loops:** Throughout the course of the NC Logo Program, our team will provide regular assessments of design reviews to guide ongoing refinements to templates, standards, and workflows. While **MBI** will be the primary designer on this project, should we encounter any need to shift workload or provide supplemental design capacity, our NCSP in-house experts stand ready to step in, ensuring no disruptions and maintaining uniform, high-quality results.

By leveraging a trusted regional expert like **MBI**, supported by our seasoned internal team and unified processes, **NCSP** guarantees that all designs—regardless of origin—will be accurate, fully integrated, and consistent with NCDOT’s standards and objectives.

2.4 Project Manager



Matt Johnston, President and Program Manager of LoneStar Logos Management Company (LSLMC) / North Carolina Signing Program (NCSP), will serve as the Vendor Project Manager and primary point of contact for the North Carolina Logo Program. In this role, he will have complete oversight and responsibility for Vendor performance, ensuring that all program objectives, schedules, and quality standards are met or exceeded. He will directly interface with NCDOT, addressing inquiries, attending meetings, and guiding decision-making processes with transparency and efficiency.

Qualifications and Experience: Mr. Johnston brings 18+ years of leadership experience from his successful management of the Texas (TxDOT) and Virginia (VAIDSP) Logo Programs.

Under his guidance, the Texas Logo Program realized a 722% increase in revenue over 17 years, reflecting his proven ability to optimize operations, drive revenue growth, and foster strong industry relationships. His breadth of knowledge spans program management methodologies, risk management, process improvement, and organizational change management.

His active involvement in national-level associations, such as the National Committee on Uniform Traffic Control Devices (NCUTCD) and the American Traffic Safety Services Association (ATSSA), ensures he remains current with industry best practices and evolving regulations.

Core Competencies Include:

- **Program / Project Management:** Expert in planning, directing, and supervising complex projects.
- **Organizational and Process Improvements:** Skilled at implementing streamlined procedures, best practices, and robust quality assurance measures, made possible by employing strong interpersonal communication.
- **Risk Management & Troubleshooting:** Adept at identifying potential issues early and applying practical solutions to maintain program integrity.
- **Client Relationship Management:** Outstanding communication and negotiation skills, ensuring positive, long-term partnerships with stakeholders.
- **Technical and Digital Transformation Expertise:** Proficient in integrating digital tools, e-commerce solutions, and innovative service delivery models into cohesive solutions.
- **Team Building and Training:** Proven success in cultivating high-performing teams, comprehensive training programs, and a proactive safety culture. Mr. Johnston cares deeply about his people and his programs, and this care is reflected in the work culture of the company.

Availability and Responsiveness: Mr. Johnston will devote 100% of his availability to the North Carolina Logo Program. He will respond to all communication from the Department within 24 hours and is prepared to attend in-person and virtual meetings within 48 hours of request. His direct, hands-on approach ensures that any issues, updates, or decisions can be addressed promptly and effectively.

Location: If the North Carolina Signing Program is awarded the contract, Mr. Johnston will establish a residence in North Carolina and dedicate 100% of his time to the success of the NCDOT Logo Program. By maintaining a local presence, he will be readily available for in-person meetings, immediate response to emerging needs, and hands-on leadership of the project team.

2.5 Team- Roles and Skills

NCSP’s cohesive team structure ensures that all critical functional areas—finance, marketing, design, operations, technology, transition, and support—are led by individuals with deep domain expertise and proven track records. By combining these roles under NCSP’s integrated management framework, the NCDOT Logo Program will benefit from efficient workflows, quick issue resolution, data-driven improvements, and exceptional customer service.

Each team member’s specialized skills and experience contribute to a well-rounded, high-performing organization dedicated to meeting NCDOT’s goals for safety, efficiency, and program growth. Each member’s role(s) and skills are described in the table below.



	Name, Position	Role	Skills and Expertise
	<p>Misty Proffitt, Financial Manager (Finance & Administration)</p>	<p>Oversees all financial and administrative operations, including budgeting, accounting, auditing, compliance, and resource allocation for the NCDOT Logo Program. Ensures transparency, accuracy, and alignment with state regulations and contract terms.</p>	<p>With over 23 years in commercial construction finance, Misty excels in streamlining financial reporting, conducting comprehensive audits, and maintaining rigorous compliance standards. Her adeptness at optimizing processes ensures that financial operations run smoothly, minimizing errors and delays, while her strong analytical background enables her to forecast trends, manage costs effectively, and provide strategic insights that support the program's long-term fiscal health. At VAIDSP, her attention to detail and process refinement saved >40 hours per quarter through process optimization of reporting and audits.</p>
	<p>John Brown-Latham, Sales and Marketing Manager (also responsible for Customer Service)</p>	<p>Leads customer outreach, sales efforts, and participant engagement strategies to grow the Logo Program's revenue base and participant portfolio. Oversees marketing campaigns, participant onboarding, complaint resolution, and retention initiatives.</p>	<p>With 20+ years in customer service and 15+ years in management roles tied to Logo programs, John has consistently driven sales growth, achieving a 97% participant renewal rate and adding an average of 85 new participants annually. John thrives at building lasting relationships and converting potential leads into long-term participants. His expertise in strategic marketing, data-driven outreach, and brand positioning enhances program visibility, while his ability to mentor teams and handle complex client inquiries ensures consistently high satisfaction and participant loyalty. John's service-oriented leadership style is reflected in his teams' success.</p>
	<p>Kelly M. Cory, PE, PTOE, MBI's Design Manager,</p>	<p>Guides the design and engineering aspects of the Logo Program, ensuring that all sign layouts, traffic operations, and related engineering tasks meet NCDOT standards and MUTCD guidelines. Integrates designs consistently across multiple offices and ensures timely approvals.</p>	<p>A licensed Professional Engineer in NC and other states, Kelly has 21+ years of traffic engineering experience. As a Certified Professional Traffic Operations Engineer, she is adept at producing signing and marking plans for various roadway types, as well as conceptual roadway layouts. Kelly's precision in producing signing and marking plans and her familiarity with North Carolina's transportation framework guarantee compliant, high-quality designs. Her extensive experience in both Design-Build and Design-Bid-Build delivery methods, combined with strong collaboration skills, ensures cohesive, efficient integration of multiple design sources, ultimately delivering reliable, safe signage solutions.</p>
	<p>Tyler Starr, Operations Manager (also responsible for Construction, Inventories, & Maintenance)</p>	<p>Oversees day-to-day field operations, construction, inventories, and maintenance activities. Ensures safe, efficient sign installations, proactive maintenance schedules, and quality assurance measures are in place. Manages technicians, coordinates logistics, and adheres to all safety and MUTCD standards.</p>	<p>With 15+ years in roadway signage operations, Tyler has a proven record overseeing the installation of hundreds of structures annually and working with state DOTs like TxDOT and VDOT. His experience with asset management, process improvements, and industry-standard certifications (ATSSA, OSHA) ensures that operational tasks are completed on schedule, safely, and with minimal disruption to the traveling public. His proficiency in asset management and process optimization tools (ArcGIS, Microsoft Dynamics CRM) enhances operational efficiency, while his commitment to stringent safety protocols, staff training, and resource allocation ensures that installations and maintenance activities are executed on schedule, within budget, and with minimal disruption.</p>
	<p>Michael Pierce, Systems Architect (also responsible for Technology & Data Management Services)</p>	<p>Leads technology integration, data management, and system security. Implements and maintains the Enterprise Sign Management System (ESMS), ensuring real-time data availability, secure information transfers, and robust reporting tools.</p>	<p>Michael's 30+ years of technology leadership, including military service with NORAD and NSA, give him unparalleled expertise in cybersecurity, cloud-based systems, and data governance. He excels at crafting scalable solutions that streamline data workflows, reduce downtime, and maintain rigorous security postures, ensuring that both NCDOT and participants have dependable, safe access to critical information and decision-making tools. He has successfully integrated platforms into our ESMS, improving operational efficiency and data-driven decision-making, critical for maintaining transparency and compliance in the Logo Program.</p>
	<p>Trevor Hershey, Assistant Project Manager (also responsible for support of Operations, Marketing, & Customer Service)</p>	<p>Supports operations, marketing, safety, and customer service efforts. Coordinates with field crews, oversees logistics, assists in scheduling and budgeting, and serves as a liaison between management, technicians, and customers.</p>	<p>With 9+ years managing directional signing projects, Trevor excels in operational logistics, team coordination, and stakeholder communication. Trevor's certifications in traffic control and OSHA compliance ensure that all operational tasks meet safety and regulatory standards. He fosters a positive work environment that motivates crews while ensuring high-quality, on-time project delivery including 20 direct reports and five construction crews. His role as Program Manager and liaison for VAIDSP underscores his capability to maintain strong relationships and deliver positive outcomes.</p>



	Brian Sauber, Transition & Special Projects Manager	Manages the transition from state-managed to vendor-operated Logo programs, focusing on smooth onboarding, risk mitigation, and operational continuity. Also leads special initiatives aimed at operational efficiency, marketing strategy, and compliance.	Brian's 28+ years in the industry, including key roles transitioning state-run programs to private operation, specifically twice in New Mexico, equip him to handle complex logistical challenges with agility and insight. Brian understands both the macro-level strategy and micro-level execution needed. Skilled in all aspects of construction, drafting, site development, cost estimation, traffic control measures, and stakeholder collaboration, Brian ensures a seamless transition, effective communication with NCDOT, and successful special projects that enhance the program's value.
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Figure 2-3 NCSP Key Personnel

2.6 Project Administration Plan

NCSP/LSLMC brings 17+ years of experience in administering customer-focused Logo Programs. NCSP's **Project Administration Plan** provides a structured, transparent, and data-driven framework for overseeing all aspects of the NCDOT Logo Program.

Our approach emphasizes effective governance, strategic planning, resource management, quality assurance, risk mitigation, and continuous improvement. Guided by experienced leadership, we leverage advanced technology, rigorous processes, and collaborative communication to deliver a safe, efficient, and motorist-focused program.

2.6.1 Program Modernization Approach

NCSP's approach to administering the Logo Program ensures seamless oversight, strategic execution, and operational efficiency.

Our plan maximizes the benefits for NCDOT, participating businesses, and NC's economy. We enhance transparency, accountability, and long-term program growth by leveraging our expertise and applying advanced technology. Thus, we will **grow the NCDOT Logo program to benefit all travelers in NC.**

Item	North Carolina's Current Method	NCSP's Modernized Method
Revenue Growth	Limited revenue growth with a flat rate fee model	Maximized Revenue Growth with marketing and sales plan for maximum market saturation, as well as a market-based traffic count fee model
Economic Support/ Impact	Supports a limited number of communities, primarily based on existing sign placement availability	Expand market saturation, maximizing the use of available sign space to support a broader range of communities and stimulate economic development
Reporting	Reporting is internal and supports basic program management, with limited external data sharing	Real-time, comprehensive reporting increases transparency and accessibility for stakeholders, utilizing software already compatible with NCDOT systems to ensure easy access to program data at any time
Sign Production	Currently produced within North Carolina, ensuring local production standards and supporting the state's economy	Continue to prioritize in-state production, focusing on quality control and supply chain stability while enhancing local job creation in NC's sign production industry
Innovative Applied Technology	Systems not fully optimized for easy data access, accuracy, and transparency, inefficiencies in retrieving information	Our technology integrates operations, customer service, and field management maximizing productivity and accountability, leveraging GIS to optimize processes, minimize administrative burden, simplify customer experience, and save money

Table 1: Program Modernization Approach

2.6.2 Key Administrative Functions and Capabilities

Administration of the Program:

- **Comprehensive Oversight:** NCSP manages every facet of the Logo Program lifecycle—from participant eligibility, marketing, and construction to ongoing maintenance, financial management, data reporting, and contract transitions.
- **Dedicated NC Office:** We have established a fully staffed office in the Raleigh-Cary metropolitan area, located at 514 S Harrington St, Raleigh, NC, and open Monday through Friday (8:00 a.m. to 5:00 p.m.), to ensure direct, accessible, and responsive support. Emergency contact information and after-hours call handling procedures guarantee that inquiries are addressed promptly. Our phone number, 919-342-6140, will be featured on all program materials for easy access. Unlike our competitors, who often use a billboard warehouse of their parent company as its "headquarters," NCSP has established a facility that is solely dedicated to the use of NCSP as the base of operations.
- **Technology as the Foundation for Administration:** At the core of our program administration is the Enterprise Sign Management System (ESMS), an integrated, cloud-based platform that automates workflows, enhances compliance, and maintains consistently high-quality standards. The ESMS acts as a central hub, seamlessly connecting all functions—finance, operations, marketing, design, maintenance, and reporting—and providing a clear, real-time picture of the entire program. See the **Technology, Including Systems and Tools section** below for more details. Our comprehensive Customer Service Request Workflow (**Figure 3-6**) integrates Sales, Field Services, and Billing, ensuring all inquiries are handled efficiently. Customer interactions received via phone, email, or online are logged into our CRM system, allowing for tracking and resolution. Maintenance requests are routed automatically to field staff for immediate attention, ensuring prompt service and issue resolution. Through our advanced ESMS, we offer CRM, financial systems, sales tracking, marketing automation, and customer service modules. The system logs customer complaints, processes them through a dedicated workflow, and tracks resolutions. Our efficient processes have reduced customer complaints to less than 0.5% in both the Texas and Virginia programs. It is this same precision, transparency, and ease of use we will bring to the NCDOT Logo Program.



Project Management Approach:

- **Governance & Leadership:** Our governance framework ensures structured oversight, accountability, and responsive decision-making. Our Project Manager is available at all times and will have no issues responding to NCDOT within 24 hours and attending in-person or virtual meetings within 48 hours of request. Our governance framework prioritizes structured oversight while allowing for flexibility to adapt to evolving program needs. Our strategic decision-making is guided by real-time data insights, ensuring program objectives remain aligned with NCDOT's goals. Regular communication, collaboration, and stakeholder engagement drive accountability and responsiveness across all levels of the program.
- **Strategic Planning & Execution:** We employ data-informed roadmaps with defined milestones for installations, maintenance, and business growth. Our approach adapts to evolving conditions, ensuring alignment with NCDOT's objectives for revenue growth, safety, and participant satisfaction. Our roadmap has clear milestones for sign installations, maintenance, and business engagement. Our flexible approach based on real-time data and evolving conditions ensures alignment with short-term and long-term program objectives.
- **Stakeholder Engagement & Communication:** Biweekly meetings with the Department Project Manager during the initial six-month ramp-up period, followed by monthly/bimonthly meetings and an annual year-end presentation, maintain open dialogue. Meeting minutes, recorded through Microsoft Teams, are finalized and delivered within three business days. Our engagement with NCDOT, local agencies, businesses, and other stakeholders through GIS-powered dashboards provides real-time program tracking and regular feedback to ensure transparency and alignment with program goals.
- **Resource Management & Allocation:** Data-driven resource allocation ensures optimal productivity, staffing, material availability, and responsiveness. Cross-trained in-house teams handle construction, maintenance, and fabrication tasks directly, minimizing subcontractor reliance and ensuring rapid response to shifting priorities, changing demands, and emergencies (such as after natural disasters). Our dedicated in-house teams manage sign fabrication, installation, and maintenance. Our staffing model is scalable, allowing for agility in responding to increases in demand by transferring personnel or hiring locally.

Procedures & Document Control:

- **Standard & Non-Standard Documents:** We develop and maintain all required forms, agreements, branding, marketing materials, surveys, site plans, manuals, dashboards, and schedules. Each item is submitted to the Department Project Manager for approval before use, ensuring compliance and consistency. All documents are housed within our ESMS, secured by user role-based access, so that all relevant stakeholders have access at any time to all resources.
- **Document Control & Versioning:** We employ secure digital repositories for all program documents. Strict version control, centralized storage, and systematic approvals guarantee that the Department always works with the most current, approved documents.
- **Technology Integration:** Our ESMS platform (integrating Microsoft Dynamics 365 and Esri ArcGIS) centralizes data, workflows, and record-keeping. This reduces administrative burden, streamlines billing processes, and ensures all records are easily retrievable and audit-ready.

Core Services and Operational Execution:

- **Financial Management:** Our Financial Manager oversees transparent accounting, budgeting, and revenue tracking, with a focus on cost efficiency, transparency, and accountability. Our monthly, quarterly, and annual financial reports detail revenues, expenditures, fees, participants, and payments, ensuring full visibility of program ROI and financial health. Information on our specific audit procedures can be found in the accompanying [Financial Volume](#) of our submission.
- **Marketing & Customer Service:** The Sales & Marketing Manager leads targeted outreach, participant onboarding, and retention efforts. Customer service inquiries and complaints are logged, tracked, and promptly resolved. Our data-driven strategy is led by the Sales and Marketing Manager to expand Logo Program participation. We use Esri Business Analyst and other tools to demonstrate value, driving growth in revenue and participation. See [Section 3](#) for more details.
- **Eligibility & Business Panel Administration:** Our processes verify participant eligibility swiftly and accurately. We coordinate panel design, fabrication, and installation, ensuring participants receive timely, high-quality signage services. We detail this more in [Section 4.1](#).
- **Initial Inspection & Refurbishment / Maintenance & Construction:** Proactive and scheduled inspections maintain signage quality. In-house crews execute installations, maintenance, and upgrades, ensuring safety and compliance with MUTCD and NCDOT standards. See [Sections 4.6 and 4.7](#) for more details.
- **Design Services:** Our Design Manager and MBI produce compliant, high-quality design plans. Non-standard logo panel designs and traffic control plans undergo Department approval. See [Sections 2.3 and 4.3](#) for more details.
- **Data & Records Management:** NCSP safeguards data integrity, availability, and security following industry standards. Real-time dashboards, continuous backups, robust cybersecurity measures, and user-friendly data feeds ensure NCDOT always has accurate, up-to-date information. See [Section 2.7](#) for more details.
- **Reporting:** Regular monthly, quarterly, and annual reports—along with on-demand reporting—provide transparent performance metrics, asset conditions, financial summaries, and marketing outcomes. Dashboards and online portals deliver immediate, 24/7 access to critical data and performance indicators. See [Section 2.8](#) for more details.
- **Contract Transitions:** Led by the Transition and Special Projects Manager, we ensure a smooth transition from state-managed to vendor-managed operations. Early planning, stakeholder communication, and proven transition methodologies facilitate a positive customer experience and operational continuity. See [Section 5.1](#) for more details.
- **Operations and Maintenance (O&M):** Our O&M is structured for seamless execution across all phases. Our cross-trained teams perform all phases of O&M, covering everything from sign fabrication to maintenance. We use our GIS technology to optimize route planning for inspections, ensuring signs remain in top condition with minimal downtime. Our agile framework allows swift adaptation to changing needs, ensuring efficiency and responsiveness.
- **Risk Management:** We use proactive risk management through real-time tracking with ESMS and GIS tools for early identification and mitigation of potential risks before they escalate. Our rapid response ensures program stability during unforeseen challenges, maintaining program continuity and minimizing disruptions to operations.



Project Coordination & Communication Processes:

- **Approach to Project Coordination:** NCSP ensures seamless and effective coordination with NCDOT and other stakeholders through a multi-faceted approach emphasizing structured communication, comprehensive planning, and transparent data sharing. Regular communication protocols, including scheduled meetings and on-demand access to project data, foster alignment and collaboration with stakeholders. Comprehensive project plans, developed in partnership with NCDOT, outline timelines, milestones, and deliverables while remaining flexible to adapt to evolving project needs. Leveraging tools such as Microsoft Dynamics 365 enhanced with our customized dashboards, NCSP provides real-time visibility into project progress, performance metrics, and insights, ensuring stakeholders have access to accurate, actionable information. A proactive approach to issue resolution, supported by regular feedback loops and data analysis, enables early risk identification and effective resolution. By actively engaging stakeholders, incorporating their input, and addressing concerns, NCSP ensures safe, streamlined operations that consistently meet NCDOT's expectations and project standards.
- **Meeting Cadence & Documentation:** Weekly coordination meetings for the first six months ensure timely ramp-up and goal alignment, followed by monthly meetings and annual presentations. **Specifically**, during the program ramp-up phase, NCSP conducts bi-weekly virtual meetings (Tuesdays and Thursdays) for the first six months to facilitate a smooth transition. Meetings gradually shift to a weekly cadence for the remainder of the first year, and thereafter, NCSP evaluates whether monthly or bi-monthly meetings are sufficient. All meetings are conducted via Microsoft Teams, and minutes are generated using Teams' record and transcribe functions. Meeting minutes are reviewed, finalized, and submitted to NCDOT within the required three business days.
- **Contractor & Construction Interface:** NCSP collaborates with contractors to minimize downtime for affected signs. We provide interim sign solutions and communicate promptly with impacted participants regarding any sign modifications, covering policies, or refunds. Specifically, to minimize disruptions during construction, NCSP collaborates with contractors during the planning phase to ensure all Logo structures are accounted for. If necessary, NCSP provides sign designs and layouts, coordinates temporary sign structures to reduce downtime, and communicates refund policies for signs removed or covered longer than 60 days. Affected customers are notified immediately in writing and via phone to ensure they are aware of the downtime and refund process. Construction-affected assets are tracked in real-time, with statuses such as "Down for Construction" or "Construction Zone" reflected in NCSP's ESMS. These updates are available through the DOT portal ArcGIS Dashboards, providing stakeholders with clear visibility into affected assets and project progress. See [Section 4.7](#) for more details.
- **Work Orders & Issue Resolution:** All maintenance, repair, and new installation requests are managed through automated workflows within our ESMS. Alerts notify responsible staff of approaching deadlines, ensuring timely resolution of work orders and performance commitments.

Quality Management, Compliance, and Continuous Improvement:

- **Quality Management Plan (QMP):** NCSP develops a QMP that sets clear standards, inspection schedules, and performance metrics to ensure program excellence. Continuous rolling maintenance inspections are conducted to assess the structural integrity, reflectivity, and compliance of all assets with MUTCD and NCDOT guidelines, with findings meticulously logged in the ESMS. Continuous monitoring through GIS tracking ensures sign visibility, structural integrity, and customer satisfaction, enabling real-time issue resolution and the maintenance of high-quality standards. **Specifically**, our QA/QC process employs a data-driven approach to ensure that all structures meet the specified high standards and continuous refinement is supported. Maintenance inspections cover each structure's foundation, support systems, and panels, while routine and post-installation audits confirm visibility, proper placement, and structural soundness. All findings, including updates on maintenance activities, are documented in the ESMS, and necessary work orders are generated automatically. We provide additional information and details about our QA Standards and Compliance in [Section 4.3.2 Quality Assurance Process and Standards Compliance](#).
- **Condition of Assets:** To prioritize performance goals, we utilize a Condition of Asset (CA) rating system, which monitors the structural and visual integrity of all assets and drives maintenance prioritization. CA ratings are updated during routine inspections to ensure accuracy and reliability (asset condition category specifications are described in [Section 5.4](#)). By consistently adhering to MUTCD, federal, and NCDOT standards, and employing rigorous quality control processes and ongoing audits, NCSP ensures quality installations and long-term sustainability.
- **Safety & Training:** Safety underpins our operations. We comply with OSHA, MUTCD, and NCDOT standards, conduct hazard assessments, maintain PPE, and provide ongoing training. Traffic control plans are prepared or approved by qualified professionals. **Specifically**, NCSP prioritizes safety, maintaining an impeccable safety record. Our **Safety Management Plan** ensures compliance with OSHA, MUTCD, and NCDOT standards, including site-specific safety plans, Hazard Identification, and Risk Assessments. Regular checks on tools, vehicles, and PPE are conducted. Our online training materials help staff stay up-to-date, and we assist NCDOT with Esri and ESMS training.
 - **Training and Certification:** During the Date of Availability transition period, **all NCSP operation staff will complete ATSSA North Carolina-specific Traffic Control Installer and Traffic Control Supervisor Training** to ensure thorough training before our fieldwork starts at the commencement of services on July 1, 2025. To maintain compliance with safety standards, our staff will undergo regular safety training, which includes ATSSA North Carolina-specific Traffic Control, OSHA 10-Hour courses, and first aid, and we will conduct annual refresher courses and emergency drills. **Instructor:** In addition to being our NCSP Operations Manager, Emmett Rosales will be performing an additional role, starting in 2025, as our LSLMC Safety Trainer. He has attained the following certifications from ATSSA: Virginia Intermediate, Flagger, Flagger Instructor, Traffic Control Supervisor, Traffic Control Technician, and Operation and Application of Truck Mounted Attenuators, and is working on attaining additional applicable certifications.
 - **Traffic Control and Work Zone Safety:** All traffic control plans shall meet NCDOT standards and MUTCD guidelines. Using Google Mapping and Street View, NCSP submits precise traffic control plans for NCDOT approval. Where necessary for larger installations, subcontractor **MBI** will prepare Traffic Management Plans to ensure safety, minimize impact on the traveling public, and maximize construction efficiency. **MBI** is currently prequalified with NCDOT for the disciplines of **0247** (Traffic Management Plan- Level 3&4) and **0541** (Traffic Management Plan- Level 1&2).
 - **Incident Reporting and Investigation:** NCSP implements a structured protocol for reporting, documenting, and investigating incidents. We use Samsara technology for real-time vehicle monitoring, safety metrics, and root cause analysis, generating reports to prevent future incidents.



- **Continuous Improvement:** Using data analytics, customer feedback, and structured reflection, we refine processes, introduce new technologies, and enhance service delivery. Lessons learned from annual reviews guide updates to workflows, reporting metrics, and operational strategies. Our structured change management process enables us to quickly adapt to scope changes, regulatory shifts, market conditions, and new information. Our continuous improvement is driven by feedback and lessons learned.
- **Performance Measures and Communication:** NCSP's approach to performance measures ensures responsiveness and operational excellence through automated workflows, performance tracking, and redundant processes; we will work with NCDOT to determine the specific performance metrics needed for the Logo program. Automated alerts within the ESMS notify responsible parties of tasks nearing performance deadlines, ensuring timely resolution of issues. Redundancies across teams and workflows guarantee that all performance metrics are consistently met. NCSP provides a **comprehensive Year-End Presentation** summarizing key program data and performance outcomes, which includes the overall condition of assets categorized as Good, Fair, or Poor (asset condition category specifications are described in [Section 5.4](#)); a summary of completed work orders by type; construction impact data; program revenue and remittance to NCDOT; and program growth metrics such as the number of new signs, participants, and interchanges. Additionally, NCSP reviews its own performance, identifying lessons learned and proposing actionable improvements for the following year. These improvements may include updates to workflows, reporting metrics, or the implementation of new technologies to enhance program efficiency.

Technology, Including Systems and Tools:

- **ESMS:** Our Enterprise Sign Management System connects every aspect of the program to enable data-driven decisions and seamless program management. It seamlessly integrates Esri ArcGIS, along with its suite of applications, with Microsoft Dynamics 365 to deliver an intuitive, user-friendly, and comprehensive sign management solution. With over six years of continuous development and refinement, this technology is designed to meet the precise needs of both vendors and Departments of Transportation, providing an ideal management platform for streamlined operations and enhanced efficiency. Our in-house customized integration is unique to our industry.
- **Esri ArcGIS:** NCSP leverages the full suite of Esri ArcGIS tools to streamline data collection, visualization, and reporting, including Collector, Field Maps, Survey123, Business Analyst, and Dashboards. These allow for real-time data capture, interactive tracking, and in-depth analysis.
- **Microsoft Dynamics 365:** All program data, including information collected during inspections, is seamlessly integrated into Microsoft Dynamics 365. This robust platform serves as the foundation for efficient customer relationship management, comprehensive performance monitoring, and customizable reporting. Its capabilities ensure that all program activities are tracked, analyzed, and accessible in real-time, empowering data-driven decision-making and program optimization.
- **Dynamic Dashboards and Reporting:** All data is fully transparent to NCDOT and readily accessible through curated dashboards, downloadable reports, and both private and public-facing websites. NCSP also offers the ability to develop customized dashboards and tools tailored to support specific projects or stakeholder initiatives. Our integrated system not only provides real-time visibility into program performance but also fosters transparency and collaboration, ensuring NCDOT's performance standards are consistently met while delivering measurable, exceptional results, all while being easy to use.

NCSP's project administration approach integrates governance, strategic planning, resource allocation, quality control, risk management, and data-driven decision-making into a unified, responsive framework. Through our well-staffed local office, advanced technology, and rigorous procedures, we ensure a seamless, transparent, and effective Logo Program for NCDOT.

Our comprehensive approach—encompassing financial oversight, marketing outreach, design excellence, in-house operations, and secure data management—drives increased program participation, fosters growth, and delivers sustained benefits to North Carolina's economy and traveling public. By emphasizing innovation, stakeholder engagement, and operational excellence, NCSP is positioned to meet and exceed performance measures, supporting economic growth and transportation safety while delivering measurable, sustainable success for NCDOT.

2.7 Data and Records Plan

NCSP will implement a comprehensive Data and Records Plan designed to ensure the security, integrity, and accessibility of all NCDOT Logo Program data. Our approach adheres to industry standards and best practices, maintaining continuous compliance, supporting real-time transparency, and guaranteeing that all program data remains the property of NCDOT.

2.7.1 Data Security and Protection Measures

We employ a multi-layered security framework to safeguard data at rest, in motion, and in use. Our Enterprise Sign Management System (ESMS), integrating platforms (e.g., Microsoft Dynamics 365, Esri ArcGIS), is hosted in secure, cloud-based environments, backed by industry-leading certifications and guidelines:

Standards & Certifications:

- ISO 27001, 27701, 27017, 27018, 9001, 20000-1, 22301
- SOC 1 & SOC 2 Audit / Certification and Attestation
- FedRAMP (for cloud platforms), NIST 800-53 (Cybersecurity)
- PCI DSS & 3DS for handling any sensitive financial transactions

Encryption & Access Controls: Sensitive data, including PII and financial information, is encrypted using industry-standard encryption protocols. We enforce strict password policies (e.g., complexity requirements and periodic resets) and role-based permission controls to ensure only authorized personnel access sensitive records. All commercial users must register and verify their identity before accessing their accounts. Our back-office security systems actively monitor and defend against malware, phishing, hacking attempts, and other cyber threats.



2.7.2 Data Availability and Backups

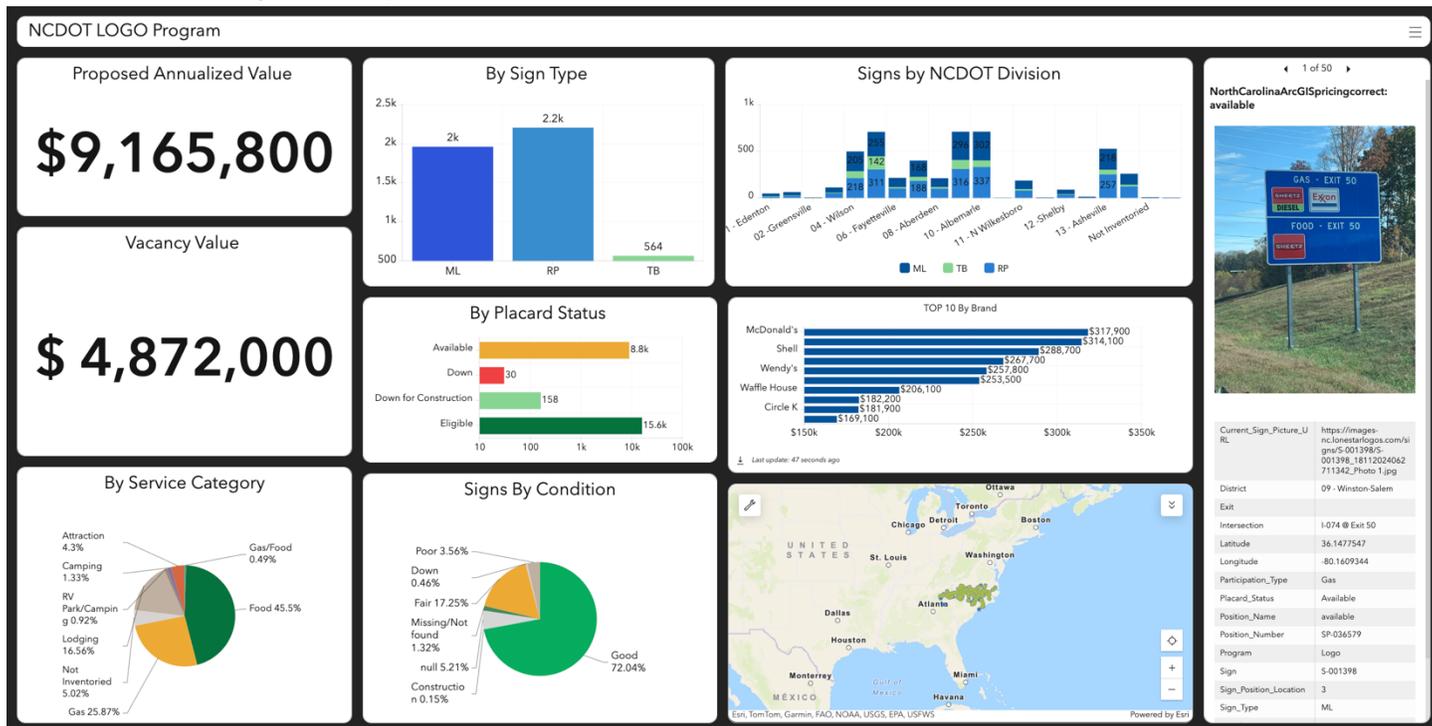


Figure 2-4 Example of our Data Dashboards, which are accessible from the NCDOT Portal

To maintain uninterrupted data services and prevent data loss, NCSP performs daily backups, with a minimum 30-day retention policy. Redundant, off-site copies guarantee continuity of service and rapid restoration if needed. We will maintain 99% uptime monthly (excluding scheduled maintenance from 11:00 PM to 5:00 AM), ensuring that any pre-approved maintenance downtime never exceeds four hours during non-business hours. We also offer enhanced backup solutions down to the record level for unlimited periods of time, if it suits the needs of the program.

Real-Time Department Access & Dashboards: NCDOT will have secure, user-friendly, and continuous access to real-time, accurate program data through a dedicated portal within the ESMS (see Figure 2-4). This portal provides:

- **Program Insights:** Direct access to permittee and advertiser details, interchange statuses (including AADT, urban/rural classification, county, and Division), eligibility data, available space counts, and sign inventories.
- **Signage Data:** Comprehensive tracking of mainline and ramp logo signs, business panels, trailblazers, and structure specifics (e.g., sizes, supports, last replacement dates).
- **Searchable Records:** Users can query data by limited access facility, exit, county, or deficiency type. They can view current, dated photographs of each sign along with assigned participants, ensuring alignment between field conditions and system records. Additional queries can be quickly added upon identification of need.
- **Operational Records:** Work orders for repairs, refurbishments, new sign installations, and replacements are all logged, with associated costs, payment histories, and status updates tracked through completion. Renewal and occupancy rates, as well as marketing outreach records for new and potential participants, are available in real-time.
- **Performance Dashboards:** Interactive dashboards display performance metrics, inventory status, GIS data, and reporting tools, ensuring NCDOT can easily assess program health, asset conditions, and participant engagement. See sample dashboards in Section 2.8 Reporting Approach.

2.7.3 Data Integrity, Updates, and Interruption Prevention

NCSP's protocols ensure data accuracy and currency. Updates to inventory, participant records, and other program data occur continuously and are reflected in real-time. Participants can manage their accounts through a secure portal, and any public feedback—such as comments, suggestions, or complaints—collected via the vendor's online system are recorded, reviewed, and made available to NCDOT's Project Manager. To further mitigate the risk of interruptions, we use continuous monitoring, periodic vulnerability assessments, and staff training in cybersecurity best practices. Should any issue arise, our incident response procedures and redundancies allow for swift resolution, ensuring data reliability and protection from external attacks.

2.7.4 Compliance and Continuous Improvement

We will submit a detailed Data and Records Security Plan to NCDOT for approval and strictly adhere to it throughout the contract. Ongoing audits, policy updates, and staff training ensure we meet evolving industry standards and NCDOT expectations. Our continuous improvement process ensures data management remains aligned with NCDOT's priorities, supports effective decision-making, and provides a secure, transparent foundation for the Logo Program's long-term success.

2.7.5 Financial Data Configuration and Maintenance

In addition to the operational data management measures described above, NCSP will configure, integrate, and maintain a dedicated data set specifically related to the financial aspects of the NCDOT Logo Program. This financial dataset will include:

- **Fee Collection & Distribution:** We will record each transaction in real-time, detailing participant fees, payment methods, remittances to NCDOT,



and any applicable refunds or credits.

- **Accounting & Reporting:** The dataset will link directly with our accounting modules (e.g., Microsoft Dynamics 365), ensuring accurate general ledger entries and enabling automated generation of monthly, quarterly, and annual financial statements.
- **Customer Service Records:** All participant contracts, invoices, and correspondence (including scanned or electronic versions of hard-copy documents like Participant Agreements) will be centralized for easy retrieval and auditing.
- **Historical & Ongoing Data:** We will retain previous and newly generated financial records in secure, redundant storage, ensuring continuity over the full contract term.

By integrating this financial dataset into our ESMS, we provide NCDOT with end-to-end visibility of fee collection processes, real-time revenue tracking, and seamless access for authorized users. Coupled with our data security, daily backups, and role-based permissions, our comprehensive approach guarantees transparency and compliance—fulfilling the requirement to maintain comprehensive financial data and safeguarding the integrity of the Logo Program’s revenue stream.

2.8 Reporting Approach

NCSP’s reporting approach is designed to provide NCDOT with real-time, accurate, and actionable information, ensuring full visibility into the Logo Program’s status and performance. By leveraging our ESMS integrated with GIS and business intelligence tools, we present critical data through easily customizable, user-friendly dashboards and interactive reports. These timely insights enable NCDOT to make data-informed decisions quickly, streamline operations, and continually improve program outcomes. All reports will be accompanied by a progress meeting with the Department Project coordinator and NCSP’s Project manager. We will also provide on-demand reports within two business days, as requested, including status reporting, customer service reports, and any other inquiries from the Department and/or State Auditor.

Information & Format: Our reports will cover all required metrics, including participant data, inventory status, maintenance and inspection activities, financial performance, and marketing results. Reports will be accessible online in both summary dashboards and downloadable digital formats (e.g., PDF, Excel). Each report will be concise, clearly organized, and validated for accuracy before submission. All reports will be sortable by period, ADT tier, location, Division, County, facility, facility type, and service type as appropriate.

Schedule & Frequency: NCSP will adhere to the reporting frequencies outlined in the SOW, as seen in the table below.

Frequency	Type of Records
Monthly Reporting	<p>Monthly Activity Report: Overview of statewide field activities and performance metrics. Details field operations, including inspections, maintenance activities, installation/removal progress, and quality control results. Includes deliverables status, progress on annual schedules (inspections, maintenance, compliance), installation/removal updates, quality control summary, action item dispositions, and safety/traffic incidents.</p> <p>Marketing & Customer Service Report: Summarizes data and key performance metrics on responsiveness, including customer inquiries, complaints, customer satisfaction metrics, new participant agreements, key performance metrics on responsiveness.</p> <p>Condition of Asset Report: Provides an overview of sign and panel conditions, noting inventory counts, assessment results, and any non-compliance issues. Uses CA ratings to further configure data analysis.</p> <p>Monthly Financial Report: Summary of financial status, including the current business fee schedule, number of participating businesses, number of businesses added or removed during the month, invoices and received payments, revenues, reimbursements, and key financial indicators, as well as any additional performance measures specified by NCDOT. This report will be submitted by the 10th day of every month for the duration of the contract.</p>
Quarterly Reporting	<p>Installation & Maintenance Operations Reports: Summary of sign installations, removals, and maintenance activities, with maintenance type, dates, and location. Includes customer service and sales metrics, total number of participants in each program, and participant metrics over the quarter. Quarterly Financial Report: Overview of payments received under each sign program, including Department payments and adjustments for refunds, non-payments, and incentives, revenue received, and any other performance measures specified by NCDOT for that quarter. Quarterly Financial Reports will be delivered by the by the 20th day of January, April, July, and October of every year.</p>
Annual Reporting	<p>Annual Status Report: A comprehensive year-end summary of performance metrics, (July 1–June 30) covering customer service performance, marketing summary and marketing penetration, inspections, maintenance, removals, installations, inventory status, pending applications, contract renewals, system updates, life cycle replacements, safety incidents, performance metrics, management system updates, and other items requested by NCDOT. Submitted by July 20 each year.</p> <p>Annual Financial Report: An in-depth financial summary of the previous fiscal year, including quarterly and end-of-year revenues and payments, fee structures, details on business participation data, NCDOT compliance, lease agreements, and a three-year revenue projection.</p> <p>Process Improvement Recommendations: Suggestions for operational, technological, and administrative enhancements based on annual data trends and industry best practices, to recommend innovations that enhance program efficiency, customer service, and technology integration.</p> <p>Annual Work Plan and Schedule: Plan and schedule for routine maintenance, self-inspections, retro-reflectivity checks, compliance reviews, and panel replacements for Logo Program.</p>
Ad hoc Reporting	<p>Additional Reports: Customized reports and dashboards for NCDOT, addressing process improvements and conveying critical program status and performance information. NCSP will produce additional, time-sensitive reports upon NCDOT or State Auditor request. These will be made available within two business days, unless otherwise approved by the Department. We will ensure these reports are concise, accurate, and tailored to the specific inquiry.</p>

Figure 2-5 Schedule and Frequency of Reporting



Department Access & Dashboards: NCDOT will have **secure, real-time access to the ESMS dashboards at all times**, providing **immediate visibility** into key metrics and allowing dynamic data queries, as seen in **Figure 2-6** below.

Reports are shared with appropriate stakeholders in ArcGIS Hub and through SharePoint so they can be accessed at any time. By logging into our web portal, NCDOT can view current inventories, occupancy rates, work order statuses, financial summaries, and marketing outreach records. Interactive filters and map-based views enable NCDOT to drill down by interchange, service category, or region, ensuring a flexible and insightful analysis. We will happily email reports as well, depending on NCDOT's preference.

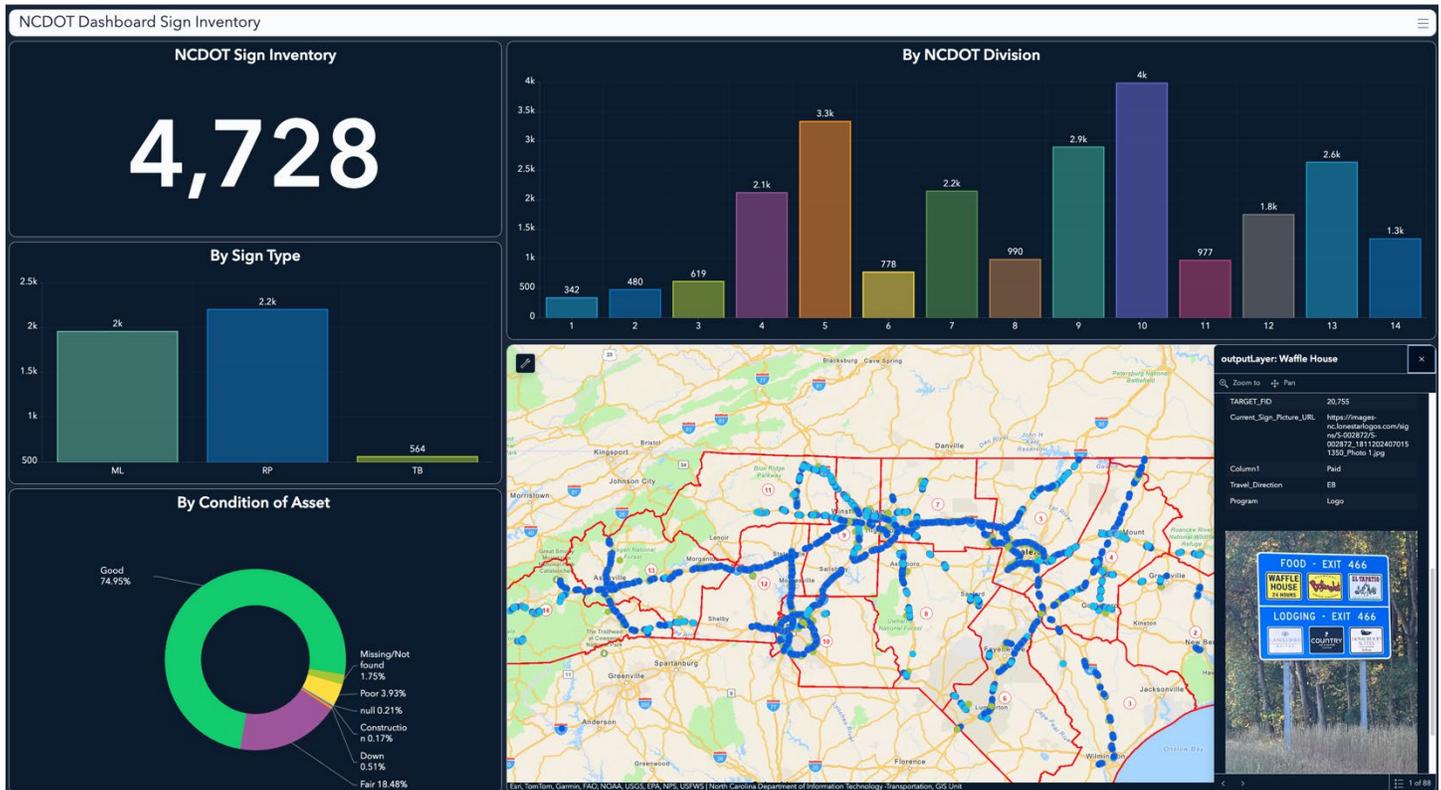
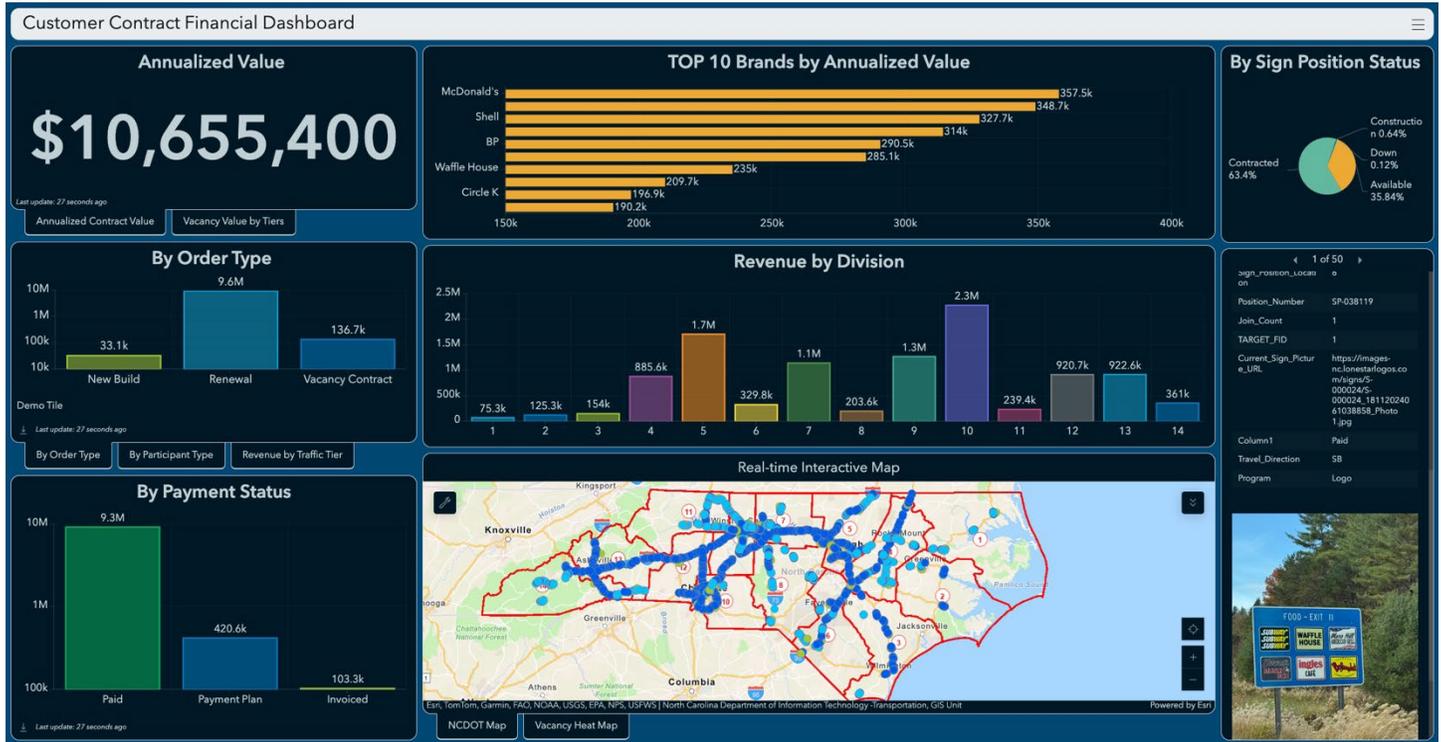


Figure 2-6: NCSP Reporting Dashboards

Ensuring Compliance & Quality: All reports will be submitted according to the schedule and format specified by NCDOT. We will regularly provide sample reports for approval and maintain open communication with the Department's Project Manager to confirm that reporting formats and content remain aligned with evolving needs. Our internal QA/QC processes include data verification steps and management sign-off before report release. This process ensures that each report is concise, accurate, and meets or exceeds NCDOT's expectations.



Continuous Improvement: Our reporting system is not static. We will refine our dashboards, metrics, and reporting structures based on NCDOT feedback and operational insights, continually optimizing them to deliver meaningful, actionable information. Through this iterative approach, we ensure that reporting activities not only satisfy contractual obligations but also enhance NCDOT's ability to manage, evaluate, and improve the Logo Program over time without undue burden to department employees.

3 Marketing and Customer Service Plans

3.1 Marketing Plan

3.1.1 Marketing Plan Overview

At NCSP, our marketing strategy is designed to maximize visibility, participation, and revenue growth for businesses while fostering local economic development throughout North Carolina. Drawing on decades of proven experience and successful implementations in Texas and Virginia, our team of highly trained professionals leverages advanced technologies to maintain real-time insights into market opportunities, ensuring swift participant onboarding, timely renewals, and precisely targeted campaigns. Beyond technical capabilities, we emphasize participant education and personalized support. By providing clear guidance, informative materials, and transparent ROI analyses, we empower businesses to fully understand and benefit from their LOGO signage investments. Our robust methodology for quality assurance, agile data-driven decision-making, and continuous improvement allows us to adapt rapidly to evolving conditions, enhance outreach effectiveness, and continually refine program offerings.

Implemented immediately upon contract award, this marketing plan aligns with NCDOT's overarching goals of growth, engagement, and retention. Through strategic outreach, customer-centric methodologies, and ongoing performance monitoring, we ensure the NCDOT Logo Program's sustained impact, delivering measurable value to participants, travelers, and stakeholders across the state.

3.1.2 Marketing Goals and Objectives

At NCSP, we use SMART (Specific, Measurable, Achievable, Relevant, and Timebound) goals to guide our strategy and approach. Coupled with our robust data and reporting technology, we can measure progress and adjust strategy as needed with agility. Our primary goals are to increase program participation, minimize vacancy rates, and drive revenue growth. The marketing strategy is built around:

- Promoting the benefits of the Logo Sign Program to potential participants.
- Demonstrating measurable value to businesses through tailored data and testimonials.
- Maximizing customer satisfaction through proactive engagement and personalized support.

Our revenue growth projections in our [Financial Proposal](#) tie directly to our marketing growth goals.

Vacancy Goal: By the end of year 1 of the contract, NCSP will fill 18.75% of the current program vacancies, as measured by the successful execution of new participant agreements and corresponding placard installations. This will be achieved through targeted marketing campaigns, direct outreach by Account Executives, and optimized use of the ESMS system to identify and prioritize high-potential locations. Progress will be monitored quarterly, ensuring alignment with performance benchmarks and timely adjustments as needed.

Retention Goal: By the end of year 1 of the contract, NCSP will achieve a 97% participant retention rate for the North Carolina program, meeting the 97% benchmark established in Texas and Virginia. This will be accomplished through proactive customer engagement, including personalized communication, seamless contract renewals, and enhanced customer service support and flexibility. Retention metrics will be reviewed quarterly, and targeted strategies will be implemented to address any emerging risks to participant satisfaction.

Rural Area Goal: By the end of Contract Year 1, NCSP will increase participation of eligible, non-participant businesses in rural areas by 15%. This will be achieved through targeted outreach efforts tailored to rural divisions, leveraging data-driven insights to identify and engage eligible businesses. Progress will be monitored quarterly, with adjustments made to address regional challenges and ensure the overall vacancy reduction goal of 18.75% is met while recognizing the unique limitations of rural areas.

High Traffic Interchange Goal: By the end of each quarter in 2025, NCSP will identify and target high-traffic interchanges using detailed market analysis data. The goal is to onboard at least 15 new participants within these high-traffic areas per quarter. Progress will be tracked using our ESMS system, and quarterly reports will be reviewed to assess performance and refine strategies for onboarding additional participants efficiently.

3.1.3 Phased Marketing Approach

Our annual marketing plan is structured around three core principles:

- **Growth:** Actively identify and engage new participants through targeted marketing campaigns, leveraging tools such as Esri's Business Analyst for geospatial insights.
- **Engagement:** Strengthen relationships with current participants through proactive communication, seamless renewals, and personalized support.
- **Retention:** Maintain a high participant retention rate by showcasing the program's value, addressing concerns proactively, and reinforcing customer satisfaction.

During the annual marketing cycle, phases overlap and may be iterative, as we employ an agile methodology to adapt to mitigate risk and respond to needs for continuous improvement. We present our general marketing plan structure below. During the transition phase, we will build a detailed marketing timeline with clear deadlines and performance indicators to guide and track our efforts throughout the year.

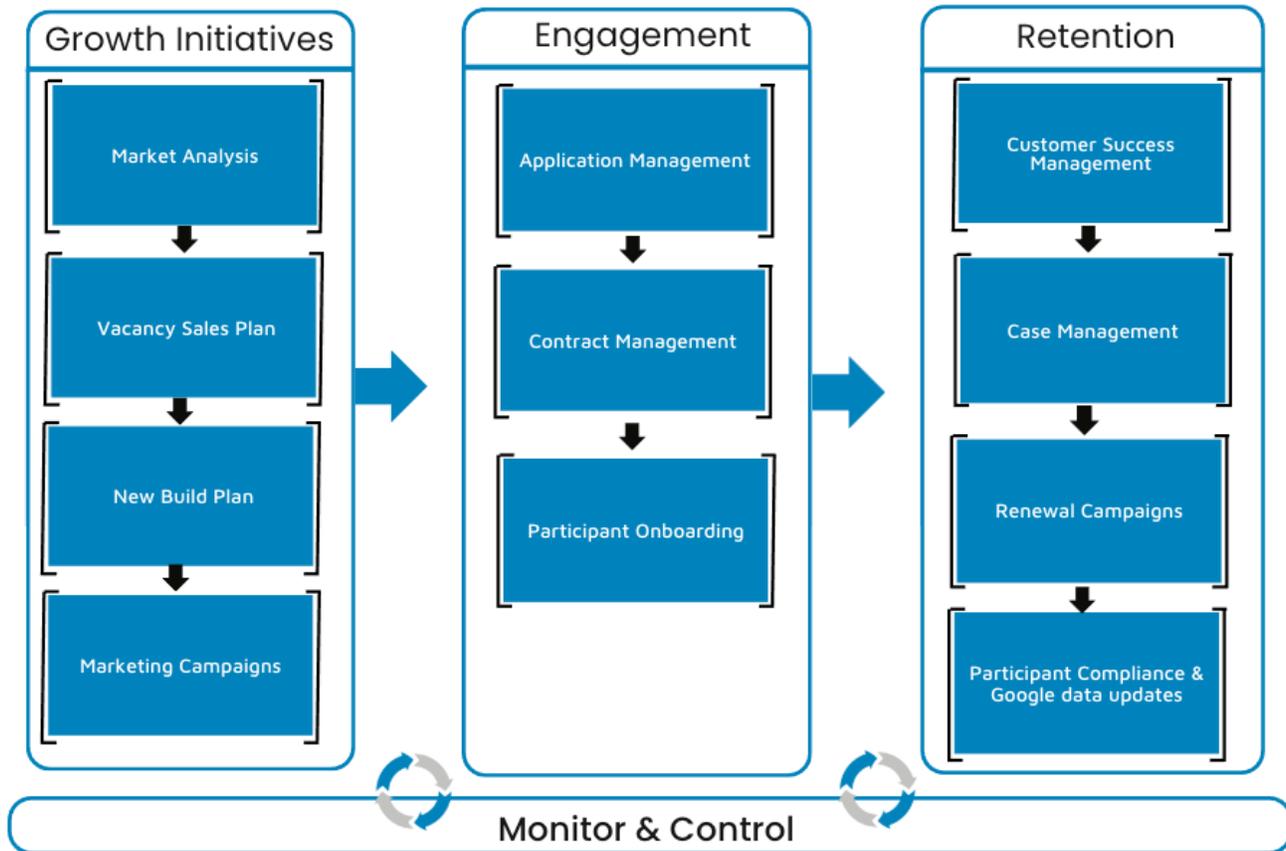


Figure 3-1: Marketing Process: Growth Initiatives, Engagement, Retention, Monitoring & Control

Phase 1: Growth

Objective: Actively identify and engage new participants through targeted marketing campaigns, leveraging tools such as Esri’s Business Analyst for geospatial insights.

- **Proactive Customer Identification:** Actively seek out new participants through intersection surveys and targeted marketing efforts. Prioritize industries and geographical areas projected to generate the highest annual revenue.
- **Market Studies:** Conduct detailed audits of all assets within the program, including signage structures, participants, vacancies, and the condition of signs. Use tools like Esri’s Business Analyst for geospatial insights to identify high-traffic and underutilized areas.
- **Interchange Expansion Strategy:** Identify opportunities for program expansion, such as in metropolitan areas, and collaborate with NCDOT to implement new signage at approved interchanges.
- **Aggressive Outreach Campaign:** Utilize a multi-channel approach (direct mail, phone calls, emails, virtual meetings, on-site visits) to engage new customers and maximize response rates.
- **Bespoke Customer Onboarding:** Guide new customers through a streamlined sales process, from initial contact to application and installation, ensuring a smooth experience and increasing customer retention.
- **Industry Association Engagement:** Participate in relevant industry associations to position the LOGO program as a valuable resource, driving new customer acquisition.

Phase 2: Engagement

Objective: Strengthen relationships with current participants through proactive communication, seamless renewals, and personalized support.

- **Contract Renewal Process:** Initiate renewals well in advance of expiration dates, ensuring all agreements are finalized before the current contracts end to secure renewals and minimize disruptions.
- **Personalized Support:** Maintain active communication with participants through emails, phone calls, and check-ins during annual inspections. Address concerns proactively and provide tailored assistance to ensure satisfaction. Incorporate real-time updates and visual evidence, such as Google StreetView images, in participant accounts to enhance transparency and engagement.
- **Deploy Assigned Account Executives (AEs):** This “boots on the ground” approach allows each AE to manage a specific district, ensuring comprehensive outreach and building strong local relationships.
- **Sign Inspections and Management:** We coordinate customer outreach with sign inspections to update participants on sign conditions and schedule maintenance as needed. This process ensures signage remains effective and aligns with customer branding.
- **Feedback Loops:** Implement feedback mechanisms, including online surveys, personal check-ins, and customer satisfaction metrics, to continuously improve the program and engagement. Highlight satisfaction scores and metrics in quarterly reports to measure progress.
- **Esri tools and CRM Data Visualization:** Our ESMS-integrated tools quickly determine where existing participants are not fully maximizing their exposure. Our staff, aware of participants’ knowledge of the program, will explain opportunities for enhanced visibility and guide them through the execution of new agreements.



Phase 3: Retention

Objective: Maintain a high participant retention rate by showcasing the program’s value, addressing concerns proactively, and reinforcing customer satisfaction.

- **Strategic Rate Increase Campaigns:** In years with rate increases, transparently communicate the value of the program during rate adjustments, emphasizing enhanced benefits and ROI. Use targeted messaging, early renewal value-add incentives, and a dedicated support hotline to ensure continued participation. Provide ROI projections specific to each participant, demonstrating measurable value despite fee adjustments.
- **Ongoing Data Analysis:** Regularly review performance measures and metrics like response rates, vacancy rates, and customer satisfaction. Adapt strategies to address underperforming areas and improve participant retention.
- **Bespoke Customer Retention Plans:** Provide personalized marketing analyses for participants to demonstrate their ongoing value and opportunities for expanded visibility. Leverage CRM tools to create tailored strategies for participants based on geospatial and traffic data.
- **Advanced Reporting and Transparency:** Deliver weekly, monthly, and quarterly reports to stakeholders, featuring updates on outreach activities, revenue growth, and customer feedback. Include five-year projections to showcase the long-term sustainability and growth of the program.

Phase 4: Optimization & Adaptation

Objective: Implement an agile marketing approach that allows for continuous refinement of strategies based on real-time data, stakeholder feedback, and evolving program needs. By staying adaptive and proactive, ensure the program achieves maximum effectiveness and aligns with goals.

- **Ongoing Data Analysis:** Regularly review performance measures and metrics like response rates, vacancy rates, and customer satisfaction. Adapt strategies to address underperforming areas.
- **Targeted Database Marketing:** Use data-driven insights to conduct targeted campaigns, focusing on underutilized interchanges with high traffic potential.
- **Resource Allocation:** Adjust resources based on analytics to ensure optimal coverage and efficiency. Reallocate account executives and marketing tools as needed.
- **Regular Reporting and Feedback Loops:** Provide NCDOT with weekly, monthly, and quarterly reports on progress and adjustments, enabling transparency and stakeholder input.
- **Data-Driven Insights:** Leverage Esri’s Business Analyst and other data sources for geofenced location data and marketing profiles to refine plans and projections.

3.1.3.1 Quarterly Regional Focus

Our strategy prioritizes targeted marketing efforts across North Carolina’s districts. Each quarter, we will focus on one of the four largest districts while concurrently addressing smaller districts within the same timeframe. This staggered approach ensures thorough and consistent outreach, allowing us to tailor our efforts to regional needs and maximize market penetration (Figure 3-2).

During Year 1, each AE will conduct research within their assigned divisions during the months designated in grey on the Gantt chart. They will perform both in-person and virtual market research to identify areas with high sales potential, initiate outreach to businesses for vacancy sales, and request measurements for locations that have yet to fully utilize their sign structure potential.

Once a division is measured and new signs are approved by NCDOT, the AE will revisit the area to continue research, assign measuring tasks, and focus on vacancy sales, as well as selling ad space for newly approved sign structures. After the initial division visit, this becomes an ongoing process of identifying opportunities and driving sales. **AEs will visit each district four times per year to maintain sales momentum and ensure no area in North Carolina is overlooked.**

REGIONAL FOCUS													
	Account Executive 1				Account Executive 2				Account Executive 3				
Region	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Vacancy Rate
Division 1													42.6%
Division 2													41.6%
Division 3													48.2%
Division 4													27.4%
Division 5													31.5%
Division 6													26.2%
Division 7													33.6%
Division 8													50.9%
Division 9													37.6%
Division 11													43.7%
Division 10													33.9%
Division 12													22.1%
Division 13													46.3%
Division 14													54.5%

Figure 3-2 Quarterly Regional Focus



3.1.4 Sales Process

Our sales process and marketing strategy are seamlessly integrated to provide participants with a personalized and transparent experience at every stage of their journey. From the initial contact to ongoing support and renewal, NCSP ensures that participants have a clear understanding of the program's benefits and receive dedicated attention tailored to their needs. By leveraging data-driven insights, professional outreach, and comprehensive account management, we help participants realize the full value of their investment in the NCDOT Logo Program. Our Account Executives (AEs) play a critical role in this process, personally guiding each customer through every step, ensuring a smooth and engaging experience that reinforces long-term satisfaction and program success (see [Figure 3-3](#)).

CUSTOMER JOURNEY



Figure 3-3 LSL/NCSP's Customer Journey Process

Step-by-Step Sales Process:

1. Opportunity Identification & Prospecting:

- **Market Research:** We leverage Esri ArcGIS, traffic data, and demographic analyses to identify key prospects—businesses likely to benefit from Logo signage. This includes examining AADT tiers, location suitability, and service categories (e.g., food, lodging, attractions).
- **Lead Qualification:** Our Sales and Marketing Manager reviews identified opportunities, prioritizing leads based on potential ROI for participants and alignment with NCDOT's objectives.
- **Database Integration:** Qualified leads are entered into our ESMS (CRM-Dynamics 365) to track interactions, store relevant documents, and schedule follow-ups.

2. Initial Outreach & Engagement:

- **Multi-Channel Communication:** We reach out via direct mail (introduction letters), email campaigns, personalized phone calls, and in-person site visits to introduce the program. Where appropriate, virtual meetings or webinars supplement initial contact, especially for larger corporate prospects.
- **Customized Marketing Materials:** Participants receive tailored brochures, one-page fact sheets, and data-driven intersection studies highlighting local traffic volumes, competitor landscapes, and success stories from comparable markets.

3. Consultation & Needs Assessment:

- **In-Depth Discussions:** A dedicated Account Executive (AE) schedules an in-person or virtual meeting to understand the participant's specific needs, goals, and concerns.
- **ROI Analysis & Value Proposition:** Using traffic data, market penetration stats, and program performance benchmarks, the AE provides a participant-specific ROI projection. This underscores how Logo signage can drive foot traffic, improve brand visibility, and justify the investment.

4. Proposal & Pricing Transparency:

- **Application Submission & Terms:** Once interest is confirmed, the AE guides the participant through the application process, explaining fee structures, payment options, and program terms.
- **Mapped Sign Data & Artwork Confirmation:** Using GIS maps, we show participants the exact location of their prospective signs, anticipated visibility, and nearby competitive or complementary businesses. The AE coordinates with the design team to finalize their artwork, ensuring brand consistency and compliance with NCDOT standards.

5. Contract Finalization & Payment Arrangements:

- **Flexible Payment Options:** Participants have the flexibility to choose from a variety of payment plans, including monthly, quarterly, semi-annual, or annual schedules. Payment methods include **checks, ACH, and credit cards**, with options to pay **in person, online, over the phone**, or through the **customer portal**. The customer portal allows participants to set up payment plans, manage their accounts, and make payments conveniently. We believe this is a crucial aspect of our unique value, as our competition often takes only antiquated payment methods that can be prohibitive to modern small business participation.
- **Transparent Rate Communication:** In the event of fee adjustments, Account Executives (AEs) ensure clear and proactive communication with participants. AEs provide detailed explanations of future increases, emphasizing the program enhancements and added benefits that justify the new rates. This approach helps participants understand and appreciate the value of their investment in the program.

6. Sign Installation Coordination:

- **Project Scheduling:** The AE works closely with our Operations Manager and field technicians to confirm installation timelines, manage inventory, and ensure all pre-installation steps (permits, design approvals) are complete.
- **Status Updates:** Participants receive regular communication on installation progress, anticipated completion dates, and any necessary site preparations.

7. Post-Installation Follow-Up & Ongoing Support:

- **Quality Check & Satisfaction Survey:** After installation, we conduct a final quality check and invite the participant to provide feedback. This step ensures the sign meets their expectations and NCDOT standards.
- **Dedicated Support Channels:** Participants can reach our hotline, online portal, or AE directly for maintenance requests, inquiries, or updates. Their input helps us refine our approach and continuously improve participant satisfaction.



- Periodic Check-Ins & Renewals:** As part of our retention efforts, we proactively follow up on renewal opportunities, updating participants on any changes in service, performance metrics, and sign conditions. Annual or seasonal check-ins keep participants engaged and ensure their signage remains relevant and effective.

Through this structured, data-driven sales process, NCSP ensures each participant understands the program’s value, receives personalized guidance, and experiences a smooth onboarding journey. By combining robust market analysis, professional outreach, transparent communication, and ongoing support, we foster long-term relationships, drive participant satisfaction, and support the NCDOT Logo Program’s sustained growth.

Waitlist and Sales Management: Our Waitlist and Sales Management process is described in [Section 4.1.3](#).

3.1.5 Participant Engagement and Customer Satisfaction

3.1.5.1 Multi-Channel Communication

Recognizing the diverse preferences of business owners, we utilize a full suite of communication channels, including emails, phone calls, text messages, and in-person or virtual meetings. This process ensures participants receive information in their preferred format, fostering trust and engagement. We utilize advanced CRM tools to track and optimize communication efforts, ensuring consistency, timely follow-ups, and data-driven improvements to our outreach strategies.

3.1.5.2 Feedback Loops

To enhance participant satisfaction, engagement, and trust, we implement robust feedback loops that provide avenues for participants to share their needs and concerns. This process enables us to adapt and refine our standard practices, ensuring we meet participant expectations and achieve our 97% retention rate goal. Our feedback mechanisms include:

- Online Surveys:** Accessible through participant accounts for convenient feedback collection.
- Personal Check-Ins:** Conducted during renewals and maintenance inspections to address specific participant needs directly.
- Visual Evidence:** Program effectiveness is demonstrated and available via the participant’s online account portal.

These feedback channels ensure continuous improvement, participant satisfaction, and program success.

3.1.6 Addressing Rate Increases

NCSP understands that rate adjustments can be sensitive and must be managed with care to maintain participant trust and satisfaction. Our approach is rooted in clear communication, personal outreach, and tangible value demonstration. We have successfully implemented similar strategies in other states (see supporting data in [Figure 3-4 Rate Increase vs. Retention Rate](#)) and will apply those proven methods to the NCDOT Logo Program, ensuring participants remain confident and engaged despite increased fees.

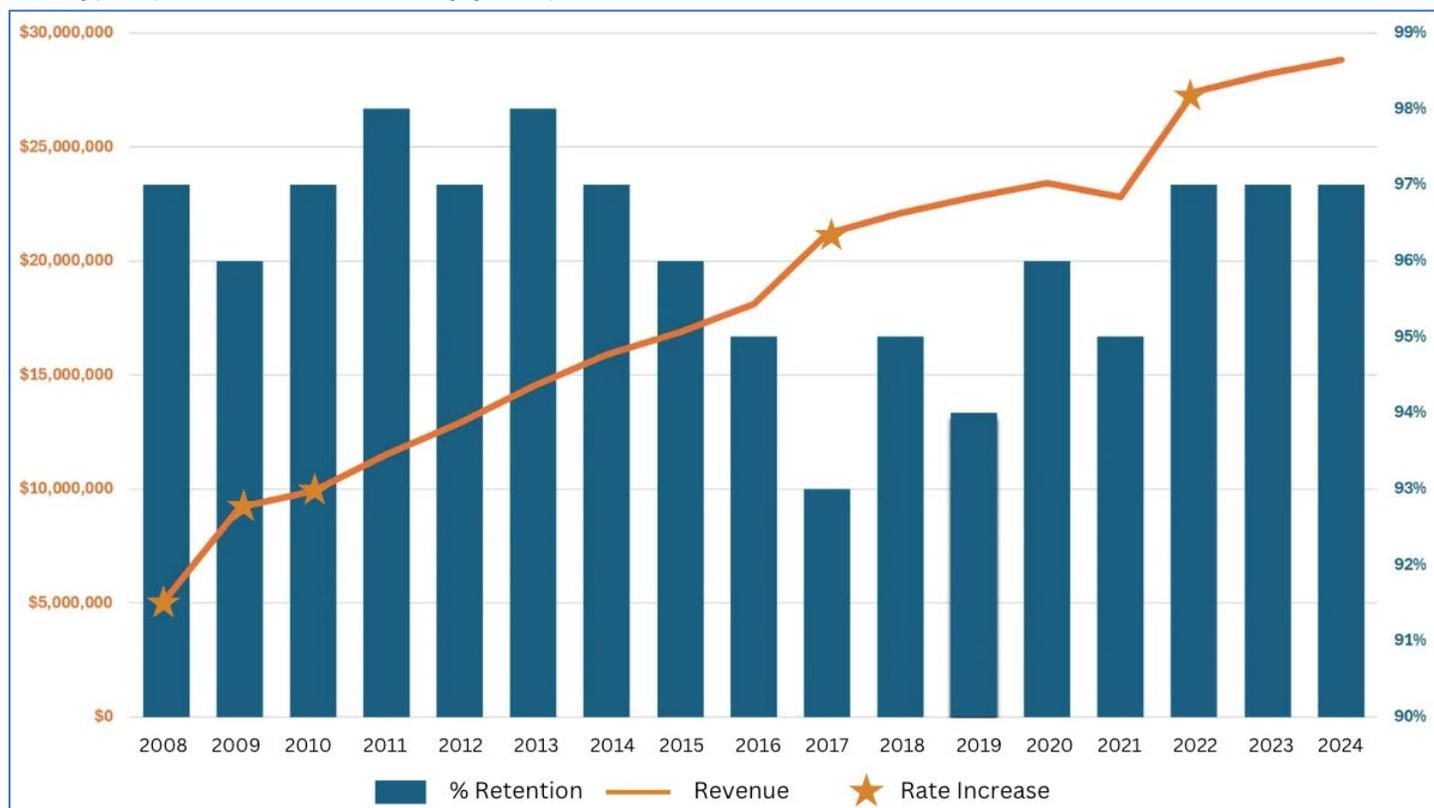


Figure 3-4 Rate Increase vs. Retention Rate

In-Person Outreach & Personal Engagement: A cornerstone of our strategy during years with rate increases is our plan to meet every participant face-to-face—whether a small local business, with their designated AE, or a large corporate chain, with Annie Winter, our Corporate Account Executive. By deploying a surge team of Account Executives (AEs) across the state, we ensure each participant has a dedicated contact who will visit them in person well before their renewal decision deadline. These visits allow us to:

- Humanize the Transition:** Introduce participants to our team, give a name and face to the new provider, and establish trust from the outset.



- **Explain Enhanced Benefits & Services:** Show participants the tangible improvements they can expect, such as faster maintenance response times, better-quality signage, expanded marketing support, and broader visibility through advanced data-driven strategies.
- **Deliver Customized ROI Analyses:** Present participant-specific projections that demonstrate how the improved program will translate into increased traffic, sales, and brand recognition, justifying the fee adjustment.

Structured Communication & Transparent Messaging: We will provide participants with clear, advance notice of upcoming rate changes and the rationale behind them. Communications will include:

- **Introduction Letters & Emails:** Sent well before the new rates take effect, these will detail the improvements, explain why the increase is necessary, and offer flexible payment options (e.g., monthly, quarterly, semi-annual, annual, credit card, ACH) to accommodate different financial needs.
- **Dedicated Support Channels:** A toll-free hotline, online portal, and email support ensure participants can easily ask questions, express concerns, and receive prompt, courteous responses.

Customized Payment Options and Additional Retention Strategies: While rate increases can be challenging, NCSP offers multiple solutions to help businesses remain in the program and continue to benefit from the increased visibility the Logo signage provides. In addition to transparent communication and in-person outreach, we implement the following measures to minimize the financial impact on participants and maintain high retention rates:

- **Flexible Payment Structures:** We recognize that cash flow can be especially tight for small businesses and seasonal operations. Therefore, participants may choose from a variety of billing schedules, including monthly, quarterly, semi-annual, or annual. We also offer tailored plans that spread payments more evenly throughout the year to reduce lump-sum burdens.
- **Automated Payments:** Participants can opt for automatic ACH or credit card payments, which encourages businesses to remain in the program by making the process more convenient and predictable.
- **Tailored ROI Analyses and Business Support:** Through in-person site visits and data-driven discussions, we demonstrate how improved signage, advanced marketing support, and expanded program services can lead to increased foot traffic and higher returns- even with the fee increase. We also provide periodic updates on market value, as well as how signage is affecting participant's business performance using traffic impressions, anecdotal feedback, and customer success stories that validate the program's value.

Leveraging Past Success & Continuous Improvement: Our experience in Texas provides a successful precedent. When we took over the Texas Logo Program and introduced a structured rate plan, we engaged participants early and often. Through transparent communication and proactive customer service, we effectively retained participants and continued to grow the program. Key lessons from that experience—such as offering multiple payment plans and modalities, maintaining continuous dialogue, and demonstrating improved maintenance and service quality—will guide our efforts in North Carolina.

Data-Driven Adjustments & Quality Assurance: Throughout the rate increase process, we will utilize data analytics and feedback loops to monitor participant responses and satisfaction levels. If we identify recurring concerns, we will refine our messaging, update marketing materials, or adjust our approach, ensuring all participants are and feel heard and valued. Monthly compliance reports and performance dashboards will be shared with NCDOT, demonstrating our responsiveness and ability to build a better, more profitable Logo Program for all stakeholders.

By combining personal site visits with structured communication, data-driven decision-making, and a proven track record of success, NCSP will effectively manage rate increases while preserving participant trust, satisfaction, and long-term program growth.

See **Phase 2** of the Marketing Strategy for more details.

3.1.7 Advanced Technology Integration

Our approach leverages advanced tools like ArcGIS and Microsoft Dynamics to integrate geospatial insights directly into our marketing strategies, driving data-informed decision-making. These platforms enable real-time tracking of sales pipelines, accurate assessment of market opportunities, and transparent reporting to stakeholders through dashboards and regular updates, which we describe in detail in **Section 2.8**. By combining these technologies with targeted outreach methods, we ensure precision, efficiency, and measurable results.

Geospatial data plays a pivotal role in several marketing strategies, such as email campaigns, allowing us to segment audiences based on location-specific factors such as rural and urban areas, as well as proximity to key highway exits. This process ensures that our messaging is relevant and GIS centered, increasing engagement rates. Additionally, face-to-face meetings are optimized through route planning using Samsara software and data-driven visualizations that highlight market opportunities, enabling efficient and productive client interactions. This approach is particularly critical as we implement rate increases, plan annual renewals, and target customer retention.

When expanding corporate accounts, geospatial analysis identifies store lists with growth potential by mapping store locations against program compliance metrics, such as correct driveway placement and proximity to exits, as well as existing signage. These insights inform strategic decision-making and uncover opportunities in underrepresented rural areas. Custom reports, including heatmaps and demographic data, further support our marketing efforts. We have a precise way to identify opportunities and demonstrate the value of the program.

Our integrated real-time ArcGIS dashboards, synchronized with Microsoft Dynamics, deliver insights into customer engagement and performance metrics. These dashboards play a key role in growth initiatives, such as new build and vacancy sales, while supporting renewal planning. By visualizing key metrics, market demand, and revenue, they foster collaboration through shared, up-to-date data. This integration of geospatial insights ensures that our marketing efforts are not only data-driven but also aligned with client needs, enhancing program growth, efficiency, and strategic objectives.

3.1.8 Reporting and Transparency

Progress will be communicated through weekly, monthly, and quarterly reports featuring updates on **a) Outreach activities, b) Vacancy reductions, c) Revenue growth, and d) Customer feedback and satisfaction metrics**, including detailed metrics on vacancy reduction, new participant onboarding, and district-specific progress.



At NCSP, reporting is an essential tool for continuous improvement, as well as a communication tool between us and NCDOT. Our ability to provide live dashboards of data to stakeholders gives us the ability to have timely performance insights. We will deliver a Marketing & Customer Service Report on a monthly basis and all of our marketing and customer service data will also be included in the Annual report to NCDOT. More on our reports can be found in [Section 2.8](#). By integrating a structured, data-driven approach with flexible, customer-focused strategies, our marketing plan ensures the Logo Sign Program continues to thrive, delivering measurable benefits to participants and the state of North Carolina.

3.2 Marketing Collateral for Outreach

3.2.1 Marketing Materials

NCSP's marketing collateral is designed to clearly communicate the benefits, requirements, and value proposition of the North Carolina Logo Program to potential participants. Our materials include:

Informational Brochure (Trifold): Provides a concise overview of program benefits, eligibility criteria, fee structures, and the application process. This brochure highlights success stories, testimonials, and data-driven examples—such as traffic counts, market insights, and customer satisfaction statistics—to underscore the value of participation.

One-Page Fact Sheets: Tailored for quick reference, these sheets summarize key benefits, timeline from application to installation, participant responsibilities, and contact details. Perfect for in-person meetings, conferences, or as downloadable PDFs from the website.

Intersection and Traffic Studies: Data-rich documents that demonstrate the potential revenue uplift and visibility advantage gained by appearing on a Logo sign. These studies use traffic data, geographic insights, and customer feedback to show the tangible return on investment for businesses.

All printed materials will also be available electronically, allowing easy sharing via email, social media, or direct download from our website. We will update these materials regularly to reflect the most current program information, ensuring participants always have access to accurate and up-to-date content.

3.2.2 Public Website

We have already built and will maintain a dedicated website at www.northcarolinasigningprogram.com that serves as a central hub for all aspects of the Logo Program. The website will be closely integrated with the NCDOT Signing and Delineation (SDU) website via a link, ensuring seamless navigation for prospective and current participants. Key features include:

Program Details: Comprehensive descriptions of available services, eligibility criteria, applicable fees, and instructions on how to apply, as well as downloadable and digital submission versions of the application.

Contact Information in Prominent Locations: Clearly displayed phone numbers (toll-free with voicemail), email addresses, physical office address, and a walk-in location where participants can receive assistance or submit applications.

User-Friendly Application Process: Electronic, downloadable, and printable forms are available to streamline the application process. Applicants can submit documents online, by email, or by mail, depending on their preference. See [Section 3.3.1 Application Workflow](#) for more details about this process.

Real-Time Data and Dashboards: Integration with our GIS and ESMS tools provides searchable, map-based inventories of available sign positions, as well as performance metrics, occupancy rates, and maintenance schedules. Users can query data by location, category, or service type, providing transparency and informed decision-making.

Mobile Optimization & Social Media Integration: The website is optimized for mobile devices to accommodate users' preferences. We have the ability to integrate with various social media platforms, as determined by NCDOT, expanding outreach channels and encouraging community engagement.

Customer Portal & FAQ: Current participants can log in to their secure accounts to view their contract status, upcoming renewal dates, invoices, and historical data. A comprehensive FAQ section and a complaint/inquiry submission form ensure participants and the public can ask questions, request assistance, or report issues. All inquiries will be addressed within 24 hours, bolstering trust and satisfaction.

3.2.3 Other Public Outreach

NCSP's outreach strategy extends beyond print and digital materials. We actively engage **with industry conferences, local business associations, and travel-oriented events** to showcase the Logo Program and recruit new participants. Our presence at these events includes demonstrations of our web-based tools, distribution of marketing brochures, and interactive presentations highlighting success stories and the tangible benefits of joining the program. In addition, we will leverage our **mobile-friendly content and travel app (Figure 3-5)** integrations to help businesses appear on widely used mapping and navigation platforms (e.g., Google Maps/Street View), aligning with customer travel habits and enhancing the program's visibility. By connecting participants' businesses with the digital ecosystem that travelers rely upon, we ensure a broader outreach that helps sustain and grow the program.

This integrated marketing approach—combining tailored print materials, a feature-rich, user-friendly public website, strategic event participation, and digital platform integration—ensures businesses have every opportunity to understand, engage with, and benefit from the NCDOT Logo Program.

3.3 Customer Service Plan

NCSP will provide proactive, personalized, and high-quality customer service to current and prospective North Carolina Logo Program participants. Our plan addresses every stage of the participant experience—from initial inquiries and applications through ongoing support and renewal—ensuring that participants receive timely, transparent, and value-driven assistance. In accordance with the Scope of Work, this plan will be submitted for approval and executed in strict compliance with all Department requirements.

3.3.1 Key Objectives and Metrics

Timeliness: Acknowledge new applications within 24 hours, complete on-site inspections within 10 business days, provide approvals or denials within 20 business days, and respond to all inquiries within one business day whenever possible, and always within two business days.



Accessibility & Personalization: Offer multiple communication channels and tailor interactions to each participant's unique needs, delivering a seamless, user-friendly experience and fostering a loyal participant base.

Transparency & Reliability: Provide clear program information, fee structures, and policy updates, ensuring participants have the tools and data they need to make informed decisions.

Continuous Improvement: Track inquiries, complaints, and resolutions through our ESMS to identify improvement opportunities, maintain less than 0.5% complaint rates, and continuously refine our services.

3.3.2 Core Components of the Customer Service Plan

1. Outreach and Communication:

- **Proactive Engagement:** We proactively engage existing and potential participants via mail, phone, email, virtual meetings, and in-person consultations. NCSP announces program transitions and enhancements promptly, ensuring participants are fully informed of any changes.
- **Tailored Interactions:** Personalized support helps participants understand program benefits, navigate the application process, and overcome challenges. Face-to-face client meetings are conducted as needed to strengthen relationships, build trust, and reduce misunderstandings.
- **Retention and Satisfaction:** Our personalized approach and responsive service have historically led to a 97% retention rate, even during fee adjustments.

2. Public Website and Online Access: More details on our website can be found in [Section 3.2.2](#) above.

- **Centralized Information Hub:** Our public website, www.northcarolinasingningprogram.com, provides detailed program information, fee schedules, agreement templates, marketing materials, FAQs, and contact details. Participants can access their accounts online to view signage data, check application status, request support, and access customized marketing data analytics. Surveys and inquiry forms, as well as all contact information for the office and each AE are also found on our website.
- **24/7 Support and Rapid Response:** The website features a 24/7 online chat and a customer support section, capturing all contacts in our CRM system. We respond to all website inquiries by the next business day or sooner, and customer support emails are addressed within two business hours.

3. Application, Agreements, and Billing:

- **Application Process:** We offer both downloadable hard-copy and online/mobile-friendly application forms for participant convenience. We acknowledge receipt of business applications within 24 hours. We complete on-site inspections within 10 business days of receiving an application and communicate approval or denial within 20 business days.
- **Application Workflow:** NCSP's primary application is an online form on our website, requiring no downloads or printing. Applications can also be downloaded, picked up at our office, or requested by mail, and submitted in hard copy or online. Once received, applications are digitally time-stamped, tracked in our ESMS, and promptly processed. We meet weekly with our internal teams to review each case, ensuring consistent service and support. We also conduct reviews and on-site visits to assist eligible businesses. NCSP provides clear, prompt communication and accurate cost estimates, leading to high customer satisfaction and successful onboarding. Our comprehensive service agreements include all necessary details to ensure businesses understand the value they receive. See [Section 4.1.1 Eligibility Determination and Compliance](#) and [Section 4.1.2 Renewals and Customer Feedback](#) for more details about these processes. Our current 97% retention rate in Texas and Virginia reflects our participants' positive experiences.
- **Agreements and Fees:** We execute participant agreements in hard copy or electronically with NCDOT-approved templates and electronic signatures. We provide annual billing, fee collection, and refunds as needed, with both paper and online payment options available.
- **Convenient Payment Methods:** We accept checks, credit cards, ACH, and other forms of payment in-person, by mail, or through the online customer portal. This flexibility in payment methods makes the process seamless and hassle-free, contributing to our consistently high retention rates.

4. Customer Assistance and Issue Resolution:

- **Rapid Response Times:** We address all participant communication within one business day whenever possible and no later than two business days. Maintenance issues are automatically dispatched to designated field staff for prompt resolution.
- **Complaint Handling and Escalation:** Dynamics 365 CRM built into our ESMS tracks all inquiries, complaints, and requests, ensuring efficient handling. Complaints are typically resolved within 48 hours, with critical issues escalated and resolved within 24 hours. We conduct weekly internal meetings to review any conflicts or disputes, and corrective action plans are implemented swiftly.
- **Transparency in Reporting:** Monthly reports of customer complaints and resolutions are provided to the Department. Our historical data shows a complaint rate of less than 0.5% in both Texas and Virginia, demonstrating our effectiveness in maintaining participant satisfaction.

5. GIS and Web Mapping Services:

- **Enhanced Visibility and Data Accuracy:** We utilize GIS products, including Autori and Google mapping services, to enhance the Logo Program's value proposition for participants and motorists. We have already mapped over 1,000 miles of roadways and are on track for an additional 2,000 miles in 2025. Our Mapping Utility Vehicles (MUVs) capture 360-degree imagery of participant locations, providing updated Google Street View images at no additional cost. While we cannot directly change a business's online profile, we inform businesses and submit recommendations or updated imagery, helping ensure accurate, high-quality exposure.
- **Google: All eligible intersections and participants' images and data will be updated in Google Maps and Street View in the first year of the contract.** We will include this service on an ongoing basis after the first year during our rolling maintenance inspections, building in reviews and adapting to best practices as new technology emerges.



6. Data Management and Department Access:

- **Comprehensive Record-Keeping:** We utilize Microsoft CE as the foundation of our fully integrated multi-product ESMS platform. ESMS is used to track all participant interactions, inquiries, billing records, and marketing activities. NCDOT can access any application or participant record upon request, ensuring full transparency and oversight.
- **Targeted Outreach and Verification:** Our data verification processes ensure outreach efforts are accurately targeted and relevant, maximizing engagement and program participation.

7. Value Added Services:

NCSP goes beyond the minimum requirements by offering a range of value-added services designed to enhance customer experience, program efficiency, and data-driven decision-making. As part of our standard practice, **our account executives review participant logo designs for branding consistency and best practices**, helping businesses achieve optimal visibility and clarity on their signage. We provide **flexible payment options—credit card, ACH, check, and soon even Apple Pay**—to accommodate diverse business needs and streamline finances, recognizing that convenient payments promote higher retention. **During rate changes**, our team conducts **in-person visits** to address stakeholder concerns, clarify fee updates, and strengthen participant relationships. To improve wayfinding and exposure, we **update Google Maps** with accurate sign locations, while our **Travel App (Figure 3-5)** -a web-based navigation platform with a mobile app component - provides real-time navigation assistance and program information, enabling participants to identify blue sign locations along their route in advance of driving.

NCSP also offers **advanced analytics** to support strategic decision-making, using data insights to optimize program performance and continuously improve. Finally, our dedicated customer support remains available to handle inquiries and ensure a seamless user experience. Through these comprehensive, customer-focused services, NCSP aims to exceed expectations and deliver sustainable success for NCDOT’s Logo Program.

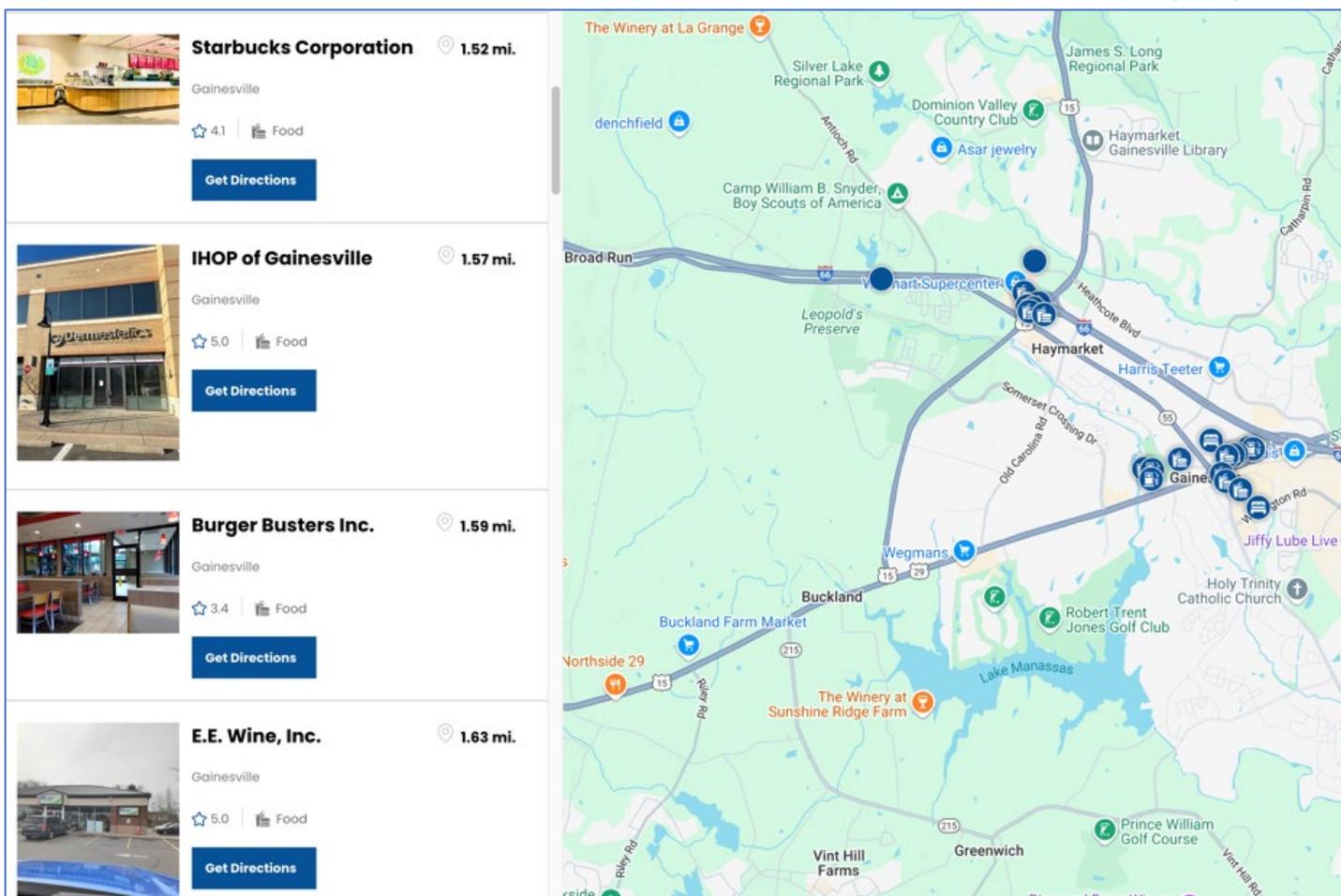


Figure 3-5: Example of our Travel App’s map locator that shows key local sites

3.3.3 Our Customer Service Request Workflow

NCSP’s Customer Service request operating procedure (Figure 3-6), encompassing Sales, Field Services, and Billing, ensures efficient handling of requests. We utilize Dynamics 365, which provides customer relationship management (CRM), sales tracking, marketing automation, and customer service modules. Dynamics 365 includes a built-in tracking system for customer complaints, processing them through a dedicated workflow. Complaints are typically resolved within one business day, well exceeding the requirement of two business days.

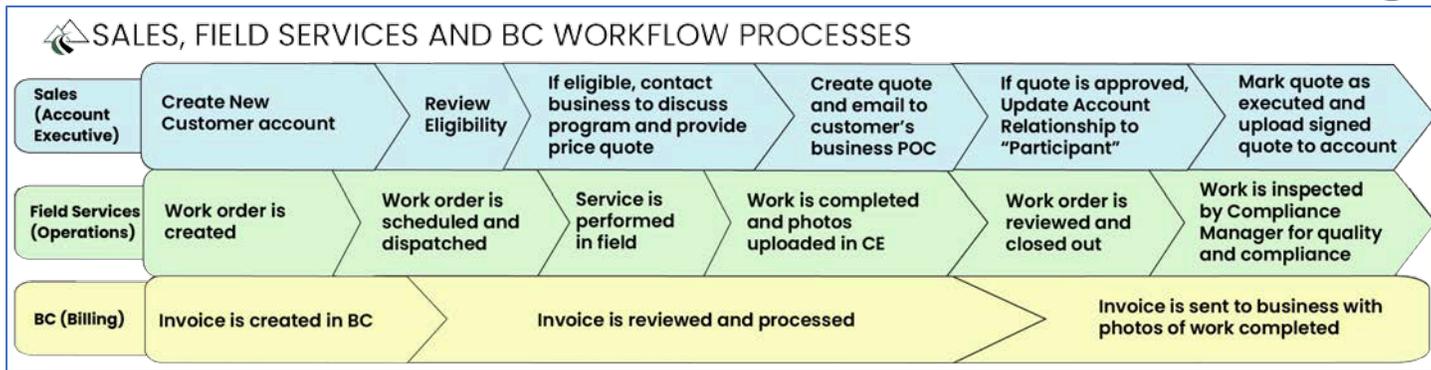


Figure 3-6 Sales, Field Services, and BC Workflow Processes

3.3.4 Performance Monitoring and Continuous Improvement

Plan Approval and Compliance: The Customer Service Plan will be submitted for approval and fully adhered to upon acceptance.

Metrics and KPIs:

- On-time application acknowledgments, inspections, and determinations.
- Prompt inquiry and complaint responses, low complaint rates (<0.5%), and ongoing high retention (>97%).

Ongoing Refinement:

- Weekly internal review meetings and monthly reports to NCDOT provide opportunities for continuous improvement.
- Surveys
- Feedback loops, training, and staff development ensure that our customer service remains exceptional, adaptive, and aligned with NCDOT's goals.

NCSF's Customer Service Plan integrates proactive outreach, personalized assistance, advanced CRM and GIS technologies, and stringent performance metrics to deliver exceptional value to North Carolina Logo Program participants. By combining rapid response times, transparent reporting, versatile payment methods, and innovative mapping solutions, we create an environment where businesses are and feel supported, informed, and confident in their participation—ultimately driving long-term program success for NCDOT.

3.4 Online Account Access

Our **24/7 interactive customer web portal** is designed to provide seamless online account access for both existing and prospective Logo Sign Program participants. The portal is secure, user-friendly, and optimized for web browsers and mobile devices, ensuring full functionality and ease of use. For existing participants, the portal features secure sign-on and an intuitive dashboard that organizes all relevant participant information. Through this dashboard, participants can access applications in downloadable and printable formats or complete and submit them online using an easy-to-navigate interface with drop-down menus. Participants can review participation eligibility criteria, program fees, and participant testimonials that highlight the benefits of participation. Links to related agencies and trade associations are also accessible. To foster personalized service, participants may use the portal to directly report issues with program signing assets and request work orders, which includes the ability to provide photographs of impacted sign structures.

The portal also provides participant agreements, including renewal agreements, which are available for review, download, and electronic signature using integrated e-signature capabilities. Program criteria and compliance documents are easily accessible in a dedicated section, ensuring participants remain informed and compliant. Detailed inventory data is provided, including sign locations, installation activity, maintenance and inspection records, construction records with photographs, and updates to web-based mapping services. Financial tools allow participants to review invoices, payment history, and make secure online payments. Additionally, participants can see relevant work orders and track their real-time status, with notifications provided for updates. Marketing data analysis results are accessible through the portal, with an option to request custom analyses for insights into program performance. Automated password reset functionality ensures secure account recovery, while other relevant information, as deemed necessary by the Department, is also readily available.

For **prospective participants**, the portal offers secure account creation, and a tailored dashboard optimized for web and mobile use. Prospective participants can download, print, or complete applications online and submit them electronically. While there is no associated costs for program applications, the system is set up for prospective participants to make secure online payments in their web portal. The portal also provides access to program criteria and real-time tracking of application and sign installation statuses. Notifications are sent for updates or required actions. To encourage engagement, our face-to-face efforts are complemented by direct mail, targeted emails, and social media postings that direct current participants, potential participants, and other interested parties to our website. Here, prospective participants can review eligibility criteria, read testimonials, find contact information (including phone numbers, email addresses, and a messaging portal), and submit interest forms that generate tailored responses, including meeting requests or additional information specific to their eligibility criteria and service category.

Personalized customer service remains central to our approach, with applications processed promptly and reviewed weekly to ensure consistent support. On-site visits and direct communication are conducted as needed to assist our current 97% retention rate goal, reflecting strong participant satisfaction and loyalty.

The portal is built on a robust and scalable cloud-based architecture with high availability, ensuring 99.9% uptime and 24x7 access. It employs advanced security measures such as multi-factor authentication, data encryption, and regular vulnerability assessments to safeguard participant information. Fully responsive design ensures seamless functionality across all devices, while the system's scalability supports increased user loads and program expansion. Integration with backend systems streamlines workflows and automates data processing, enabling efficient communication with stakeholders. With its comprehensive features and secure infrastructure, the portal ensures that existing and prospective participants can manage



their accounts, access critical information, and interact with the program effectively and confidently.

4 Project Delivery Plans

4.1 Business Eligibility Plan

4.1.1 Eligibility Determination and Compliance

NCSP employs a comprehensive plan to evaluate and maintain the eligibility of prospective and participating businesses, as defined by the Logo Sign Privatization Manual, MUTCD, and all relevant program rules and regulations. This plan ensures that participants meet all location and business-specific requirements, preserving the integrity and benefits of the NCDOT Logo Program throughout each participant's tenure. Our thorough eligibility checks for each participant include initial, annual, and ad-hoc reviews, to ensure compliance. We assess both interchange location and business criteria to meet requirements, including its distance from an intersection, operating hours, services and facilities provided, licensing status, and all other criteria eligibility requirements for the category of that business.

In 2024, we reviewed eligibility for 7,619 renewing logo participants, 693 new logo businesses, and 411 other program participants across 5 different programs in TX and VA. We provide timely feedback and transparent communication to existing and potential participants throughout the process.

Eligibility Determination Process

Location Eligibility

- **Facility / Interchange Assessment:** We first verify whether a facility or interchange is eligible for inclusion in the Logo Program based on location-specific criteria, such as urban vs. rural designations and traffic patterns.
- **Database Maintenance:** Eligible and ineligible interchanges are recorded in our centralized ESMS database, ensuring real-time accuracy and full traceability for NCDOT.

Business Eligibility

- **On-Site Review:** Per program requirements, each new applicant undergoes a mandatory site visit within 10 business days of receipt of the application. This includes assessing compliance factors such as operating hours, available services (e.g., food, fuel, lodging), licensing status, signage capacity, and distance from relevant highway exits.
- **Virtual Verification:** In parallel with the site visit, we review the business's online presence, including Google Business listings, websites, and photos, which are motorist standards, ensuring consistency between advertised services and on-site reality. If discrepancies are noted, we alert the business, assisting them in updating their listings to maintain accurate public information and program compliance and get the most value from our Logo Program.

Immediate Non-Compliance Investigations: Reports of potential non-compliance are investigated promptly, with an on-site or virtual review occurring within 10 business days of receiving the report. This swift response minimizes any negative impact on the traveling public and upholds essential program standards.

Ongoing Compliance and Reviews

Initial Reviews

- Conducted within 10 business days of receiving an application, verifying that the applicant meets all category-specific requirements (e.g., distance, services offered, facility type).
- NCSP provides the applicant with a formal decision on eligibility status within 20 business days, outlining any corrective actions needed for approval if eligibility criteria are not met.

Annual Reviews (25% Sampling)

- **Expanded On-Site Evaluations:** Each year, NCSP will exceed the 20% minimum by conducting on-site reviews of at least 25% of actively participating businesses. Our approach ensures full coverage of all participants within **four years** instead of five, raising program confidence and compliance levels.
- **Compliance Checklist:** Technicians confirm operating hours, safety measures, service availability, and alignment with current program policies. Any identified deficiencies are reported to the business, alongside a 30-day deadline for corrective measures.

Transition Period (100% Compliance Checks)

- **Comprehensive Initial Sweep:** During the first year of vendor management, NCSP will evaluate every participant to validate business eligibility, confirm accurate information, and proactively address any issues carried over from state-run operations. We will also update their web mapping presence at this time.
- **Immediate Feedback:** Businesses found non-compliant will receive prompt guidance on required remedies, ensuring the program starts off on a strong, standardized footing.

As-Needed or Requested Reviews

- **Department or Vendor-Initiated:** NCSP performs additional site reviews upon request by the Department Project Manager or if issues arise (e.g., major operational changes, repeated complaints).
- **Updated Determination:** Participants identified as non-compliant are notified of specific shortcomings and given an opportunity to remedy their status before NCSP proceeds with sign removal scheduling.

Communication and Documentation

Result Notifications: Businesses receive clear, written communication regarding eligibility approval or denial, along with a summary of any changes in urban/rural classification or infrastructure availability that may affect their participation within 20 days of their application date.

Corrective Action Follow-Up: When a business is found ineligible or has fallen out of compliance, NCSP issues a notice detailing required corrections. Businesses have 30 days to make improvements, at which point NCSP performs a second on-site and virtual review to confirm compliance.



Record Keeping: All site review findings, including photographs, checklist results, and relevant dates, are logged in our secure ESMS database. NCDOT retains full ownership of these records, which remain available for auditing or reference at any time.

Dispute Resolution: If a business disagrees with NCSP's determination and the issue cannot be resolved directly, NCSP refers the matter in writing to the Department Project Manager for further review and final action. NCSP ensures all correspondence regarding eligibility or compliance disputes is handled promptly and maintains ongoing communication with both the business and the Department throughout the resolution process.

NCSP's Business Eligibility Determination and Compliance Plan combines rigorous site inspections, virtual verification, and transparent, data-driven processes to uphold the NCDOT Logo Program's integrity. By consistently applying the rules and regulations outlined in the Logo Sign Privatization Manual, MUTCD, and state policies, we help ensure that only qualified, compliant businesses receive the benefits of Logo signage—ultimately enhancing the experience for both participants and the traveling public.

4.1.2 Renewals and Customer Feedback

Our comprehensive service agreements include all necessary details to ensure businesses understand the value they receive. NCSP actively seeks feedback during the renewal process to further enhance customer experience and satisfaction. Our strong retention rate and low complaint rate reflect our participants' positive experiences.

4.1.3 Waitlist and Sales Management

NCSP will ensure that as many eligible businesses as possible can participate in the Logo Signing Program. Our waitlist management system guarantees a fair and transparent process for all applicants. Through our advanced ESMS, we track applications, provide accurate reporting, and ensure that all eligible businesses are served promptly throughout the year.

For interchanges that are at capacity, our waitlist operates on a first-come, first-served basis and is securely maintained in our ESMS. As soon as a space on a sign becomes available, we immediately contact the first participant on the waitlist. Participants have five business days to accept the opportunity before the space is offered to the next business in chronological application order. Additionally, our sales lifecycle process, which spans from initial contact to sign installation and renewal, is meticulously managed to provide every participant with a seamless and positive experience. This approach ensures that small businesses, particularly in areas of high commercial growth, have equitable opportunities to compete and benefit from the program.

4.2 Business Panel Administration

NCSP's approach to Business Panel Administration ensures a seamless, efficient, and compliant process for managing all aspects of business panel services. Our **Sales and Marketing team** coordinates closely with participants, ensuring they fully understand their options for design and fabrication. Meanwhile, our **Operations team** manages safe and timely panel installation, removal, and maintenance—always adhering to MUTCD guidelines, the Logo Sign Privatization Manual, and NCDOT standards.

Coordination with Participants

- **Transparent Communication & Participant Ownership:** Participants maintain complete ownership of their business panels, including the freedom to select any design or fabrication provider. While NCSP offers optional design and production services through our state-of-the-art sign fabrication shop, we clearly inform businesses that alternative sources may be used without restriction or penalties. Our Sales and Marketing team serves as the primary point of contact, providing guidance on panel specifications, fee structures, and timelines. This open communication ensures participants are confident about each step in the process.
- **Issue Escalation & Collaboration:** NCSP has a customer-focused approach to this process. Should a participant have questions regarding design guidelines, eligibility, or other concerns, we offer multiple channels (phone, email, online portal) for them to seek assistance. If an issue cannot be resolved directly or requires further interpretation of program rules, NCSP escalates the matter to the Department Project Manager upon request by the participant or at NCSP's discretion.

Business Panel Reviews

- **Review & Approval Criteria:** All logo designs are reviewed to confirm adherence to the current MUTCD, the Logo Sign Privatization Manual, and NCDOT's size, color, and layout requirements. As a value-added service, NCSP verifies that each design accurately represents the business's brand, ensuring clear visibility and legibility for motorists, as well as a strong recognizable logo using best practice branding guides.
- **Personalized Review Process:** Businesses submit design files (digitally or in hard copy), and NCSP records them within our Enterprise Sign Management System (ESMS) for easy tracking and reporting. If a submission requires adjustments (e.g., color contrast, reflectivity, size compliance), NCSP promptly communicates recommended changes. We collaborate with participants to finalize an approved design without delay. Our review process to ensure panels reflect strong branding guidelines is to ensure we provide our sign participants a competitive marketing edge.

Installation and Removal

- **Safe & Compliant Installation:** Once a panel is approved, participants (or our internal teams) deliver it to NCSP for installation. Our trained field crews handle all mounting, ensuring alignment with NCDOT safety guidelines, proper hardware usage, and secure placement.

Removal & Replacement: If a participant business closes, opts out, or is deemed ineligible, NCSP promptly removes the existing panel within 15 business days to maintain accurate signage for motorists. Additionally, Participants can request new panel installations or replacements at any time for reasons such as re-branding or updates to service offerings. We follow the same approval and installation process to ensure consistency. Our software integrates participant and sign data, automatically generating tasks for placard removal when a business closes or opts out of the program.

4.2.1 Business Panel Administration Timeframes

Proposed Review & Approval Schedule: NCSP has a streamlined turnaround, typically reviewing and responding to business panel submissions within 10 business days. Any need for design revisions or additional input from the Department is communicated quickly to prevent extended delays. Once a design is approved and the panel is ready (either provided by the participant or fabricated by NCSP), our field team schedules installation as soon as practicable—usually within 15 business days for standard requests, with a maximum of 30 days.



Removal & Replacement Timelines: If a panel requires removal (e.g., participant closure, eligibility changes), NCSP takes prompt action—generally within 15 business days—to maintain sign accuracy and public safety. Every panel removal and replacement event is logged in our ESMS, ensuring traceability and transparent recordkeeping for NCDOT.

NCSP's coordinated approach to Business Panel Administration combines transparent participant communication, meticulous design reviews, professional installation and removal, and clearly defined timeframes. By respecting participant ownership of business panels, adhering to all relevant guidelines, and offering optional in-house services without obligation, we deliver a streamlined, participant-friendly process that preserves the quality and integrity of NCDOT's Logo Program at every stage.

4.3 Project Design

NCSP, in partnership with MBI, will ensure that all design activities for the NCDOT Logo Program are executed in strict accordance with the requirements outlined in the scope of work and specifically detailed in the Logo Sign Privatization Manual. Based on MBI's extensive experience in signing design on conventional roads, expressways, and freeways throughout North Carolina, all plans and calculations will be prepared in the formats expected by NCDOT. MBI will also ensure that the Logo Signing Plans are produced to the same high standard as NCDOT has come to expect in Design-Bid-Build and Design-Build plan sets and will strive to exceed Department expectations with minimal need for plan revisions. With NCSP's operational rigor and MBI's proven design expertise, we will provide signage optimized for safety, clarity, and compliance, supporting the long-term success of the NCDOT Logo Program.

4.3.1 Design Criteria

MBI will prepare all sign panel designs and signing layout plans in accordance with the guidance and requirements of the latest versions of the NCDOT Logo Sign Privatization Manual, the Manual on Uniform Traffic Control Devices (MUTCD), NCDOT Standard Specifications for Roads and Structures, Roadway Standard Drawings (RSD), and guidance from the Signing and Delineation Unit (SDU) Procedure Manual. Signing panel design will be completed using GuideSIGN software and signing layout plans will be developed in OpenRoads Designer (ORD). All sign support designs will be calculated using NCDOT's Sign Support Program spreadsheet, dimensions will be field verified, and the steel summary chart will be provided with the signing plan set.

4.3.2 Quality Assurance Process and Standards Compliance

Our Quality Assurance (QA) process is integral to the design workflow for **NCSP**. Quality checklists will be included with each submittal to validate compliance with the NCDOT Logo Sign Privatization Manual, MUTCD, and all other NCDOT standards. Our Design Manager, Kelly M Cory, PE, PTOE, will also prepare internal checklists for each stage of design that will ensure that the proper internal reviews are completed for both design compliance and plan presentation standards. In addition, Ms. Cory will personally provide the final internal review of all designs, whether they are prepared by engineers or technicians at **MBI** or **NCSP**, to assure compliance and consistency. Her oversight will ensure that all submittals to NCDOT meet the high-quality standards expected by the department, uphold program standards, while also reducing review iterations, expediting the approval process.

4.3.3 Project Design Timeframes

For the first step of development of the Logo Signing Plans, the **NCSP** team will conduct detailed site visits to document existing sign spacing and determine optimal locations for proposed sign installations. As specified in the NCDOT Logo Sign Privatization Manual, Logo Signing Plans will be prepared whenever new sign supports, support modifications, changes of sign sizes, or changes in service types on sign sequences occur. When signing plans are required, they will be prepared for each individual interchange, including mainline approaches, ramps, and logo trailblazers, then submitted to the Department for review and approval.

MBI will design any new sign panels needed for a specific interchange, prepare signing layout plans, sign support design worksheets and summary of quantities. A 90% set of plans will then be submitted to NCDOT for a 10-business day review. Upon receiving comments, **MBI** will respond to any Department comments, revise, seal, sign, and resubmit 100% plans for Release for Construction (RFC) approval within 10-business days. Following RFC approval, **MBI** will transmit both a .pdf and an ORD design file set of plans to the Department and the **NCSP** team will oversee the fabrication and installation of logo mileage panels and logo trailblazers, strictly adhering to the approved plan sets. Any revisions deemed necessary during or after construction will be documented in as-built plans, which will also be provided promptly to the Department in both .pdf and ORD format, to ensure accurate records for future maintenance.

4.4 Project Construction

NCSP's structured and detailed construction approach covers all necessary tasks for signage under the NCDOT Logo Program, including site planning, utility coordination, surveying, design, fabrication, installation, erosion control, safety measures, and maintenance. Our goal is to ensure that all activities comply with NCDOT Standard Specifications, MUTCD guidelines, and any special provisions required by the Department, delivering durable, high-quality installations that benefit the traveling public. Our process includes comprehensive construction management, stringent quality control, and real-time project tracking to ensure all deliverables meet or exceed the Department's expectations.

Our high-level process and timelines for construction are:

- Application = 24 Hour Response Time.
- Site Survey = 5 Business Days.
- CAD Processing = 2 Business Days.
- Design Submittal = 1 Business Days.
- Final DOT Approval = 2 to 14 business days.
- Fabrication = up to 30 Business Days.
- Install = 21 Days, after receipt of material, or less.

4.4.1 Planning and Utility Coordination

Site Assessment and Approval: NCSP conducts comprehensive pre-construction site visits to confirm the appropriateness of sign locations and perform necessary field staking. We coordinate with the local NCDOT Division Engineers and Inspectors to ensure each new sign installation is viable



and authorized. In compliance with 811 protocols and the Department Utilities Unit's requirements, we verify that sign locations are free from underground or overhead conflicts. This includes obtaining necessary utility clearances before breaking ground.

Lane Closure Notices (LCNs): Whenever a lane closure is required, we issue LCNs at least 30 calendar days prior to the scheduled work. These notices detail the proposed date, time, duration, and location of the closure. In emergency or urgent situations, we submit LCNs within two business days, ensuring swift and transparent communication with NCDOT and affected government entities.

4.4.2 Surveying and Design

Construction Surveying: For site measurements and layouts our surveying team collects precise topographical and layout data, as well as site conditions, to establish foundation and structure designs tailored to the requirements of each location. This information guides foundation and structure design while minimizing disruptions to traffic and the environment. NCSP works closely with NCDOT to finalize site plans, including sign structures, foundations, and roadway connections, for each sign location, adhering to spacing, alignment, and safety criteria outlined by MUTCD lateral, vertical, and longitudinal spacing requirements and NCDOT standards.

Transportation Management & Erosion Control Plans: We design and implement Transportation Management Plans to maintain smooth traffic flow, particularly in high-volume corridors. Where site conditions demand Erosion & Sedimentation Control plans, NCSP installs silt fences, sediment basins, and other devices to protect environmental resources. These measures are monitored and adjusted as required throughout construction.

4.4.3 Fabrication

Our fabrication process emphasizes efficiency, quality, and adherence to NCDOT standards.

Production Facilities: NCSP has existing full-service fabrication facilities in Texas and Virginia to produce a wide range of signs and supports meeting or exceeding state specifications. Advanced equipment, including an Avery Dennison digital printer with an annual capacity of over 60,000 sq. ft. of business logo plates, enables us to consistently produce high-quality signage. Robust inventory levels and a regional distribution system allow us to ensure timely delivery and respond rapidly to surge demands or supply-chain disruptions. **We are excited to expand these facilities into NC.** Upon contract award, we will establish a local fabrication facility in NC to shorten lead times, support the state's economy, and quickly address any unforeseen issues. To enhance material supply continuity, we will also leverage a subcontracting relationship with a pending NC DBE vendor, **Korman Signs**.

Compliance & Quality Checks: All panels conform to NCDOT Standard Specifications for Contractor Furnished Signs. We will follow SDU's Sign Fabrication approval process. NCSP welcomes the NCDOT Materials and Tests Unit to inspect finished signs at the fabrication facility, ensuring that each product meets NCDOT's stringent quality and performance criteria.

4.4.4 Excavation and Foundation Construction

Utility & Environmental Safeguards: As part of our standard procedures, we get 811 clearance and confirm no utility conflicts exist prior to excavation, and we install and maintain erosion control measures (e.g., silt fences) around excavation sites.

Safe Excavation Methods: After utility clearance, depending on site conditions, our crews will excavate footings for sign installations using appropriate methods based on site conditions, including skid steer augers, hydrovacs, or manual digging. As part of our process to ensure foundation integrity, we use rebar cages and poured concrete footings to guarantee reliable support for sign structures. Pre-assembled sign structures will be prepared at our fabrication facilities to streamline on-site assembly and reduce construction time, minimizing disruptions to travelers.

4.4.5 Sign Installation

Our work zone safety measures will include the deployment of traffic control devices, such as lane or shoulder closures, implemented by certified personnel in accordance with NCDOT Construction Manual Division 11 standards. We will ensure compliance with time restrictions, avoiding work during peak hours, holidays, or adverse weather conditions.

Structured Installation Process: Our ESMS tracks the installation process, logging each stage from fabrication to on-site delivery. Once sign structures are delivered to the site, our crews will securely assemble and install them in compliance with NCDOT-approved designs. This includes mounting business logo placards, mileage panels, and trailblazers with precision to meet all alignment, spacing, and secure attachment of business logo placards, mileage panels, and trailblazers.

Work Zone Traffic Control: Only NCSP certified professionals install, maintain, and remove lane or shoulder closures, following Division 11 of the NCDOT Construction Manual. For scheduling, we comply with time-of-day and weather-related restrictions, avoiding closures during peak commuting hours, federal/state holidays, or poor visibility conditions unless specifically authorized.

4.4.6 Quality Control and Compliance

All materials and construction activities will comply with NCDOT Standard Specifications for Roads and Structures, and certifications will be provided as required. Non-compliant signs or installations, if identified, will be corrected or replaced at our expense. Following each installation, the Department may inspect the site to verify compliance. Any deficiencies will be promptly addressed to the Department's satisfaction.

Standards & Specifications: All materials NCSP uses (sign supports, hardware, panels) comply with the NCDOT Standard Specifications for Roads and Structures. NCSP will provide documentation as requested by the Department. In the rare case that a Department inspection identifies any non-compliant installation, NCSP will promptly correct the issue at our expense.

Department Inspections: NCSP understands that the Department may inspect new logo service sign installations at any time. Any deficiencies noted will be addressed immediately. Feedback from inspections is integrated into our processes, ensuring ongoing quality enhancements.

4.4.7 Real-Time Tracking and Documentation

ESMS Monitoring: Throughout the process, our ESMS will provide real-time tracking and automated updates of all activities, including utility coordination, material usage, and installation progress- providing a clear audit trail. This system ensures transparency and allows for detailed documentation of completed work, and real-time data can be shared with NCDOT for progress updates and performance monitoring.

Photographic Records: NCSP uploads visual documentation into our ESMS, including post-installation photos, foundation details, site conditions, and any noted issues. If follow-up work is required (e.g., final landscaping), we schedule it promptly and track completion in the system.



4.4.8 Post-Installation Inspections, Acceptance, and Maintenance

Verification of Standards: Once each sign/support is in place, we conduct a thorough final inspection to confirm MUTCD and NCDOT compliance. Any identified deficiencies will be promptly addressed, ensuring operational and financial responsibility remains with us. Additionally, we will compile a comprehensive package of site information, materials used, and as-built photos for the Department's records. This process ensures transparency and allows for quick resolution of any post-installation issues.

Post-Installation Acceptance: Once each sign/support is in place and we have conducted a thorough final inspection, as described above, our process to obtain final acceptance by NCDOT of each sign installation, which includes potential punch-list items and how they will be closed out, is as follows. After each installation, NCSP provides near real-time access to all relevant data via an online system, including the installation's time, date, photos of the completed work, and approval documents. NCDOT representatives can review the work and identify any punch-list items, such as adjustments or repairs, which NCSP promptly resolves. Updated photos and details reflecting corrections are added to the system. Upon request, NCSP provides written proof of performance (POP) to the approving NCDOT representative, detailing the completed work with photos and installation dates. Final acceptance is recorded in the system, ensuring transparency and compliance with NCDOT standards.

Maintenance Program: NCSP conducts ongoing periodic maintenance checks, adhering to the same rigorous standards applied during initial construction, to ensure structural integrity, sign visibility due to damage/wear or vegetation growth, and compliance with traffic and environmental standards. Any damage or operational issues are addressed expeditiously, minimizing downtime and safety risks. All maintenance activities will also be tracked and managed through our ESMS for full accountability.

4.4.9 Traffic Management and Safety Compliance

Work Zone Traffic Control Measures: Traffic control is integral to our construction and maintenance activities. We will deploy Work Zone Traffic Control Devices and implement approved Traffic Management Plans (TMPs) to ensure safety for both workers and the traveling public. Our ATSSA Certified employees and/or qualified contractors will install, maintain, and remove lane and shoulder closures as required, complying with all conditions outlined in NCDOT's Construction Manual Division 11. Specific measures include closing shoulders when personnel or equipment are within 15 feet of an open travel lane and implementing full lane closures when working closer to traffic than the specified thresholds. Lane closures will not be conducted during peak hours, periods of active roadway maintenance, or adverse weather conditions unless otherwise authorized.

Emergency Closures: If an emergency condition requires an unscheduled lane closure, NCSP provides official notice to NCDOT within two business days. For NCSP, safety is our priority. We will always maintain compliance with NCDOT guidelines, ensuring the traveling public's safety.

4.4.10 Environmental and Erosion Control

Erosion Protection: We develop and implement site-specific erosion and sediment control plans appropriate for each project site, preventing environmental impacts. This includes the installation of silt fences, sediment basins, and other control devices as specified. We will continuously monitor and adjust these measures as necessary to ensure compliance throughout the construction phase.

Regulatory Compliance: NCSP prioritizes meeting all Local, State, & Federal Guidelines. Our approach meets or exceeds all environmental requirements, including site runoff and habitat protection.

4.4.11 Collaboration and Coordination

Continuous Stakeholder Engagement: Our team will work closely with NCDOT Division Engineers, Inspectors, and the Utilities Unit to ensure alignment with project objectives and address any site-specific requirements, providing frequent status updates, coordinating schedules, and addressing any concerns promptly. Our teams maintain open lines of communication with Utilities & Division Offices to streamline approvals and reduce potential project delays. This proactive approach facilitates smooth operations and ensures timely completion of all construction activities.

Conflict Resolution: NCSP performs proactive problem-solving, identifying challenges early and collaborating with relevant stakeholders to propose effective solutions, ensuring projects remain on track.

4.4.12 Emergency Preparedness and Surge Capacity

Scalable Resources: By establishing a North Carolina fabrication facility, we can rapidly manufacture or repair signs in response to emergency conditions, supply chain constraints, or increased demand. Additional partnerships, such as with **Korman Signs**, grant us the flexibility to ramp up production and handle special requests without compromising timelines.

Agile Response: Our field crews are trained to mobilize quickly for post-storm repairs, emergency sign replacements, or accelerated schedules. We consistently adhere to NCDOT guidelines to protect motorists and minimize disruptions, prioritizing public safety.

In summary, NCSP's **Project Construction** process, from planning and design, to fabrication, installation, and maintenance, integrating advanced capabilities, strict adherence to NCDOT standards, and robust project management practices, demonstrates our robust approach to **quality, compliance, and safety**. By leveraging our proven processes, state-of-the-art facilities, and experienced team, we will deliver high-quality, compliant, and durable sign installations. Through collaboration with NCDOT Division Engineers, local agencies, and stakeholders, we ensure minimal impact on traffic and the environment, positioning the NCDOT Logo Program for sustained success.

4.5 Maintenance Plan

NCSP's structured, comprehensive maintenance program is designed to keep **all logo signs and supporting structures** fully operational, compliant, and visually appealing. Leveraging rigorous inspections, responsive repair processes, and efficient data management, we ensure that NCDOT's Logo Program meets or exceeds all maintenance performance measures outlined in the scope of work. Additionally, participants are always informed of upcoming maintenance or potential disruptions, fostering goodwill and transparency.

4.5.1 Maintenance Plan Development and Approval

We developed a detailed **Maintenance Program Plan** that aligns with the requirements outlined in the scope of work and will submit it to NCDOT for approval. This plan includes a clearly defined maintenance approach, covering **inspection protocols and schedules, repair processes, vegetation clearing, and reporting requirements**. The plan also details timeframes for completing maintenance activities, criteria for sign inspections, and



procedures for documenting and resolving deficiencies. Using our ESMS, we ensure that maintenance schedules, inspection criteria, and documentation are centrally tracked and easily accessible to all stakeholders.

4.5.2 Routine Maintenance Activities

NCSP knows **routine and corrective maintenance checks** and data-driven analytics help identify potential issues before they become critical, reducing long-term costs. Our team will conduct thorough inspections of each logo sign and its supporting structures on a regular basis, **ensuring compliance** with the Department's design standards and minimum performance criteria, as well as a proactive identification of issues. During these inspections, we will check for retroreflectivity, structural integrity, correct mounting heights, and potential obstructions. Specific inspection criteria will include:

- Verifying the condition of breakaway bases, welds, bolts, and Z-bars.
- Measuring the plumbness of signposts, ensuring a tolerance of less than one inch per foot of leaning.
- Assessing the background color and retroreflectivity of sign panels, addressing issues like fading or surface accumulation.
- Confirming proper height and lateral offsets of signs as per design standards.
- Inspecting the condition of slip bases and breakaway supports for compliance with elevation and soil exposure requirements.

For each inspection, we will log findings in the ESMS and take **geospatially tagged photographs** from multiple angles, including front, back, side, and wide-angle views. This photographic documentation will include date stamps, deficiency details, and sign size information for precise record-keeping. Maintenance inspections will be scheduled to cover at least 33% of all logo signs annually, ensuring that all signs are inspected within a three-year cycle. This data, including the photographs of the signs, will be available for NCDOT to view 24x7 via their portal to our website. If signs show fading, peeling, or structural damage that impairs their function or aesthetics, we initiate repairs promptly in alignment with Department standards.

4.5.3 Maintenance Schedules and Repairs

Following inspections, our team will address any deficiencies identified according to strict timelines:

- **45-Day Repair:** We complete repairs for deficiencies noted by NCDOT within 45 days of notification. Our average repair turnaround time is 15-21 days, depending on the scope of repair.
- **60-Day Replacement:** Structures deemed irreparable are replaced within 60 days of identification or notice.
- **30-Day Business Panel Removal:** If a business contract is canceled, related panels and trailblazers are removed within 30 days, but generally within 15 business days.
- **Vegetation Clearing:** We clear vegetation in accordance with Section 200 of the Department's Standard Specifications, generally within 30 days of issue identification; proposed clearing limits are staked; Department approval is obtained before work begins.

4.5.4 Inspections and Inventory Management

In addition to performing scheduled maintenance, NCSP conducts regular inventories of all logo signs to verify their ongoing compliance and ensure accurate documentation. Each inventory includes data on sign conditions, deficiencies, and recommendations for remedial actions. Our Enterprise Sign Management System (ESMS) centralizes this information, enabling quick retrieval and integration with NCDOT's portal.

Quarterly Data Submission: On the 20th day of January, April, July, and October of every year, we provide the Department with a digital inventory summary, inspection data, and any updates to the status or condition of logo signs.

Written Summary of Findings: Simultaneously with the quarterly data submission, we submit a report to the Department's Project Manager, outlining any deficiencies and suggesting which signs require immediate maintenance or potential replacement.

Exception Reporting: If we identify design or construction issues with signs installed or relocated by others, we notify the Department promptly, ensuring quick resolution.

Annual Condition Ratings: Each sign is classified as Good, Fair, or Poor based on structural and aesthetic standards, tying into our broader inspection framework described in [Section 4.6](#). This classification system helps us plan short-term repairs and long-term refurbishment priorities.

By integrating inventories into our broader maintenance schedule, we maintain a clear, real-time view of all program assets, allowing the Department to track sign status, manage potential risks, and confirm that NCSP meets or exceeds compliance standards.

4.5.5 Emergency Response and Surge Capacity

NCSP maintains an Emergency Response Plan (ERP) integrated with a Disaster Recovery Plan (DRP) for large-scale emergencies or unexpected damage (vehicular collisions, vandalism, natural disasters, etc.). This plan ensures our preparedness for large-scale events with precision and speed.

Our fleet of on-call vehicles and cross-trained emergency response team are available to handle urgent repairs and replacements 24/7 to enable rapid deployment for emergency repairs without disrupting regular operations. Using GIS dashboards and predictive analytics, we will monitor resource allocation in real time and optimize response times for future events.

30-Day Participant Outreach: For sign damage affecting business panels, we contact the affected businesses within 30 days of notification, install new panels within 30 days of receipt, and seek reimbursement from responsible parties if applicable.

Experience Example: We have extensive experience, including managing Hurricane Beryl in Texas, where our GIS-driven dashboard facilitated real-time tracking, resource allocation, and recovery efforts ([Figure 4-1: Emergency Dashboards](#)).

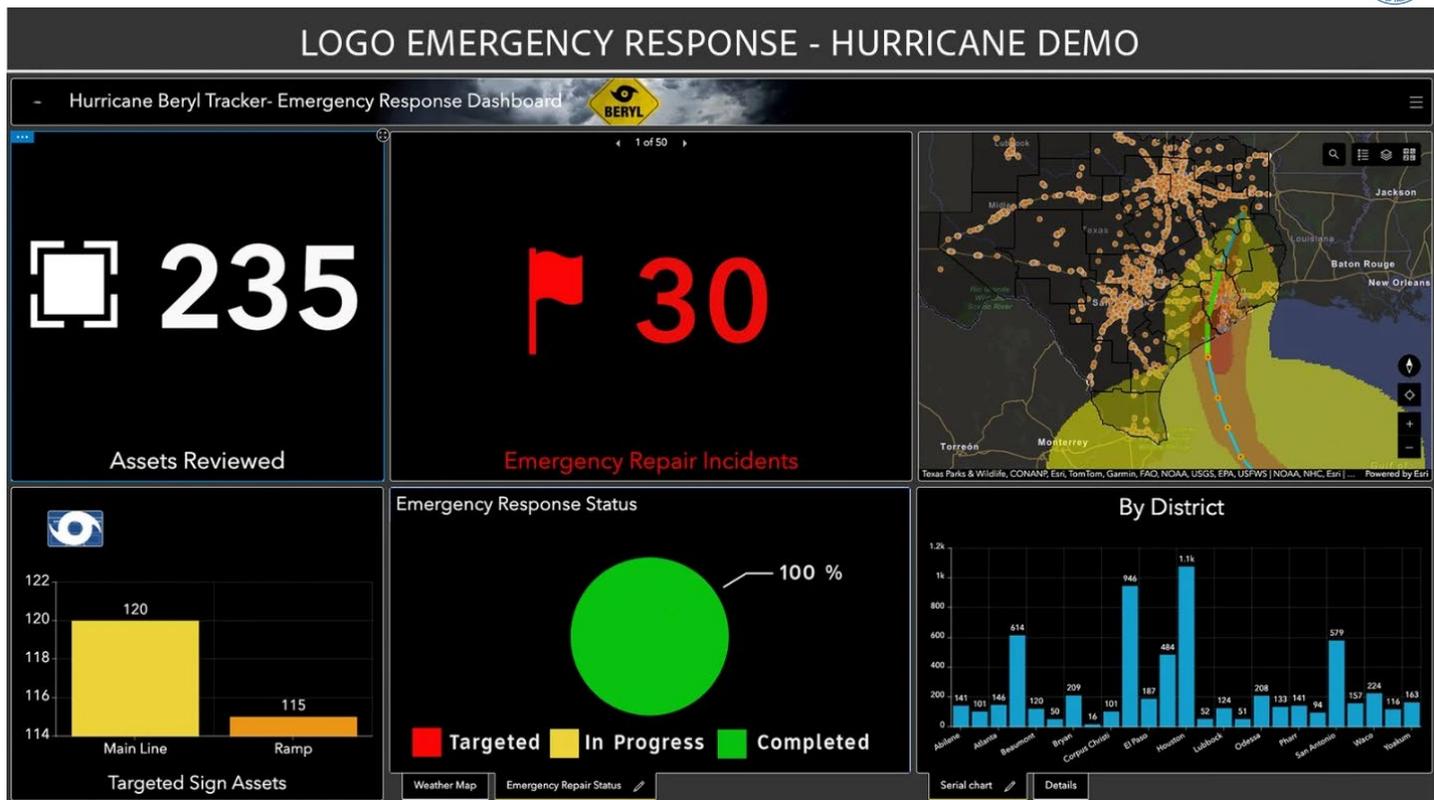


Figure 4-1: Emergency Dashboards

4.5.6 Documentation and Reporting

All maintenance activities, including inspections, repairs, and vegetation clearing, will be meticulously logged in our ESMS. This system will generate **real-time updates and reports for NCDOT**, providing transparency and accountability. Maintenance progress will be communicated to the Department through digital and written reports, including timestamped photographs of completed work. **Completion alerts** will be sent to the Department immediately with comprehensive documentation to confirm compliance with requirements.

4.6 Logo Sign Inspection Program

NCSP's inspection program ensures that all Logo signs meet NCDOT standards for safety, visibility, and structural integrity. Our trained inspectors evaluate each sign's condition at regular intervals and document findings in real time using mobile devices integrated with our ESMS. This proactive approach allows us to identify issues promptly, initiate timely repairs, and maintain consistently high-quality signage throughout North Carolina.

4.6.1 Inspection Approach and Frequency

Annual Maintenance Inspections: A third of the logo signs undergo a formal, in-depth inspection at least once per year, ensuring a rolling schedule of proactive maintenance. We also conduct routine spot checks (e.g., while enroute to scheduled maintenance) to identify potential issues early.

Rolling Schedule: Inspections are distributed across the year to balance workload and promptly address season-specific challenges such as weather-related damage or vegetation overgrowth.

Nighttime and Daytime Maintenance Assessments: Annual nighttime visual checks confirm that sign retroreflectivity meets MUTCD guidelines, uncovering any reduced visibility issues. For daytime retroreflectivity measurements, we use tools like the RoadVista 922 Handheld Sign Retroreflectometer to quantify reflectivity levels. Signs nearing unacceptable limits are flagged for replacement or more frequent checks.

On-Demand & Post-Maintenance Evaluations: Whenever a repair, upgrade, or installation is completed, we perform a targeted follow-up inspection to confirm quality and compliance with design and safety standards before marking the sign as ready for use.

4.6.2 Inspection Criteria and Documentation

Our operations team perform inspections while enroute to scheduled maintenance work locations and complete a formal inspection round annually. Using efficient routing software, we ensure that teams evaluate signs during travel, maintaining high-quality standards.

Retroreflectivity & Visibility: We verify compliance with MUTCD reflectivity standards, ensuring logos remain legible by day and night. Signs with fading, peeling, or surface accumulations are cleaned or scheduled for repair to maintain optimal visibility.

Structural Integrity & Alignment: Technicians check for rust, cracks, missing bolts, slip base coverage, and correct mounting heights. Posts must remain plumb with any breakaway supports, properly installed at the right height above ground. This process includes necessary repairs to sign panel borders, legends, backgrounds, and rivets used for business sign installations to ensure all signage components are in optimal condition.

Cleanliness & Aesthetics: Dirt, grime, graffiti, stickers, or unauthorized attachments are removed on-site if possible. We submit work orders in the ESMS for any additional repairs needed to keep signs looking professional and consistent.

Compliance with NCDOT & MUTCD Standards: Each sign's placement, size, and configuration must match Department approvals and MUTCD guidelines. Where applicable, we also check supplemental elements (e.g., mileage panels and trailblazers) for proper installation. We also ensure proper installation of supplemental elements, such as trailblazers, mileage panels, and temporary signage.



Condition of Asset Rating: Each inspection evaluates the condition of structures and sign panels using the above criteria, categorizing them as:

- **Good:** Signs in this category exhibit no major defects and are not expected to require repairs for more than five (5) years.
- **Fair:** Signs in serviceable condition but may need repair or replacement within five (5) years due to minor issues, such as misaligned panels, minimal retroreflectivity fading, or minor cleaning requirements.
- **Poor:** Signs in this category require immediate action to address safety issues, structural damage, or retroreflectivity deficiencies that do not meet current MUTCD standards.

Documentation in ESMS: Our field technicians use Esri ArcGIS Mobile Apps (e.g., Survey123, Field Maps) to record each sign's structure ID, GPS coordinates, date/time of inspection, condition rating (Good/Fair/Poor), and high-resolution, 6 + geospatially tagged photos (front, back, side, wide-angle, date sticker) of the sign panels, posts, and foundations while on site. Specific findings or recommendations are recorded. Minor repairs are marked "completed" on-site; serious deficiencies generate a new work order. Our ESMS integrates with Microsoft Dynamics 365, linking each inspection record to specific interchanges or participant accounts for full traceability. Our automated system uploads digital photographs and inspection data to our asset management system in near real-time, with updates reflected on our website for transparency.

4.6.3 Repair Actions and Maintenance

Immediate On-Site Fixes: If inspectors identify an issue, we address it promptly. Minor issues like bolt retightening, surface cleaning, or minor retroreflective touch-ups are resolved on-site if possible.

Work Order Generation: Signs requiring larger-scale repair or replacement prompt an ESMS work order, scheduling necessary crew tasks and tracking resolution.

Routine Inspections: NCSP performs additional routine maintenance checks to clear debris and road film, re-torque hardware, and ensure sign panels remain properly affixed.

4.6.4 Reporting and Quality Assurance

Real-Time Visibility: The Department can view inspection outcomes and sign statuses 24/7 through our ESMS portal dashboards.

Monthly, Quarterly, and Annual Reports: Summaries of inspection progress, identified issues, repairs, and replacements are included in each scheduled report, as well as any recommended process enhancements. See our [Reporting Section 2.8](#) for more details.

Proactive Replacement: A proactive replacement schedule will be established each year based on the results of the nighttime inspections and daytime retro-reflectivity assessments. Signs identified as nearing the end of their lifespan will be prioritized for replacement to ensure continued compliance and public safety.

Quality Control and Compliance: NCSP instills quality standards into every process, from sign fabrication to installation. Our rigorous quality control processes, audits, and inspections ensure that all signs are properly installed, visible, and compliant with standards. We use high-quality, durable materials for new installations to minimize replacements and exceed compliance with MUTCD, NCDOT, and FHWA standards. Our Compliance Manager and trained teams inspect the appearance, safety, and condition of all sign structures, initiating repairs or replacements when necessary.

By delivering methodical, technology-driven maintenance inspections and ensuring swift corrective actions, NCSP upholds the highest standards of sign quality, safety, and compliance across the entire NCDOT Logo Program. This comprehensive approach reduces long-term costs, maintains participant satisfaction, and guarantees ongoing alignment with state and federal requirements.

4.7 Construction and Maintenance Project Coordination

We do not subcontract out construction and maintenance activities, so projects are always done to our high standards and timelines without fail. However, if deemed necessary due to emergency conditions, NCSP will implement a robust and proactive approach to project coordination to ensure the integrity of logo signs during maintenance, program construction, and construction activities performed by others. NCSP ensures effective coordination with NCDOT and other stakeholders through structured communication, detailed planning, and transparent data sharing.

4.7.1 Coordination Plan and Approval

Our team will develop a comprehensive **Coordination Plan** that will be submitted to the NCDOT Department Project Manager for approval. This plan will outline our process for maintaining clear communication, tracking project milestones, and ensuring responsiveness throughout all project phases.

Information Exchange: NCSP maintains clear points of contact, regular reporting milestones, and a defined workflow for sharing project updates with NCDOT, including potential impacts on logo signage.

Meeting Cadence: During the program ramp-up phase, NCSP conducts weekly virtual meetings (Tuesdays and Thursdays) for the first two months to facilitate a smooth transition. Meetings gradually shift to a weekly cadence for the remainder of the first year, and thereafter, NCSP evaluates whether monthly or bi-monthly meetings are sufficient. All meetings are conducted via Microsoft Teams, and minutes are generated using Teams' record and transcribe functions. Meeting minutes are reviewed, finalized, and submitted to NCDOT within the required three business days.

Year-End Presentations: A formal annual review with the State Traffic Engineer, Department Project Manager, and other relevant stakeholders to provide a comprehensive summary of accomplishments, challenges, and recommendations for continuous improvement. Meeting minutes will be provided within **three business days** to document decisions, action items, and follow-up tasks.

Action Item Tracking: Meeting minutes, including decisions and follow-up tasks, will be distributed within three business days to ensure accountability and continuity.

4.7.2 Project Coordination and Communication Tools

NCSP utilizes a range of platforms to maintain real-time, secure communication. Our **ESMS system** will facilitate streamlined communication using **email groups, calendar reminders, and Microsoft Teams**, ensuring rapid issue escalation, resolution, and documentation. We will leverage secure tools like **SharePoint and ARC GIS HUB** for efficient file sharing, image transfers, and issue tracking, promoting transparency and accountability across all coordination activities (see [Section 2.7](#) for additional details about tools). We follow standardized processes to ensure all operations activities are tracked and organized for efficiency. [Figure 4-2: Operations Work Order Process](#) shows our process.



Figure 4-2: Operations Work Order Process

4.7.3 Collaboration During Construction and Maintenance

Proactive Guidance: Upon notification of road or infrastructure projects, we promptly determine how existing logo signs might be affected. If sign removal or covering is required (e.g., for geometric changes or overhead sign installations), we coordinate with NCDOT to inform participants in advance, ensuring minimal disruption.

Sign Removal & Storage: For impacted signs, NCSP manages the timely removal of logo business panels, storing them securely until participants pick them up or reinstallation is feasible.

Inspections of Third-Party Installations: As we do not subcontract out our operations, as we prefer to control the high quality of our work and ensure above performance criteria response times, it is rare we would have to inspect Third-Party Installations. If the need arises, we will inspect logo sign installations or relocations performed by others to confirm compliance with the Logo Program’s Design and Maintenance Criteria. If deficiencies arise, we request corrections from the responsible contractor or entity.

Non-Responsibility for Relocation: While NCSP is not responsible for sign relocations necessitated by roadway construction, we maintain continuous coordination with NCDOT to safeguard sign integrity throughout any external construction phase.

4.7.4 Responsiveness and Availability

In line with the Project Coordination Performance Measures, our team remains fully available and responsive to carry out all coordination activities:

- **Emergency Queries:** We can convene ad-hoc or stand-by calls if urgent issues or design conflicts arise, escalating them quickly for resolution.
- **Open-Door Policy:** The Department Project Manager has direct access to NCSP’s key personnel (Operations Manager, Design Manager, etc.), ensuring that questions or concerns are handled without delay.

4.7.5 Ensuring Ongoing Compliance and Reporting

NCSP provides clear, consistent updates on potential sign impacts and timing:

- **Real-Time Status:** ESMS dashboards let the Department track sign conditions, active construction sites, and any scheduled sign removals or reinstallation timelines.
- **Implementation of Changes:** Once the Department completes its project, we’ll coordinate final signage checks or reinstallation as warranted, documenting all changes in our system and delivering updated status reports.

By combining planned coordination activities (e.g., weekly / monthly / annual meetings), transparent reporting (via ESMS and collaboration tools), and direct engagement with NCDOT staff, NCSP guarantees an efficient, proactive approach to protecting logo signage during maintenance, program construction, and third-party projects. This robust coordination ensures and assures NCDOT that no matter the scope or complexity of ongoing or future work, all relevant parties remain informed and capable of making timely decisions—ultimately preserving the efficacy, safety, and value of the Logo Program.

5 Implementation Plans

5.1 Contract Transition Plans

5.1.1 Start-up Phase

NCSP ensures a seamless and efficient transition to fully operational program management under the Logo Signing Program. We are fully prepared to transition the Logo Program following a plan that aligns with NCDOT requirements. Leveraging advanced software, a skilled workforce, and real-time tracking tools, we ensure smooth operations from day one. The following plan outlines our approach to the start-up phase and the activities required to transition responsibilities from the Department to NCSP.

Start-Up Phase Approach: The start-up phase will commence immediately upon contract award, with a structured implementation schedule submitted for NCDOT review and approval. Our approach includes strategic planning, coordinated communication, and prompt initiation of participant contracts and vendor services (see Figure 5-2). We will focus on ensuring consistent performance, proactive communication, and minimal disruption to participants, while aligning with all NCDOT expectations. We have secured reliable suppliers, built an ESMS with NCDOT dashboards, completed a risk mitigation plan, conducted a full inventory of sign structures, and established a recruitment and marketing strategy (see Figure 5-1). Post-award, we finalize the handover with NCDOT, deploy the ESMS, address all critical maintenance needs, and initiate customer outreach. Our past success with the VDOT transition, even under COVID-19 constraints, demonstrates our capability. See Section 5.2 for our detailed approach.

Our NCSP transition plan is organized into a logical sequence of executable sequential and parallel activity phases to transition each functional program area while meeting all requirements using our program management model. We summarize our principal transition plan key activities below and mark them out with specificity and timelines in Figure 5-2).

We leverage our expertise, advanced GIS software, technology-savvy workforce, enhanced field data collection equipment, and our already-developed database for customer and sign inventory, complete with interactive visual management boards, to ensure real-time tracking and streamlined operations. Our robust NCSP transition plan is meticulously structured to optimize both sequential and simultaneous phases of activity, allowing for a swift and cohesive handover of each functional program area. Our proactive approach guarantees adherence to our timelines and expectations, and facilitates our expedited transition takeover, ensuring no momentum is lost. The principal activities of our transition strategy illustrate our modernized program management model, primed for immediate implementation.



5.1.2 Key Activities and Timing

Pre-Award Activities Completed: In preparation for a smooth transition from Department to NCSP, we have procured our physical office location, secured reliable suppliers, built our ESMS complete with NCDOT dashboards, and finalized a risk mitigation plan. Our recruitment and marketing strategy is ready for implementation, and our teams and key personnel have been allocated to transition execution roles immediately upon award.

During the proposal preparation process, we performed a comprehensive inventory of NCDOT signs across the state and conducted an initial condition assessment. We have provided examples of dashboards incorporating this data in [Reporting Section 2.8](#). While some locations will need validation, we have an initial inventory ready to update and compare to historical data. Additionally, we have built a public-facing website that will serve as an immediate reference for contact, customer services, and department portal access.

NCDOT LOGO Program Pre "Date of Availability" Plan		
Pre "Date of Availability" Plan Start Date: Tuesday January 21, 2025		
Pre "Date of Availability" Plan End Date: Sunday March 2, 2025		
Tasks	Status	
1 Establish a office in the Raleigh-Cary metropolitan area, North Carolina which is sufficiently staffed with Key Personnel and equipped to satisfactorily accomplish all required objectives and activities of the LOGO program	Completed	
2 Partner with qualified and established vendors to provide all sign backgrounds, structural supports, and sign hardware needed to service all LOGO Program assets.	Completed	
3 Develop a North Carolina-specific Enterprise Sign Management System (ESMS) that will house all LOGO Program data; including current and potential participant information, sign asset data, and program financial data; all data will be viewed via integrated real-time dashboards and custom reports to meet all NCDOT needs.	Completed	
4 Identify leading ArcGIS and Microsoft Dynamics development companies for the assistants in integrating NCDOT SAP data into NCSP's North Carolina-specific ESMS	Completed	
5 Develop LOGO Program ArcGIS dashboards to provide transparency in all LOGO Program operations from transition to full service to end of the contract. All dashboards are easily modified, have the ability to filter, and show data in Real-Time.	Completed	
6 Complete a statewide initial inventory of all LOGO Program signs that collects GPS coordinates, current participants, photographs, sizes of backgrounds, and the condition of the assets.	Completed	
7 Complete a statewide participation and marketing survey, via ArcGIS Business Analyst, to identify eligible business and attraction locations not currently participating in the LOGO Program on all eligible routes.	Completed	
8 Secure funding source for the transition, administration, and operation of the LOGO Program; this certifies the ability to meet the Annual Guaranteed remittance, proposed by NCSP, regardless of the program's participation levels.	Completed	
9 Relocate vehicles and equipment, that are allocated for this project, to NCSP's Raleigh office; this includes 1 sign crane, 2 bucket trucks, 2 truck mounted attenuators, and 1 digger derrick; all other vehicles and equipment will be procured during transition operations and be ready by the July 1, 2025 commencement date.	Completed	
10 Acquire all Certificates of Insurance required for the contract to proceed.	Completed	
11 Create a presentation deck, on NCSP's proposed fee structure, that will assist NCDOT in the process of receiving the approval of the Board of Transportation.	Completed	

Figure 5-1: Key Activities for Pre- Date of Availability

Meetings and Coordination: We will conduct a transition kickoff meeting with NCDOT within one week of contract award to align expectations, timelines, and deliverables. We will establish weekly coordination meetings with NCDOT and stakeholders to ensure ongoing alignment and resolve challenges promptly.

Staffing: We will finalize the recruitment and onboarding of additional staff by the end of the first month post-award, based on our Organizational Chart. All new hires will receive comprehensive training on program requirements, customer service systems, and field operations to ensure readiness.

Marketing: We will launch a comprehensive marketing campaign to introduce NCSP's management and highlight program updates, targeting all current and potential participants. Our marketing team will finalize the program marketing plan and collateral, including brochures, website content, contracts, and notification letters. We will distribute professionally developed materials and schedule in-person visits to foster relationships with key participants.

NCSP Management Information Systems: We will execute a seamless handover of logo program data, reporting, and management responsibilities. As we implement our systems, we will engage NC stakeholders to customize reports and dashboards and gain necessary approvals. Before the program goes live, we will transfer historical records from the outgoing contractor into our ESMS. We will train NCDOT management on the use of our program transparency tools, dashboards, and real-time data systems.

Public Website: We will update and publicly launch the public-facing website, www.northcarolinasingningprogram.com, by the end of the first month. The website will include account access, inquiry forms, FAQs, and updated participant agreements.

Customer Service Systems: We will deploy a fully operational customer service system, including a support hotline, email response system, and online portal, within the first 30 days. Each participant will have direct contact with their assigned Account Executive to ensure a smooth transition and prompt assistance.

Office Opening: We will open our central NCSP office located at 514 S Harrington St, Raleigh, NC 27601 by the end of the first month. This office will serve as the program's operational hub, housing administrative, customer service, and management teams. This task is accelerated to provide the NCDOT with the time needed for approval and the time required for participants to respond.



Business Contracting: We will review and renew contracts with current participants, ensuring all agreements reflect the updated program structure and pricing. Our Account Executives will initiate outreach to participants, providing personalized onboarding assistance. This process will include distributing paper agreements for participants without digital access and ensuring timely communication. This task is accelerated to provide the NCDOT with the time needed for approval and the time required for participants to respond and execute contracts before July 1, 2025.

Inventories: We will conduct and complete an initial inventory of all signage assets, validating data collected during the proposal phase. Any assets requiring immediate maintenance or refurbishment will be logged into the ESMS for prioritization.

Maintenance: We will prioritize maintenance activities for "POOR" condition signs identified during the initial inspection. Our team will implement a refurbishment schedule approved by NCDOT and establish an annual maintenance plan to maintain compliance and performance.

Construction: We will develop construction schedules for new sign installations and improvements. Materials will be procured and staged to ensure readiness for activities commencing on July 1, 2025. We will collaborate with NCDOT to address any pre-existing construction challenges efficiently.

Contracts with Current and Future Participants: We will assign Account Executives to engage directly with participants, ensuring clear communication about new agreements, fees, and benefits. All participant agreements will be executed in advance of the July 1, 2025 start date. See our Marketing [Section 3](#) for more details on our strategies for this activity.

5.1.3 Standard Conclusion Phase

As the contract approaches its conclusion, NCSP will implement a comprehensive and collaborative transition plan to ensure a seamless handoff to NCDOT and the successor vendor. This plan will begin approximately six months before the end of the contract term, including any renewal periods exercised. Supporting a phased transition of the LOGO program to align with participant agreement cycles if required by NCDOT.

NCSP will maintain consistent program performance and adhere to all contractual requirements throughout the transition. The key activities for this phase include:

Secure Transfer of Program Data and Assets: We will transfer all program-related publications, documents, property, equipment, and materials for which NCDOT retains ownership rights to the successor vendor. We ensure all materials are securely organized and delivered promptly, with proper documentation to facilitate their use by the successor vendor. Data and configurations from the Enterprise Asset Management System will be delivered in formats approved by NCDOT. We will fully cooperate with the succeeding contractor for transferring publications, property, and equipment owned by NCDOT.

Status Reporting: NCSP will provide detailed status reports covering ongoing installations, maintenance activities, replacement schedules, and project progress. These reports will offer complete visibility into the current state of the program, ensuring continuity of operations during the transition process.

Participant and Financial Reporting: Comprehensive participant data, including payment history, correspondence, and any other relevant records, will be delivered to the successor vendor. NCSP will also provide accurate financial reports detailing revenue, remittances to NCDOT, and any outstanding payments, ensuring transparency and accountability.

Collaboration and Communication: NCSP will fully cooperate with the successor vendor to align on timelines, processes, and specific requirements for the transition. Timely and transparent communication with NCDOT and all stakeholders will be maintained to ensure a smooth and efficient handoff.

Program Performance Continuity: NCSP will continue delivering program services with consistent quality and efficiency until the conclusion of the contract term. Any challenges that arise during the transition period will be proactively addressed and resolved to maintain the highest level of performance and ensure all contract requirements are fulfilled.

NCSP operates with professionalism, full transparency, and operational excellence, as well as ensuring an orderly and efficient conclusion to the contract while maintaining the highest standards of performance. Details of this plan are included in our Performance Project Management Plan (PPMP).

5.1.4 Termination Conclusion Phase

In the event of an early contract termination, NCSP will ensure a seamless and efficient transition to a successor vendor while maintaining uninterrupted program performance. The following activities will be executed as part of the termination and conclusion phase:

Transfer of Data and Assets: NCDOT will provide complete, up-to-date system data and reports to NCDOT and the successor. All NCDOT property will be transferred in the appropriate timeline.

Cooperation and Communication: We will maintain consistent communication with NCDOT and the successor vendor throughout the transition process and provide timely updates and responses to ensure all parties are aligned on tasks, timelines, and expectations.

Transfer of Materials: NCSP will fully cooperate with the incoming vendor to transfer all publications, documents, property, equipment, and materials for which NCDOT retains ownership rights. Ensure all relevant materials related to the contract's scope of work are organized, accessible, and delivered in a timely manner.

Status Reporting: During this Phase, we provide weekly emergency status reports on the current status of installations, maintenance activities, replacement schedules, and progress updates. We will ensure the successor vendor has a clear understanding of ongoing and upcoming transition activities to avoid service disruptions.

Participant and Financial Reporting: NCSP's ESMS will help easily deliver comprehensive participant data, including payment history, correspondence, and any other relevant information necessary for program continuity. We will provide financial records, ensuring transparency and accuracy in reporting.

Performance Continuity: NCSP will maintain consistent performance standards during the transition period to ensure that all program requirements continue to be met without interruption. Address any unforeseen challenges promptly to support a smooth handoff to the successor vendor.



This approach will ensure that the termination process is executed with the highest degree of professionalism, safeguarding program integrity and participant satisfaction throughout the transition. The full Emergency Termination Plan, outlining steps to mitigate disruption and ensure continuity, is detailed in our PPMP.

5.2 Start-up Phase Approach

Transition Plan and Start-Up Phase Approach: To ensure a smooth and efficient transition of the roadside sign program from the Department to our management, we will implement a detailed and structured start-up phase plan. This plan will address all aspects of the transition, from initial coordination to the full implementation of participant services. Below is an overview of how we will accomplish this transition:

Meetings and Coordination: We will begin the transition process with a series of kickoff meetings with the Department to establish clear communication channels, define roles and responsibilities, and align key milestones. These meetings will include a review of existing program assets, procedures, and expectations for the transition. We will hold regular weekly status meetings to monitor progress, address challenges, and adjust timelines as needed.

Staffing: Our team already has experienced personnel ready to manage all aspects of the program, including marketing, customer service, operations, and maintenance. Key leadership positions are already filled and ready to operate on Day 1 of Contract Award. We will contingent hire any additional needed personnel to ensure a smooth Day 1 start. Staff training on program requirements, customer service protocols, and technical systems will be completed prior to the launch of participant services.

ESMS Configuration and Testing: We have finalized the ESMS configuration and thoroughly tested its functionality, but upon award we will verify fields and data with NCDOT before importing NCDOT's existing program records, ensuring seamless data migration and real-time integration with the Department's portal. As part of this process, we defined all data structures and fields—such as logo sign ID, location, condition, and participant account details—so that they align precisely with NCDOT's requirements. Our IT team configures role-based access, encryption protocols, and data backups, maintaining strict security controls that protect sensitive information at every stage.

Key NCSP and NCDOT personnel participate in a pilot test, reviewing data consistency and cross-checking sign details to ensure everything appears correctly in the ESMS. After successful pilot testing, we proceed with a full import of the Department's program data into the live environment, immediately cross-checking record accuracy and resolving anomalies. Throughout the contract term, we maintain daily logs, system audits, and performance reviews, providing ongoing assurance that the ESMS remains both stable and reliable.

Marketing: We will launch a multi-channel marketing campaign to inform current participants, prospective participants, and the public about the program transition. This will include direct mail, targeted email campaigns, social media posts, and updates to the public-facing website. Marketing materials will emphasize the benefits of participation, program eligibility, and the availability of new customer services. Our direct mail and email campaigns will begin within two weeks of contract award, ensuring current participants are fully informed well before official contract transitions.

Public Website: We have developed a fully operational, interactive public website. The website provides secure account access for participants, program information, eligibility criteria, online applications, and real-time updates. It also includes a messaging portal for participants to report issues or request assistance. Multilingual support will ensure broad accessibility.

Customer Service Systems: Our 24x7 customer service portal is integrated and operational prior to the official start of participant services. This portal includes secure participant account access, issue reporting, payment processing, and work order tracking. Customer service representatives will be trained and available to handle inquiries via phone, email, and online chat from the program's commencement.

Office Opening: We have established a local office to serve as the operational hub for the program, located in Raleigh, NC. The office will be fully staffed, equipped, and operational upon of contract award. It will provide a physical location for in-person customer service, application assistance, and program administration.

Business Contracting: We will seamlessly transition existing participant contracts to our management while ensuring compliance with all program requirements. Contract renewals will be prioritized to avoid service disruptions, and new participant contracts will be initiated within the first 60 days of operations.

Inventories: We have already done a complete preliminary inventory of the NCDOT Logo Program, but we will do a full initial inspection to validate the initial inventory data before May. This inventory will include sign locations, conditions, and maintenance records. Data will be integrated into our Program Management System to ensure accurate tracking and reporting.

Maintenance and Construction: We will prioritize any outstanding maintenance and construction activities to address immediate needs during the transition. A detailed maintenance and construction schedule will be developed and approved by the Department. Work orders will be tracked and reported in real-time through our customer service portal.

Contracts with Current and Future Participants: All existing participant agreements will be reviewed, documented, and transferred to our management. We will initiate outreach to current participants to communicate the transition process and ensure continuity of service. For new participants, our streamlined application and contracting process will be fully operational upon contract award.

Key Department Activities and Timeframes: The Department's participation will be critical during the start-up phase, particularly for transferring existing program records, facilitating introductions to current participants, and providing access to sign inventories. We anticipate weekly coordination meetings with Department personnel to ensure a smooth transition.

Our proposed implementation schedule begins immediately upon contract award on **January 21, 2025**. Our Start-Up Phase, which includes our transition period "date of availability," begins on **March 3, 2025** and continues through **June 30, 2025**. Then, **July 1, 2025**, is the commencement date when our Operations start. This phased approach ensures a seamless transition with minimal disruption to participants and the public while establishing a foundation for long-term program success.



During the first 90 days of the contract, which is our Start-up Phase that includes our Transition plan timeline, our target start dates for participant services take place at the 1-, 30-, 60-, and 90-day intervals of our phased approach. These tasks include the following items plus the additional items shown in Figure 5-2:

- Day 1, March 3, 2025: Contract signing, staff final onboarding, and system confirmations
- First 30 days: Confirm inventory, begin marketing campaigns, and finalize transferred contracts
- Days 31–60: Initiate new participant sign-ups, schedule all near-term maintenance and complete initial inspections.
- Days 61-90: Complete ATSSA NC-Specific training and finalize plans and initial repair schedules

5.3 Start-up Phase Timeline of Activities, including Transition Plan Activities

Our Start-Up Phase timeline of activities that we will meet are shown in the following schedule of activities.

NCDOT LOGO Program Start-Up Phase, including "Date of Availability" Transition Plan				March-2025				April-2025				May-2025				June-2025			
1	Administrative Tasks	Start Date	End Date	week of	week of	week of	week of	week of	week of	week of	week of	week of	week of	week of	week of	week of	week of	week of	
				3/3	3/10	3/17	3/24	3/31	4/7	4/14	4/21	4/28	5/5	5/12	5/19	5/26	6/2	6/9	6/16
1.1	Kick off meeting for the "Date of Availability" Transition period.	3/3/25	3/3/25																
1.2	Consult and seek NCDOT Approval of NCSP's Transition Plan.	3/3/25	3/5/25																
1.3	Consult and seek NCDOT Approval of NCSP's Data and Records Plan	3/5/25	3/17/25																
1.4	Seek Approval, from NCDOT Board of Transportation, for the proposed LOGO Program participants fee structure.	3/5/25	4/3/25																
1.4.1	<i>NCDOT Board of Transportation 1st Board meeting during Date of availability period.</i>	3/5/25	3/6/25																
1.4.2	<i>NCDOT Board of Transportation 2nd Board meeting during Date of availability period.</i>	4/2/25	4/3/25																
1.5	Ongoing hiring of North Carolina new hire positions that are listed on NCSP's Organizational Chart.	3/3/25	4/11/25																
1.6	Work with NCDOT to transition DATA from the departments SAP system to NCSP's Enterprise Sign Management System.	3/17/25	3/24/25																
1.7	Consult and seek NCDOT Approval of NCSP's Participant Agreements and invoice forms content & formats.	3/17/25	4/4/25																
1.8	Outreach & site visits to Division stakeholders to discuss LOGO Program transition to a 3rd party contractor.	4/7/25	4/18/25																
1.9	Conduct training with NCDOT'S LOGO Program Manager on NCSP's Enterprise Sign Management System	4/30/25	5/2/25																
1.10	Workshop with NCDOT'S LOGO Program Manager to modify and/or develop new Program Dashboards in NCSP's Enterprise Sign Management System.	5/13/25	5/13/25																
1.11	Workshop with NCDOT'S LOGO Program Manager to modify and/or develop all reports that will be submitted on monthly, quarterly, and annual basis.	5/26/25	6/6/25																
2 Marketing & Customer Service Tasks																			
2.1	Consult and seek NCDOT Approval of NCSP's public website, LOGO participants customer portal, and NCDOT portal.	3/10/25	3/12/25																
2.2	Consult and seek NCDOT Approval of NCSP's Customer Service Plan.	3/10/25	3/14/25																
2.3	Consult and seek NCDOT Approval of NCSP's Business Eligibility Plan.	3/17/25	3/21/25																
2.4	Consult and seek NCDOT Approval of NCSP's Marketing Plan	3/24/25	3/28/25																
2.5	Consult and seek NCDOT Approval of NCSP's Initial Outreach Letter to all current participants.	3/31/25	4/2/25																
2.6	NCSP to send out Initial Outreach Letters to all current participants.	4/18/25	4/18/25																
2.7	NCSP to send out New LOGO Program Participation Agreements. The new Agreements will have a start date on July 1, 2025.	5/5/25	5/5/25																
2.8	Outreach to all current LOGO Program Participants. Outreach to include phone calls, virtual meetings, and site visits	4/21/25	6/30/25																
3 Operation Tasks																			
3.1	Consult and seek NCDOT Approval of NCSP's Initial Inspection ArcGIS Form and Plan.	3/17/25	3/21/25																
3.2	Consult and seek NCDOT Approval of NCSP's Program Maintenance Plan.	5/19/25	5/23/25																
3.3	Procure any other vehicles, equipment, or tools needed to service the services listed in the contract.	3/3/25	3/21/25																
3.4	Consult and seek NCDOT Approval of NCSP's plan sheets formats.	5/26/25	5/30/25																
3.5	Consult and seek NCDOT Approval of NCSP's Refurbishment plan of "POOR" signs identify in Initial Inspection.	5/26/25	5/30/25																
3.6	Consult and seek NCDOT Approval of NCSP's Annual Nighttime and Daytime Inspection schedule.	6/16/25	6/20/25																
3.7	Complete Initial Inspections and collect data that was not collected by NCSP in the initial inventory. (Data needed: Date of Sign Installation, Size of Support, Lateral Offsets, and back/side/wide-angle pictures).	3/31/25	5/2/25																
3.8	Coordinate with NCDOT to develop a plan to repair knocked down LOGO structures that will not be repaired by NCDOT prior to the July 1, 2025 commencement date. NCSP will order all materials before commencement date.	6/2/25	6/6/25																
3.9	All NCSP operation staff to complete ATSSA North Carolina specific Traffic Control Installer and Traffic Control Supervisor Training	6/16/25	6/20/25																

Figure 5-2 Start-up Phase Timeline of Activities, including Transition Plan Activities



5.4 Initial Inspection and Refurbishment

While we have already completed a preliminary introductory inventory and inspection of the program, upon contract award NCSP will conduct a **comprehensive, statewide initial inspection** of all Logo signs, meeting and exceeding all of the requirements found in this RFP and SOW. We will develop and maintain a **current and accurate** inventory database in coordination with the Department to house the data of the initial inspection. Leveraging our North Carolina-specific **Enterprise Sign Management System (ESMS)**, we will capture, document, and manage detailed data on each sign’s location, condition, and maintenance requirements, providing **secure, real-time** access for NCDOT via our dedicated web portal. Details on our overall Inspection Methodology and Data Collection, as well as details on sign condition categories, can be found in the Logo Sign Inspection **Section 4.6** of this proposal. The changes in our routine processes for the Initial Inspection and inventory database creation are detailed in this section.

Reporting and Plan Submission: Within three months of commencing services, we will submit an Initial Deficiency Report listing all signs and supports categorized as Poor, along with a prioritized refurbishment plan. All designs and refurbishment plans (e.g., proposed replacement structures) will be prepared to NCDOT’s required standards and submitted for approval.

Repair and Replacement Timeline: NCSP will repair or replace signs and supports deemed Poor within twelve (12) months of service commencement, ensuring compliance with NCDOT design specifications, construction standards, and safety protocols. Post-refurbishment, our operations team will conduct a follow-up inspection and confirm the sign is ready to be integrated into the regular annual inspection cycle, which addresses any future defects swiftly, logging each step in our ESMS to ensure long-term integrity and compliance. **Additionally, all mileage plaques will be updated within the first year of the contract to maintain accurate and compliant signage.** As per the current MUTCD all mileage plaques will be updated to fraction format. We will coordinate with Districts to facilitate this signage change.

5.5 NC Project Plan Schedule, Including Our Annual Work Plan Schedule

Our NC Project Plan Schedule, including our Annual Work Plan schedule, is shown below (Figure 5-3).

NCDOT LOGO Program Annual Work Plan													
NC Project and Annual Work Plan Start Date: July 1, 2025 to 2036													
NC Project and Annual Work Plan End Date: June 30, 2026 to 2037													
<i>*Annual work plan to be completed every year of the duration of the contract.</i>													
1	Administrative Tasks	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1.1	Weekly Meetings with NCDOT Department Manager to discuss any and all Program Operations. The first meeting of the month will include a Monthly Reporting of the previous months accomplishments.												
1.2	Annual Presentation with the NCDOT Department Manger, and any other stakeholders of the Department Mangers choosing, to give a comprehensive summary of accomplishments, challenges, and recommendations for continuous improvement from the previous years operation.												
1.3	Continual Customer Outreach to participants via face-to-face & virtual meetings.												
1.4	Review NCDOT Published AADT Traffic Volumes and Audit any increase decreases to current participants that would effect the participants fees in the upcoming participation year.												
1.5	Mail (or Email) Annual Participation Contracts and Invoices to all current participants for the upcoming participation year.												
1.6	Send out and online customer service survey links, and compile results into a interactive dashboard.												
1.7	Submit and seek NCDOT Department Manager approval of any modifications to NCSP's annual work plan for the upcoming contract year.												

Tasks		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2	Annual Division Meetings - NCSP Management staff will meet in-person with each Division annually to discuss division specific LOGO Program operations and any future or current construction projects the effect LOGO signs.												
2.1	Division 1, 2												
2.2	Division 3												
2.3	Division 4, 5												
2.4	Division 6												
2.5	Division 7												
2.6	Division 8												
2.7	Division 9, 11												
2.8	Division 10												
2.9	Division 12												
2.1	Division 13, 14												



Tasks		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3	Marketing Schedule - designed to maximize growth statewide. AE's will focus on the listed divisions in the denoted months. The monthly marketing will be completed systematically to help efficiently coordinate with outside operations												
3.1	Account Executive 1												
3.1.1	Division 1												
3.1.2	Division 2												
3.1.3	Division 3												
3.1.4	Division 4												
3.1.5	Division 5												
3.2	Account Executive 2												
3.2.1	Division 6												
3.2.2	Division 7												
3.2.3	Division 8												
3.2.4	Division 9												
3.2.5	Division 11												
3.3	Account Executive 3												
3.3.1	Division 10												
3.3.2	Division 12												
3.3.3	Division 13												
3.3.4	Division 14												

Tasks		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
4	Maintenance Inspection Schedule - NCSP will complete Maintenance Inspections of at least 33% of the LOGO Structures in each Division Annually. NCSP's Field Technicians will focus on the listed divisions in the denoted months. Schedule is designed to focus on the Western part of the state in the Spring & Summer months and the Eastern part in the Fall & Winter.												
4.1	Field Technician 1												
4.1.1	Division 1, 5												
4.1.2	Division 10, 12												
4.1.3	Division 2, 4												
4.2	Field Technician 1												
4.2.1	Division 3, 6												
4.2.2	Division 9, 11, 13, 14												
4.2.3	Division 7, 8												

Tasks		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
5	Current Participant Eligibility Review Schedule - NCSP will complete Current Participant Eligibility Reviews of at least 25% of the LOGO Structures in each Division Annually. NCSP's Field Technicians will focus on the listed divisions in the denoted months. Schedule is designed to focus on the Western part of the state in the Spring & Summer months and the Eastern part in the Fall & Winter.												
5.1	Field Technician 1												
5.1.1	Division 1, 5												
5.1.2	Division 10, 12												
5.1.3	Division 2, 4												
5.2	Field Technician 1												
5.2.1	Division 3, 6												
5.2.2	Division 9, 11, 13, 14												
5.2.3	Division 7, 8												

Tasks		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
6	Streetview Collector Vehicle (SCV) Schedule - Designed to efficiently collect Streetview images of all LOGO Program assets and Participant store locations, and upload to Google Maps for the use of the Public and NCDOT. SVC'S will focus on the listed divisions in the denoted months. Schedule is designed to focus on the Western part of the state in the Spring & Summer months and the Eastern part in the Fall & Winter.												
6.1	Streetview Collector Vehicle (SCV) 1												
6.1.1	Division 4, 5, 7												
6.1.2	Division 9, 11, 12												
6.1.3	Division 13, 14												
6.1.4	Division 6, 8, 10												
6.1.5	Division 1, 2, 3												

Figure 5-3 NC Project Plan Schedule, Including Our Annual Work Plan Schedule



6 Appendix and Attachments

We acknowledge receipt of RFP Amendment 1 and agree to all of the included RFP and Amendment 1 requirements and provisions, with no exceptions.

6.1 Execution of Bid Non-Collusion Affidavit, Debarment Certification and Gift Ban Certification

Logo Program Privatization Execution of Bid, Non-Collusion Affidavit, Debarment Certification and Gift Ban Certification Statewide Rev. 1-3-18

EXECUTION OF BID NON-COLLUSION AFFIDAVIT, DEBARMENT CERTIFICATION AND GIFT BAN CERTIFICATION LIMITED LIABILITY COMPANY

The person executing the bid, on behalf of the Bidder, being duly sworn, solemnly swears (or affirms) that neither he, nor any official, agent or employee of the bidder has entered into any agreement, participated in any collusion, or otherwise taken any action which is in restraint of free competitive bidding in connection with any bid or contract, that the bidder has not been convicted of violating N.C.G.S. § 133-24 within the last three years, and that the Bidder intends to do the work with its own bonafide employees or subcontractors and is not bidding for the benefit of another contractor.

In addition, execution of this bid in the proper manner also constitutes the Bidder's certification of status under penalty of perjury under the laws of the United States in accordance with the Debarment Certification attached, provided that the Debarment Certification also includes any required statements concerning exceptions that are applicable.

N.C.G.S. § 133-32 and Executive Order 24 prohibit the offer to, or acceptance by, any State Employee of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

SIGNATURE OF CONTRACTOR

North Carolina Signing Program LLC

Full Name of Firm

514 S. Harrington St, Raleigh, NC 27601

Address as Prequalified

[Signature] Project Coordinator

Signature of Witness

[Signature] Manager

Signature of Member / Manager / Authorized Agent

Select appropriate title

John Cameron Spooner

Print or type Signer's name

Matt Johnston

Print or type Signer's Name