The State of New Hampshire
Department of Environmental Services

Robert R. Scott, Commissioner

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April 14, 2023

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, NH 03301

REQUESTED ACTION

Authorize the Department of Environmental Services (DES) to enter into a **SOLE SOURCE** contract with The University of North Carolina at Chapel Hill (UNC-CH) (VC #171316 B001), Chapel Hill, NC, in the amount of $155,000 in order to conduct a statewide drinking water and sewer rate study and dashboard implementation project, effective upon approval by Governor and Council through June 30, 2025. 50% Drinking Water State Revolving Fund (DWSRF) Federal funds and 50% Clean Water State Revolving Fund (CWSRF) Loan Management Funds.

Funding is available in the accounts listed below with the authority to adjust encumbrances in each of the state fiscal years through the Budget Office, if needed and justified. Funding for fiscal years 2024-2025 is contingent upon continuing appropriations and availability of funds.

Dept. of Environmental Services Account No. 03-44-44	FY 2023	FY 2024	FY 2025	TOTAL
441018-5564-102-500731 DWSRF BIL Administration, Contracts for Program Services	$25,833	$25,834	$25,833	$77,500
441018-4788-102-500731 CWSRF Loan Management, Contracts for Program Services	$25,834	$25,833	$25,833	$77,500
TOTALS:	$51,667	$51,667	$51,666	$155,000

EXPLANATION

DES requests approval to enter into a contract with the UNC-CH to conduct annual statewide drinking water and wastewater rate surveys until 2025. Upon completion of the rate survey, UNC-CH will update the interactive rates dashboard originally created by UNC-CH in 2018 and revised in 2020. This is a **SOLE SOURCE** request since UNC-CH created and currently hosts the existing NH Water and Sewer rates dashboard. UNC-CH is very familiar with the process of collecting rate information and the data needed

to provide the outputs desired to ensure that the tool continues to be useful and effective. UNC-CH has completed similar surveys and created dashboards in multiple states across the country for over ten years.

The interactive dashboard has been instrumental for water and wastewater utilities as they continue to determine ways of providing affordable services to their customers. DES has provided key information about drinking water and wastewater rates in New Hampshire for over two decades. The information is very important to the industry and various stakeholders and is also used in the State Revolving Fund loan program for determining project ranking and subsidy levels for disadvantaged communities.

The total project cost for this contract is $155,000. DES will provide 100% of project costs through Federal funds. In the event that Federal funds are no longer available, general funds will not be requested to perform this work. This agreement has been approved by the Department of Justice as to form, substance, and execution.

We respectfully request your approval.

Robert R. Scott, Commissioner

Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Environmental Services		1.2 State Agency Address 29 Hazen Drive, P.O. Box 95 Concord, NH 03302-0095	
1.3 Contractor Name The University of North Carolina at Chapel Hill Environmental Finance Center at the School of Government		1.4 Contractor Address 104 Airport Drive Suite 2200, CB#3330 University of North Carolina Chapel Hill, NC 27599-1350	
1.5 Contractor Phone (919) 843-9953	1.5 Account Unit and Class 03-44-44-441018-5564-102 03-44-44-441018-4788-102	1.7 Completion Date June 30, 2025	1.8 Price Limitation $155,000
1.9 Contracting Officer for State Agency Johnna McKenna, Administrator III		1.10 State Agency Telephone Number (603) 271-7017	
1.11 Contractor Signature Amy G. Elliott On behalf of the University of North Carolina at Chapel Hill Date: 04/12/2023		1.11 Name and Title of Contractor Signatory Amy G. Elliott, MPA, Senior Sponsored Programs Business Officer/AOR on behalf of the University of North Carolina at Chapel Hill	
1.13 State Agency Signature Date: 4/14/23		1.14 Name and Title of State Agency Signatory Robert R. Scott, Commissioner Department of Environmental Services	
1.15 Approval by the N.H. Department of Administration, Division of Personnel *(if applicable)* By: Director, On:			
1.16 Approval by the Attorney General (Form, Substance and Execution) *(if applicable)* By: On: 4/17/2023			
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number: G&C Meeting Date:			

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2. SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed.

3.3 Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8. The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with this Agreement and all rules, regulations and orders pertaining to the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

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8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) calendar days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any Property which has been received from the State, or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. INDEMNIFICATION. The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

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14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than $1,000,000 per occurrence and $2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the Property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A *("Workers' Compensation").*

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. WAIVER OF BREACH. A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

17. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

18. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

19. CHOICE OF LAW AND FORUM.

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

20. CONFLICTING TERMS. In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

21. THIRD PARTIES. This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

22. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

23. SPECIAL PROVISIONS. Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

24. FURTHER ASSURANCES. The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

25. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

26. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

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Exhibit A
SPECIAL PROVISIONS

Federal Funds paid under this agreement are from a Grant to the State from the U.S. Environmental Protection Agency, Drinking Water State Revolving Fund Set-Asides under CFDA #66.468. All applicable requirements, regulations, provisions, terms and conditions of this Federal Grant are hereby adopted in full force and effect to the relationship between this Department and the grantee.

Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment:

This term and condition implements 2 CFR 200.216 and is effective for obligations and expenditures of EPA financial assistance funding on or after 8/13/2020. As required by 2 CFR 200.216, EPA recipients and subrecipients, including borrowers under EPA funded revolving loan fund programs, are prohibited from obligating or expending loan or grant funds to procure or obtain; extend or renew a contract to procure or obtain; or enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

Recipients, subrecipients, and borrowers also may not use EPA funds to purchase:

a. For the purpose of public safety, security of government facilities, physical security surveillance of critical Page 4 of 29 infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).

b. Telecommunications or video surveillance services provided by such entities or using such equipment.

c. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

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Consistent with 2 CFR 200.471, costs incurred for telecommunications and video surveillance services or equipment such as phones, internet, video surveillance, and cloud servers are allowable except for the following circumstances:

a. Obligating or expending EPA funds for covered telecommunications and video surveillance services or equipment or services as described in 2 CFR 200.216 to:

(1) Procure or obtain, extend or renew a contract to procure or obtain;

(2) Enter into a contract (or extend or renew a contract) to procure; or

(3) Obtain the equipment, services, or systems. Certain prohibited equipment, systems, or services, including equipment, systems, or services produced or provided by entities identified in section 889, are recorded in the System for Award Management exclusion list.

Other Special Provisions:

1. Section 9 - TERMINATION. The following subsection shall be added to Section 9 of the Agreement:

9.3 In the event the State provides thirty (30) days written notice that it is exercising its option to terminate the contract, the State will make payment to the contractor, consistent with Exhibit C, for (i) all services properly rendered and monies properly expended by the Contractor through the date of the thirty (30) days written notification of its option to terminate the contract and (ii) reasonable non-cancelable commitments properly entered into by the Contractor prior to the State's thirty (30) days written notification of its option to terminate the contract.

2. Subsection 10.3 is stricken from the Agreement.

3. Section 13 - INDEMNIFICATION. Paragraph 13 of the Agreement is amended to read as follows:

To the extent permitted and in the manner prescribed under applicable law including, but not limited to, the North Carolina Tort Claims Act, for the Contractor, the parties will each be responsible for their own negligence and the negligence of their own employees and agents. Neither party waives any rights or defenses under applicable law, nor do they waive any defense of sovereign immunity except to the extent provided in applicable law, such sovereign immunity hereby expressly reserved.

4. Section 14 - INSURANCE. Paragraph 14 of the Agreement is amended to read as follows:

The Contractor is self-insured as an instrumentality of the State of North Carolina, which maintains a self-insurance program adequate to protect against potential liabilities and risks, including coverage for the indemnity obligations herein. Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, evidence of self-insurance sufficient to cover general liability claims of bodily injury, death or property damage in amounts up to $1,000,000 per occurrence and $2,000,000 aggregate or excess. The documents evidencing self-insurance and other insurance and any renewals thereof shall be attached and are incorporated herein by reference."

5. Section 19-CHOICE OF LAW AND FORUM. Section 19 of the Agreement shall be revised as follows:

"The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party."

Exhibit B
SCOPE OF SERVICES

The Contractor will perform a comprehensive water and wastewater rates survey and dashboard implementation project.

The Contractor will perform the following tasks:

I. **Water and Wastewater Rates Survey**

1) Survey Mailing List and Survey Letter
   a) Consult with NHDES staff on the presentation of, and the language within, the survey letter
   b) Include in the survey letter:
      i) Request that recipient supply a copy of the utility's water and/or wastewater rate structure to the Contractor by a specified date
   c) Send the annual 2023, 2024, and 2025 NHDES Water and Wastewater Rates Survey request to every rate-charging community water and/or wastewater utility in the state (utilities include cities, counties, water/wastewater authorities and water/wastewater commissions)
      i) NHDES will send a memo to water and wastewater utilities to inform them about the survey prior to the launch of the survey by the Contractor.
      ii) NHDES will provide the Contractor with the most up-to-date contact information on file for utilities in order to facilitate the efficacy of communications.

iii) Email addresses will be used as the initial contact method, followed by telephone, fax, and mail as needed.

2) Implementation of Annual Rates Survey
   a) Collect all survey responses via e-mail, telephone, fax, or US mail communication.
      i) Web scour will be used for rates explicitly dated for the current fiscal year for any water/wastewater utility that does not provide water/wastewater rates via email, telephone, fax, or mail.
   b) The goal of the annual NHDES Water and Wastewater Rates Survey is to create the most comprehensive compilation of current drinking water and wastewater rates structures in the state, including residential, commercial, and industrial rates, where applicable. The Contractor will be held to a response rate minimum of 80% of rate-charging utilities, with a goal of 90% (*Project will not be considered completed until the minimum response rate of 80% is reached by the Contractor*)
   c) Perform initial follow-up communication with utilities that have not responded to the rates survey request 10 business days after the initial survey launch
   d) Perform two additional rounds of follow-up communication with contacts with utilities that have not responded by email, phone, or fax, as needed. Provided that the minimum response rate is achieved, the quality control and quality assurance (QA/QC) period will begin concurrently with the data collection period.
   e) Provide a list to the NHDES of water and/or wastewater utilities that have not responded four weeks after the initial survey launch, or after the third follow-up contact round is completed by the Contractor, whichever comes later. The NHDES will contact these utilities for water and/or wastewater rates, and forward survey responses to the Contractor during the remainder of the data collection period of the survey so that the Contractor may get as close to the 90% response rate goal as possible.
   f) Enter all rates and financial information received into a database to facilitate data analysis.
   g) Perform follow-up communications with all utilities that submitted survey responses that require clarification.
   h) Perform quality control analysis to ensure data integrity.
   i) Perform quality control calculations.
   j) After the third round of follow-ups, provide all survey respondents with a document describing their rate structure(s) by email or fax, as needed. Documents describing each utility's rate structure(s) will also be publicly accessible on the Contractor's website.
   k) Respondents will have 10 business days to review and request that the Contractor make changes. The end of this 10-business day period will mark the end of data collection. New/additional rate sheets received during this 10-business day period will be included in the initial launch of the rates dashboard.
   l) Perform further QA/QC on updated or newly received data.

m) New/additional, or updated survey data sent to the Contractor after the end of the data collection period will be handled during the Interactive Rates Dashboard period as described below.

3) Implementation of Add-on Survey of Other Rates and Fees

a) Collect the following information via an "add-on" survey performed in addition to the water and wastewater rates survey.
   I. Date of the last water or wastewater rates change.
   II. Information on the tap and system development/capacity/impact fees.
   III. Information on number service connections.
   IV. Whether or not the utility has elderly or low-income assistance programs.
   V. Whether or not the utility has supplemental revenue from taxes.

The "add-on" survey will be collected simultaneously as the rates data and sent by the Contractor to NHDES with the rates data. The response rate of the "add-on" survey will be tracked separately from the 80% minimum target of the main water and wastewater rates survey and will not be used to determine the completeness of the rates survey.

4) Implementation of Add-on Questionnaire of Additional Rate Setting Practices.
   a) The questionnaire will be administered via an online Qualtrics survey.
      i) The Contractor will consult with NHDES on the content and wording of the questions.
      ii) The questionnaire will include up to 10 questions.
      iii) The questionnaire will be included in the survey launch email as a web link. Utilities that respond to the main rates survey, and not the questionnaire, will be contacted up to two times by phone and/or email to encourage participation. The response rate of the questionnaire will be tracked separately from the 80% minimum target of the main water and wastewater rates survey and will not be used to determine the completeness of the rates survey.

5) Report and Tables Production
   a) Produce annual water and wastewater utility rates tables in both PDF and Microsoft Excel format, that provide the following data:
      I. Residential monthly water bill amounts (at 0, 4, 5, 6, 10, 15 kgal)
      II. Residential water rate structures
      III. Residential monthly wastewater bill amounts (at 0, 4, 5, 6, 10, 15 kgal)
      IV. Residential wastewater rate structures
      V. Commercial monthly water bill amounts (at 0, 10, 25, 50, 100, 250, 500 kgal)
      VI. Commercial water rate structures

VII. Commercial monthly wastewater bill amounts (at 0, 10, 25, 50, 100, 250, 500 kgal)
VIII. Commercial wastewater rate structures
IX. Industrial monthly water bill amounts, if applicable (at 0, 500, 1,000, 5,000 kgal)
X. Industrial water rate structures, if applicable
XI. Industrial monthly wastewater bill amounts, if applicable (at 0, 500, 1,000, 5,000 kgal).
XII. Industrial wastewater rate structures, if applicable

b) Produce an executive summary of the survey. The summary will include findings and analysis of statewide water and wastewater rate-setting trends.

II. Interactive Rates Dashboard

1) Dashboard Launch
   a) Produce an interactive rates dashboard in 2023, 2024, and 2025. In 2023 water and wastewater rates data will be collected and provided to NHDES by June 30, 2023. The 2023 dashboard will launch by July 31, 2023. The 2024 rates dashboard will launch by April 30, 2024, and the 2025 dashboard will launch by April 30, 2025.
   b) New/additional, or updated survey data sent to the Contractor received from a utility or from the NHDES after the end of the data collection period will be included in one of two update periods after the initial launch of the dashboard. The first update period will be one month, and the second will be three months, following the initial dashboard launch.
   c) In order to meet the goal of and initial launch of the updated dashboard by July 31, 2023, wastewater and water rates may be provided to NHDES in raw data form prior to the dashboard launch. It is the discretion of NHDES on when to announce the Dashboard to the public. Dashboard updates will be completed by April 30, 2024 and April 30, 2025 for years 2 and 3 of the contract, respectively.
   d) All rates dashboards will display a utility's residential water and/or wastewater rates in comparison to other utilities' residential rates according to the following criteria:

      I. All utilities that participated in the survey with the selected service type (water, wastewater, or water and wastewater)
      II. Similar customer income – MHI ($5,000 blocks) from the most recently available US Census Bureau American Community Survey
      III. Same watershed (USGS HUC6)
      IV. Same water source type (surface water, groundwater, purchased water) from SDWIS
      V. Similar type of wastewater treatment system (aerated or facultative lagoon, collection system only, activated sludge, tertiary, or other) from NHDES
      VI. Similar operating revenue (provided financial data is available)
      VII. Similar number of water accounts from SDWIS

VIII. Similar geographic location (within 10, 25, and 50 miles)
IX. Same rate structure type (uniform, increasing block, decreasing block, etc.)

e) The above criteria will be displayed for water, wastewater and combined water and wastewater bills at the consumption levels of 0 through 15,000 gallons at 500-gallon intervals via the implementation of a slide bar.
f) The dashboard will contain a map of the State of New Hampshire to geographically identify the selected water and wastewater utility on the map as well of the other utilities within the selected comparison criteria.
g) Produce an interactive dial that displays the monthly charge for the selected utility and service type given the selected consumption amount ("Bill comparison" dial).
h) Produce an interactive dial that displays the charge per 500 gallons of water or wastewater consumed after 10,000 gallons of monthly consumption ("Conservation signal" dial).
i) Produce an interactive dial that displays operating ratio including depreciation of the utility ("Cost recovery" dial).
j) Produce an interactive dial that displays the water and wastewater bills as a percentage of Median Household Income for the consumption levels of 0 through 15,000 gallons for all service types ("Median affordability" dial).
k) Produce an interactive slider that models a 0 – 150% increase in bill amounts and reflects the changes on the Bill Comparison, Median Affordability, Conservation Signal, and Cost Recovery dials.
l) Display the state average water and sewer bills for 71,996 gallons of annual consumption.
m) Display buttons on the "Rates Comparison" tab that link to the most recent executive summary report and the tables of bills and rate structures.
n) Display the calculated average price per 1 gallon alongside the monthly bill amount for the selected service and consumption volume.
o) Display the date in which the rate structure was enacted
p) Provide a section of the dashboard which contains characteristics of the system where data are available:
   I. Utility ownership type
   II. Number of water and wastewater customers
   III. Primary county
   IV. Primary service area (Census Place)
   V. Poverty rate of the primary service area
   VI. Average household size of the primary service area
   VII. Median Household Income of the primary service area
   VIII. Total Operating Revenues and Total Operating Expenses
   IX. Any other pertinent system characteristics as determined by data availability and relevance to data displayed on the dashboard and agreed upon by both parties before the launch of the rates survey

q) The Contractor may perform the initial dashboard launch without the add-on survey data, at the discretion of NHDES, to adhere to the timeline.

2) Dashboard Capabilities:
   a) The following are required capabilities of the dashboard:
      I. Dashboard integration with Apple, Android, and other tablet devices.
      II. Utility name displayed on state map as the mouse rolls over location.
      III. Ability to "type-list" utility name from a drop-down list at top of dashboard.
      IV. Ability to modify MHI, bill amounts, and financial information on the user's local computer and have these changes reflected on the "Rates Comparison" tab for the "All Utilities" comparison group.
      V. Ability to print out or save a PDF of the summarized metrics for the selected utility.
      VI. Ability to compare utility system characteristics such as financial information and demographics, to the median values for the selected service type and comparison group using a dropdown on the "Characteristics" tab.

SCHEDULE:
To recur in 2023, 2024, and 2025. 2023 water and wastewater rates will be collected and distributed to NHDES by June 30, 2023 and dashboard launched within two months of rate distribution. 2024 and 2025 dashboards should be complete by April 30. Completion date for the contract will be as listed on the contract agreement (section 1.7).

Task	Task Timeline
Task 1 – Implementation of the Water and Wastewater Rates Survey	April 30th in 2024 and 2025. To be expedited in 2023 with a completion date of June 30, 2023, assuming a start date of 5/3/23. Significant delays in start date affects UNC EFC's ability to meet the June 30, 2023 deadline.
Task 2 – List Distribution for Follow-up	For 2023, June 1, after 2-3 outreach emails or phone calls. In the 2024 and 2025 years, to be done by the 2nd full week in February
Task 3 – Add-On Survey of Other Rates and Fees	Concurrent with implementation of the rates survey
Task 4 – Add-on Questionnaire of rate-setting practices	Concurrent with implementation of the rates survey
Task 5 – Interactive Rates Dashboard Launch	July 31st for 2023. April 30th for 2024 and 2025.
Task 6 – Report and Tables	Estimated 4 months after completion of the rates survey

Contractor Initials AGE
Date 04/12/2023

Any requests for scope of work modifications or contract amendments should be made in writing, via e-mail, to the Project Manager. Types of modifications or amendments include adjustments to the contract end date, budget, activities, deliverables, timeline, or changes to NHDES staff leading the project. Modifications or amendments may result in changes to the project budget, upon mutual consent between NHDES and the Contractor.

Exhibit C
BUDGET & PAYMENT METHOD

All services shall be performed to the satisfaction of the Department before payment is made. Payments shall be made by the Department within 30 days of invoice receipt and approval. Invoices shall be submitted to the Department for payment no more than once per month. In no event shall payment exceed the price limitation of $155,000.

NHDES may make partial payment where invoiced rates or mark-ups are not in accordance with the contract rates terms and conditions, or where the approved assignment budget has been exceeded without NHDES's written approval. Copies of marked-up invoices may be provided to the contractor.

Changes to the Scope of Services require NHDES approval in advance. All work must be completed and all invoices must be submitted to NHDES by the completion listed on the agreement (Section 1.7).

The billing address shall be as follows:
NH Department of Environmental Services
Attn: Beth Malcolm, Wastewater Engineering Bureau
29 Hazen Drive, PO Box 95
Concord, NH 03302-0095

Invoices shall be approved by the Contract Officer before payment is processed.

UNC RESEARCH

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH

312 SOUTH BUILDING
CAMPUS BOX 4000
CHAPEL HILL, NC 27599-4000

T 919.962.1319
F 919.962.1476
http://research.unc.edu

March 13, 2023

Amy G. Elliott
Senior Sponsored Programs Business Officer/AOR
Office of Sponsored Programs
UNC Campus

Dear Amy,

This letter acknowledges that you retain authorization to sign contracts and other agreements for research and other sponsored programs on my behalf. This authority was originally granted on March 5, 2019 under the name "Amy Austin" and as of January 13, 2020 continues under the name "Amy G. Elliott."

Sincerely,

Penny Gordon-Larsen
Interim Vice Chancellor for Research

UNC | OFFICE OF THE CHANCELLOR

KEVIN M. GUSKIEWICZ
CHANCELLOR

chancellor@unc.edu
O 919-962-1365 | F 919-962-1647

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
OFFICE OF THE CHANCELLOR
South Building | Suite 103 | Campus Box 9100
200 East Cameron Avenue | Chapel Hill, NC 27599-9100
chancellor.unc.edu

March 11, 2022

Penny Gordon-Larsen, PhD
Interim Vice Chancellor for Research
312 South Building
Campus Box 4000

Dear Penny,

I write regarding the designation of authority to sign certain agreements on behalf of the University of North Carolina at Chapel Hill ("University") that relate to research and other sponsored programs.

Pursuant to the Resolution adopted by the Board of Trustees of the University on August 8, 1975 (a copy of which is attached hereto), I hereby designate you, in your capacity as the Interim Vice Chancellor for Research, as a University official authorized and empowered to act for and on behalf of the University with respect to the signing and execution of the following:

A. Contracts, proposals and other agreements for research and other sponsored programs as (and to the extent) provided in said Resolution. You are authorized to delegate this authority, in whole or in part, to the Associate Vice Chancellor for Research and to the contract specialists or directors within research administration. Additionally, you may delegate this authority to the Director, Deputy Director, and Compliance Manager of the Office of Human Research Ethics to sign Unaffiliated Investigator Agreements, IRB Authorization Agreements, Certificates of Confidentiality, and Certifications to NIH of Genome Wide Association Studies (GWAS). Authority to sign such agreements or certifications may not be further delegated by you, the Director, Deputy Director, or Compliance Manager.

B. Correspondence or other communications, as the University's designated Institutional Official, to federal agencies and other sponsors funding research at the University.

Any questions of a legal nature concerning all agreements must be reviewed by one of the attorneys in the Office of University Counsel prior to signing the agreements.

Please let me know if you have any questions about this matter.

Sincerely,

Kevin M. Guskiewicz
Chancellor

Attachment

cc: Nathan Knuffman
University Attorneys

Excerpt from MINUTES, Board of Trustees, UNC-CH, August 8, 1975.

RESOLUTION OF THE BOARD OF TRUSTEES OF
THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

AUGUST 8, 1975

WHEREAS, North Carolina General Statute Section 116-3 redesignated the Board of Trustees of "the University of North Carolina" as the "Board of Governors of the University of North Carolina" and gave the Board of Governors, known as the University of North Carolina, certain powers including, in general, the power to "do all such things as are usually done by bodies corporate and politic" (see Section 101, "The Code" of the University of North Carolina); and

WHEREAS, North Carolina General Statute Section 116-11(13) states the "Board may delegate any part of its authority over the affairs of any institution to the Board of Trustees or, through the President, to the Chancellor of the institution in any case where such delegation appears necessary or prudent to enable the institution to function in proper and expeditious manner"; and

WHEREAS, the Board of Governors adopted a resolution, entitled "Delegation of Duty and Authority to Boards of Trustees" on July 7, 1972, delegating certain duties and powers to the Boards of Trustees of the constituent institutions; said resolution being hereby incorporated by reference; and

WHEREAS, North Carolina General Statute Section 116-34(a), as amended, states, "[t]he Chancellor shall be the administrative and executive head of the institution and shall exercise complete executive authority therein, subject to the direction of the President," (See Section 502A of "The Code"); and

WHEREAS, North Carolina General Statute Section 116-33 states, "each board of trustees shall serve as advisor to the Chancellor concerning the management and development of the institution" (See Section 403A of "The Code"); and

WHEREAS, The Board of Trustees of The University of North Carolina at Chapel Hill deems it desirable for the sound development and efficient management of the institution that the Chancellor (and employees of the University at Chapel Hill designated by him or, on his authorization, by the Vice Chancellor for Business and Finance) be authorized and delegated the duty and power to execute, in the name of The University of North Carolina at Chapel Hill, a constituent institution of the University of North Carolina, certain agreements, said agreements relating to duties and powers delegated to the Board of Trustees and not including areas of authority previously or hereafter explicitly delegated (1) by the Board of Governors or the President to other persons or official bodies (except the Board of Trustees) or (2) by the Board of Trustees;

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of The University of North Carolina at Chapel Hill that the Chancellor (and employees of The University of North Carolina at Chapel Hill designated by him or, on his authorization, by the Vice Chancellor for Business and Finance) are hereby authorized and empowered to sign and execute agreements, contracts, leases, and other official documents (all herein referred to corporately as agreements) with institutions, agencies, corporations, partnerships, individuals and other legal entities; said agreements including all such agreements not required by law or administrative regulation to be otherwise executed; and

BE IT FURTHER RESOLVED, that said agreements shall comply with (1) the law of North Carolina, especially North Carolina General Statutes, Chapters 143 and 146, when applicable, and (2) with the "University Code" and with policies determined by the Board of Governors or the Board of Trustees; and

BE IT FURTHER RESOLVED that the Board of Trustees does hereby ratify, confirm and validate all agreements previously signed or executed by the Chancellor (and other officers of The University of North Carolina at Chapel Hill designated by him) as signed and executed on behalf of and as the act of The University of North Carolina at Chapel Hill; and

BE IT FURTHER RESOLVED that this resolution shall be effective upon the date of its adoption.

BOT APPROVED ON 11.04.21

RESOLUTION OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

AMENDMENT AND RESTATEMENT OF DELEGATIONS OF BOARD OF TRUSTEES AUTHORITY

WHEREAS, the Board of Trustees of The University of North Carolina at Chapel Hill ("Board of Trustees") has a duty to promote the sound development of The University of North Carolina at Chapel Hill (the "University") within the functions prescribed for it, helping it to serve the people of the State in a way that will complement the activities of the other institutions and aiding it to perform at a high level of excellence in every endeavor;

WHEREAS, the Board of Trustees' powers and duties are assigned by the General Assembly and the Board of Governors, including through the Board of Governors delegating certain specific authorities and responsibilities to the Board of Trustees;

WHEREAS, the Board of Governors' approval of the "Resolution to Amend and Restate Constituent Institution Board of Trustees Delegations" on July 22, 2021, directs each board of trustees of the constituent institutions to identify and restate in one binding resolution all instances in which the board of trustees of the constituent institution has delegated all or some of its delegated authority from whatever source to any committee, person, agency, or entity;

NOW THEREFORE, the Board of Trustees restates the following authority and delegations of authority as follows:

1. Chancellor's Executive and Administrative Powers and Duties

Under N.C.G.S. § 116-34 and The Code of The University of North Carolina ("The Code"), the Chancellor is the administrative and executive head of the institution and its official spokesperson and exercises complete executive authority therein, subject to the direction of the President. The Board of Trustees affirms the executive and administrative authority of the Chancellor as provided by the General Statutes and as delegated from the Board of Governors, including Section 502 (A, B, C, and D) of The Code and other provisions of The Code and UNC Policy Manual assigning or delegating authority to the Chancellor. Such authority includes, but is not limited to, policymaking, banking, and execution of documents, contracts, filings, and certifications subject to authorized policies of the Board of Governors and the Board of Trustees and the management of institutional trust funds governed by § N.C.G.S. 116-36.1. Consistent with the General Statutes and The Code, it shall be the duty of the Chancellor to carry out the policies of the Board of Governors and the Board of Trustees, to attend all meetings of the Board of Trustees, and to be responsible for keeping the Board of Trustees fully informed on the operation of the institution and its needs. The Chancellor's executive and administrative powers and duties may be sub-delegated consistent with The Code and UNC Policy Manual.

2. Delegation of Authority from the Board of Governors to Institution in Appendix 1 of The Code.

With respect to powers and duties delegated by the Board of Governors "to the institution" as described in Appendix 1 of The Code, the Board of Trustees affirms current delegation of

authority and responsibility (i) to the Chancellor, the Chancellor's designees, and the Faculty of the University as to item III of Appendix 1 of The Code, and (ii) to the Chancellor and the Chancellor's designees as to items VIII and X of Appendix 1 of The Code, subject to Exhibit C of this Resolution.

3. Delegations of Authority from the Board of Trustees to the Chancellor

In addition to the duties, responsibilities, and authorities assigned or delegated to the Chancellor from the General Assembly, the Board of Governors, or the President, the Board of Trustees hereby delegates authority to the Chancellor, or affirms the Chancellor's authority:

(a) To approve appointments, salary actions, and other employment actions for employees exempt from the State Human Resources Act consistent with the Personnel Management Flexibility granted to the University by the Board of Governors, as summarized in the Authority for Employment Action document attached hereto as Exhibit B (including sub-delegations reflected in Exhibit B), other than those actions that require final action by the Board of Trustees. The Chancellor shall provide a periodic report to the Board of Trustees regarding new faculty and EHRA non-faculty appointments in a form and frequency to be determined by the Chair of the Board of Trustees.

(b) To exercise any authority or carry out any responsibilities specifically listing the Chancellor under the "Delegation" or "Sub-Delegation" headings of the Board of Trustees Delegated Authority Table attached hereto as Exhibit C. The authorities and responsibilities listed under "Delegation" or "Sub-Delegation" headings in Exhibit C are neither intended nor required to list or reflect the separate or related assignments or delegations of authority to the Chancellor from the General Assembly, the Board of Governors, or the President, and such separately delegated authorities remain vested in the Chancellor.

(c) To subsequently sub-delegate any authority delegated from the Board of Trustees and not otherwise reflected as sub-delegated in this Resolution, including Exhibits A-C, provided, however, such new sub-delegation must be approved by the Board of Trustees.

4. Delegations of Authority to Standing Committees of the Board of Trustees

Pursuant to its Bylaws and Appeal Procedures, attached hereto as Exhibit D, the Board of Trustees may create any number of committees, each consisting of two or more trustees, to make recommendations to the Board of Trustees and to establish panels to hear and decide certain appeals on behalf of the Board of Trustees.

5. Exhibits Incorporated by Reference

Without limitation, all authority (including authority to further delegate such authority) expressly indicated in Exhibit A (University Policy on Signing University Contracts), Exhibit B (Authority for Employment Action), Exhibit C (Delegated Authority Table) and Exhibit D (Board of Trustees' Bylaws and Appeal Procedures) to this Resolution are hereby incorporated by reference as though fully set forth. In the event of a conflict between any exhibit and the text of this Resolution, the Resolution shall control.

BOT APPROVED ON 11.04.21

6. Conflict with Applicable Code, Policies, or Laws

In the event of a conflict between this Resolution (including the attached Exhibits) and The Code of The University of North Carolina, policies determined by the Board of Governors, or applicable law, The Code of The University of North Carolina, policies determined by the Board of Governors, or applicable law shall control.

7. Authority Reserved for the Board of Trustees

Notwithstanding any other action of the Board of Trustees prior to this date, all authority that has been delegated specifically to the Board of Trustees and has not been expressly identified and further delegated in this Resolution and/or in the attached Exhibits is hereby vested in the authority of the Board of Trustees unless or until further delegated by the Board of Trustees.

8. Effective Date

This Resolution shall be effective as of November 1, 2021. However, with respect to personnel management changes regarding fixed-term faculty, Tier II SAAOs, and athletic assistant coaches reflected in Exhibit B, such changes shall not be implemented until January 25, 2022.

David L. Boliek, Jr., Chair — Date 11/4/2021
Board of Trustees

MIKE CAUSEY
INSURANCE COMMISSIONER & STATE FIRE MARSHAL

BRIAN TAYLOR, CHIEF STATE FIRE MARSHAL

CERTIFICATE OF COVERAGE

Certificate Holder:	To Whom This May Concern
Insurer:	State of North Carolina
Authorization:	Public Officers & Employee Liability Insurance Commission of North Carolina and the General Statutes of North Carolina, Chapter 143, Articles 31 to 31D, Sections §143-291 to §143-300.
Period:	February 01, 2023 until February 01, 2024
Coverage:	A) Tort Claims against Departments, Agencies, and Employees B) Excess Liability for State Employees Ambridge Partners, LLC - Policy # PK1035823 Kinsale Insurance Company - Policy # 01000154762-2 C) Workers' Compensation
Limits	A) $1,000,000 for Tort claims against the State B) $2,000,000 per employee/$10,000,000 aggregate for claims against state employees C) Statutory Limits for Workers' Compensation
Description:	University of North Carolina at Chapel Hill and its employees, officers, agents, as covered by the Defense of State Employees as per NCGS § 143 300.2.
Administrator:	Department Insurance - Risk Management Division Public Officers & Employees Liability Insurance Commission 1202 Mail Service Center, Raleigh, NC 27699-1202
Note:	This Certificate is for informational purposes only and does not alter any provision of the Tort Claims or Defense of State Employees General Statutes of the State.

Latarsha Y. Silver

Verified By: _____

Latarsha Y. Silver, CRM
Risk Manager

UNC-CH