



NORTH CAROLINA
Department of Transportation

Office of Strategic Advancement (OSA)

August 27, 2026 & September 10, 2026

Connecting people, products and places safely and efficiently with customer focus, accountability and environmental sensitivity to enhance the economy and vitality of North Carolina

Agenda

1. Overview of OSA

2. LSC needs by vertical

3. Additional LSC details

- Scoring criteria
- Discipline codes
- Consultant Rate System – approved rates
- Timeline

Office of Strategic Advancement's Vision, Mission, and Objectives

WHERE WE'RE GOING

Vision

Position NCDOT as a national model for strategic excellence and innovation

What this means: NCDOT becomes the DOT other states benchmark against - in the rigor of how it plans, the throughput of how it innovates, and the discipline of how it executes.

HOW WE OPERATE

Mission

Equip NCDOT leaders and divisions to plan strategically, act on bold ideas, and adopt what works

How we work: OSA does not do the work for divisions; we give them the planning architecture, evidence base, and innovation pipeline to do it themselves - at higher quality and faster speed.

WHAT WE DELIVER

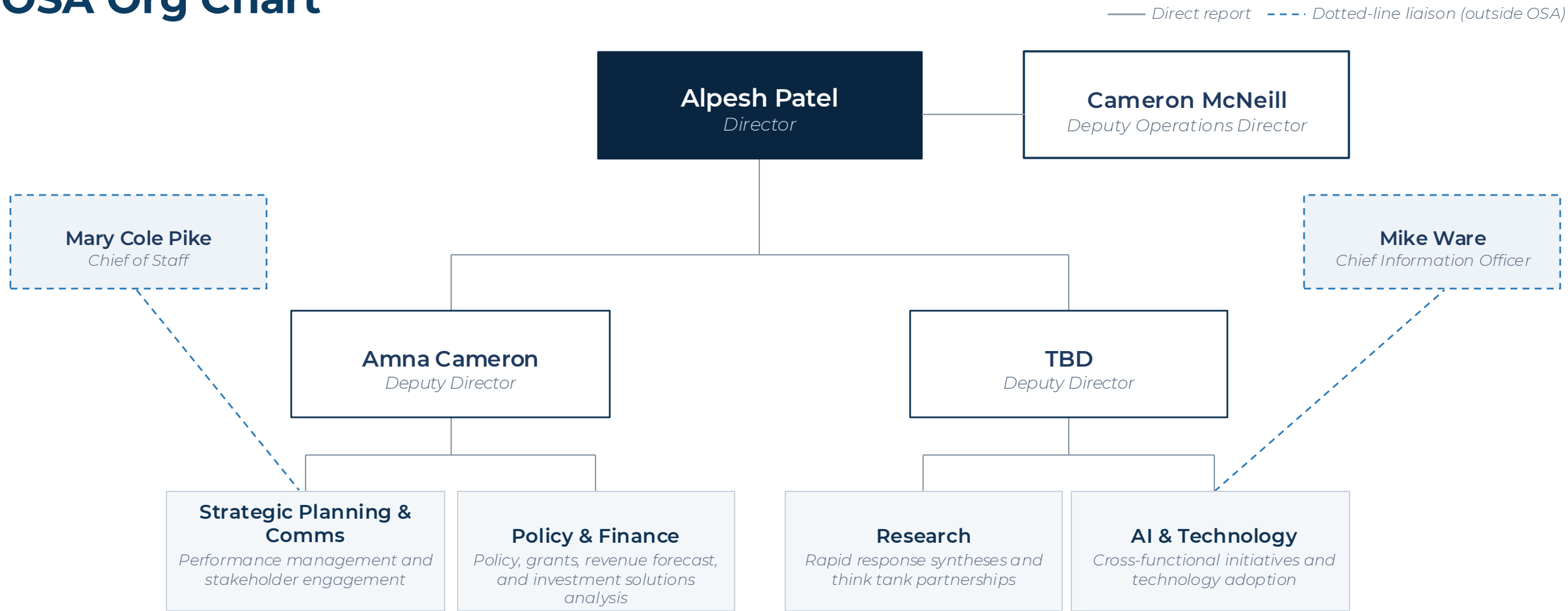
Objectives

- 01 **RESEARCH & POLICY**
Coordinate and execute high-priority research and policy initiatives
- 02 **STRATEGIC PLANNING**
Manage NCDOT's strategic planning process and drive accountability for results
- 03 **INNOVATION**
Identify new approaches, pilot opportunities, and scale proven solutions

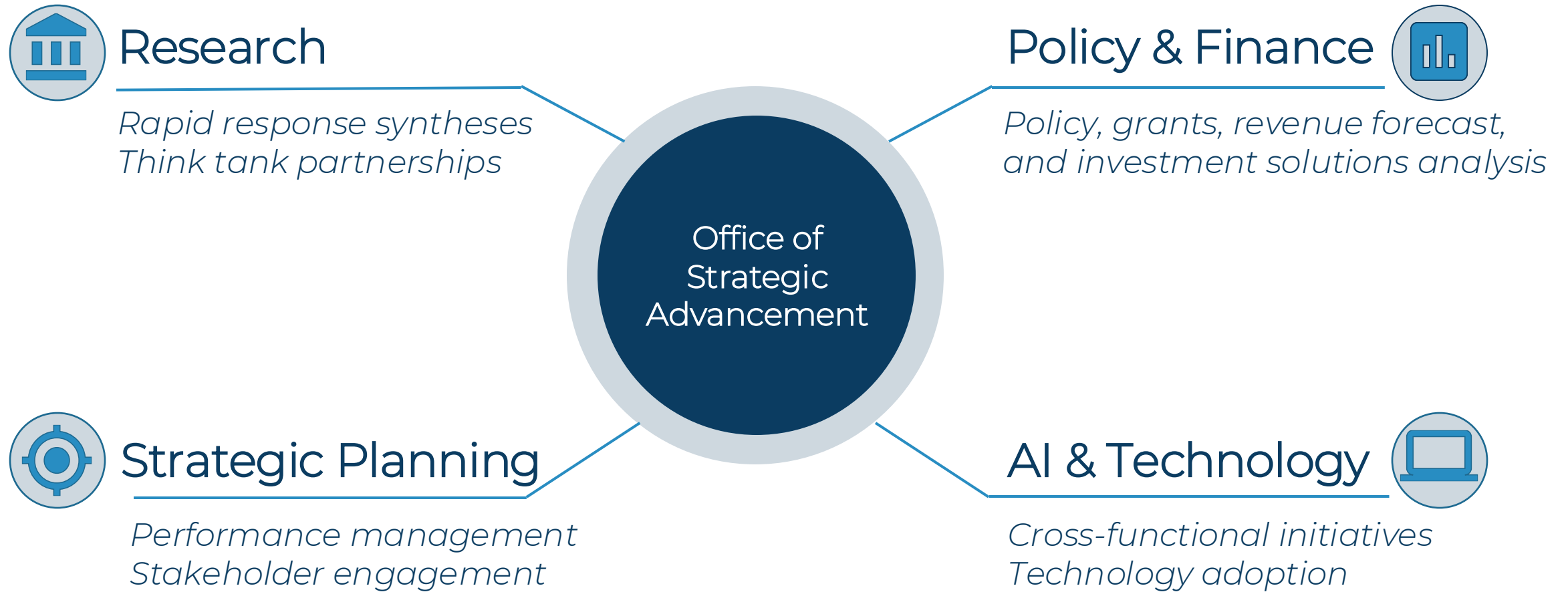
What OSA success looks like:

NCDOT delivers better, faster, and more innovatively for the people of North Carolina

OSA Org Chart



OSA has four key verticals that support our work



Broadly, there are five types of engagements that could support OSA on a recurring basis across verticals

Engagement type	Description	Key Verticals
Staff Augmentation	Adds short-term, specialized expertise to expand capacity and support priority projects across OSA's verticals	    All
Strategic Planning & Program Implementation	Develops strategic priorities, facilitates planning, and delivers insights that guide department-wide decision-making	    All
Research & Rapid Response Support	Provides fast, targeted research and analysis to inform policies, operations, and emerging transportation needs	 Research  Policy & Finance
Data, Analytics, & Reporting	Builds dashboards, models, and governance structures that strengthen data-driven decisions across the agency	 Strategic Planning & Comms  AI & Technology  Policy & Finance
Technology, AI, and Digital Modernization Support	Evaluates, prioritizes, and supports adoption of technologies and AI solutions to modernize NCDOT operations	

Note: engagements are not mutually exclusive; some may support several of these engagement types

2) Vertical Deep Dive



Research (1/4)

Vertical description	The Research team conducts and facilitates research with third-parties (e.g., universities, consultants, and non-profits) to support NCDOT's business needs
Project categories	• Research development: facilitate exploration of transportation innovations with third-party institutions • Research implementation: facilitate transfer of knowledge from third-party institutions to NCDOT • Research thought leadership: coordinate research for state and federal issues; participate in several national organizations (e.g., AASHTO, TRB) • Internal Research: conduct internal research initiatives, implementation and technical assistance initiatives.



Research (2/4)

9 – 36
Months
Duration
(from start
date)
~ 20 – 30 /
year

Long - Term

3 – 9
Months
Duration
(from start
date)
~ 10 – 15 /
year

Short - Term

0 – 3 months
Duration
(from start
date)

Rapid Response





Research (3/4)

Program Tasks	Month 1				Month 2				Month 3				Month 4				Month 5			
Rapid Response Research and Analysis Program Timeline																				
Part 1: Initiation, Scoping, and Agreement Execution																				
Part 2: Project Execution																				
Part 3: Deliverable Review, Acceptance, and Project Closeout																				



Research (4/4)

Example Engagements

Last-Mile Warehousing and Fulfillment Development in North Carolina



NCDOT Project 2025-13
FHWA/NC/2025-13
June 2026

Noreen McDonald, Ph.D.
Department of City and Regional Planning
University of North Carolina at Chapel Hill



RESEARCH &
DEVELOPMENT

Development of a Finite Element Model for the Load Rating of Temporary Railcar Bridges



NCDOT Project TA2025-12
FHWA/NC/TA2025-12
December 2025

Vikita Kamala, Taylor Brodbeck, and Ghadir Haikal
Department of Civil, Construction, and Environmental
Engineering, North Carolina State University

NC STATE
UNIVERSITY



RESEARCH &
DEVELOPMENT



Strategic Planning & Communications (1/2)

Vertical description	The Strategic Planning & Communications team is responsible for NCDOT's strategic planning process and driving accountability for results.
Project categories	• Strategic Planning: Develop unit level strategic plans • Strategic Plan Initiative Implementation: Assist units with implementing and completing initiatives in the strategic plan



Strategic Planning & Communications (2/2)

Example Engagements

North Carolina Division of Motor Vehicles | The Road Ahead 2026-2030 Strategic Plan

Strategic Priority 1

Build a streamlined digital experience

In the future, NCDMV customers will enjoy a seamless experience across all online services. Improving digital services is vital for expanding accessibility and reducing the need for in-person visits.

We will measure our success using two primary measures	Currently ^a	Our approach moving forward
• 70% of all transactions will be available to be completed online	61%	We will deliver intuitive, predictable, and consistent services using methods that our customers prefer. We will do this by:
• 50% of transactions will be completed online	31%	• Enhancing the existing digital experience
		• Expanding the authorization of online services
		• Creating a fully integrated digital experience

What are we doing now...
(Next 12 months)

- Expand and provide online driver services that were authorized under SB-245 (e.g., renewals, issuances)²
- Enhance NCDMV website navigation and ease of information access (e.g., AI chatbot, navigation)
- Enable online renewal of commercial driver licenses (CDLs)
- Enable customers to upload and verify documents online before office visits (e.g., REAL ID, CDL requirements)

What is coming next...
(2-3 years)

- Offer driver services knowledge exams online (e.g., driver license, CDL)
- Expand online vehicle services (e.g., peer-to-peer vehicle sales, titling)
- Adopt mobile IDs (for N.C. residents and for out-of-state residents)

What is in our future...
(4-5 years)

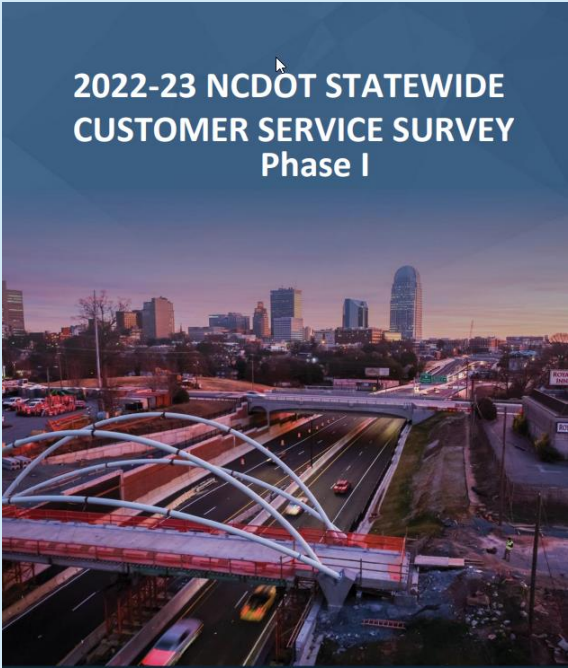
- Develop a fully integrated mobile experience for NCDMV customers
- Leverage emerging technology for online services (e.g., further AI usage, personalized reminders, streamlined processes)
- Launch a platform that is a one-stop location for government services beyond the NCDMV

This strategy priority will create a more efficient, accessible, and user-friendly NCDMV experience, one that facilitates a seamless, consistent journey across all service channels.

^a Current measure is for Fiscal Year 2024-25 (i.e., July 2024 to June 2025)
¹ Total transactions is defined as the total number of customer transactions. Each transaction may include multiple services (i.e., a registration renewal is one transaction, but includes issuing a sticker service and collecting property taxes service)
² SB 245 was signed into law on Sept. 30, 2023, and allows a second consecutive online driver license renewal online renewal after in-person transactions, and online issuance of the Level II full provisional license for teen drivers

TPD's organizational mission, vision, and values are in alignment with the NCDOT's 2023-2025 Strategic Plan goals:

- ✓ Make transportation safer/Vision Zero.
- ✓ Improve the reliability and connectivity of the transportation system.
- ✓ Deliver and maintain our infrastructure effectively and efficiently.
- ✓ Provide great customer service.
- ✓ Be a great place to work.
- ✓ Be a transparent and accountable organization.
- ✓ Be a diverse and inclusive organization.
- ✓ Be an innovative organization.





AI & Technology (1/3)

Vertical description	The AI & Technology team accelerates NCDOT's digital evolution by identifying, evaluating, and deploying innovative technology and AI solutions
Project categories	• AI governance & use case development: serve as the agency's clearinghouse for evaluating and prioritizing new AI and technology use cases • Data & reporting: build and maintain dashboards and data infrastructure to support NCDOT • Technology translation & coordination: act as connective layer between business units and IT, translating operational needs into technical requirements

One test sorts which contract an engagement is on: new source code runs on DIT, configuration runs on OSA (2/3)

Build

DIT contract



When to use this contract

Your firm writes source code that the platform executes.

Example scope of work

- Solution & app development
- System architecture, data storage & engineering
- AI implementation
- SaaS tool procurement
- Enterprise platform admin & cloud hosting

Configure

OSA contract



When to use this contract

Your firm configures out-of-the-box tools without writing new code.

Example scope of work

- Business analysis & requirements gathering
- Draft user interface designs
- Data analysis & governance
- Strategy consulting, program & project management support
- Prototyping approved tools (i.e., “low-code” / configuration) in DIT-T environments



AI & Technology (3/3)

Example Engagements

NCDOT Hurricane Helene Recovery Dashboard

9,469
Total Damage Sites

\$5.8B
Damage Sites Total Estimate

\$1.79B
Expenditures

\$849.29M
Reimbursements

Percent Completed by Estimated Cost Range

<\$100K

0%72.07%100%

\$100K <\$1M

0%67.06%100%

≥\$1M

0%23.61%100%

Map of North Carolina showing damage sites with color-coded markers (green, yellow, red) indicating severity or status. Includes a search bar and a legend.

East, TomTom, Garmin, FAO, NOAA, USGS, EPA, NPS, USFWS

NCDOT Hurricane Helene Recovery Website

NCDOT Road Reopening for Hurricane Helene Dashboard

State of North Carolina AI Leadership Council

Statewide AI Strategic Roadmap

NCDIT

NORTH CAROLINA
DEPARTMENT OF
INFORMATION
TECHNOLOGY

NORTH CAROLINA
DEPARTMENT of
COMMERCE

Railroad Crossing Inventory Data Governance Framework

July 16, 2025 Version 1.0

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Policy & Finance (1/2)

Vertical description	The Policy & Finance Team supports the agency's long-term financial and strategic goals by leading federal discretionary grant efforts, shaping state and federal policy initiatives, conducting the revenue forecast, and researching new and sustainable funding opportunities.
Project categories	• Grants: Develop and manage applications for competitive federal funding opportunities, ensuring strong, compliant, and strategically aligned submissions. • Federal and State Policy: Analyze, interpret, and guide the agency's alignment with federal legislation, regulations, and programs to support strategic and operational priorities. • Revenue Forecasting: Produce and refine data-driven forecasts for transportation-related revenues • Revenue Evaluation: Research and evaluate emerging funding options to diversify and strengthen the agency's long-term financial sustainability.



Policy & Finance (2/2)

Example Engagements

SAND

Solving Access for NC 12 in Dare County



PROTECT FFY 2022 and 2023
GRANT APPLICATION
AUGUST 2023



GROUND TO SKY PROJECT



Project Description

MPDG FFY 2023 and 2024
GRANT APPLICATION
AUGUST 2023



Gas Tax Calculator

1

About how many miles do you drive per year?

9,000 Miles

12,000 Miles

15,000 Miles

18,000 Miles

Average (20-30 MPG)

High/Hybrid (30-50 MPG)

2

How many miles per gallon does your vehicle get (on average)?

Low (10-20 MPG)

Plug-In Hybrid

Electric (No Fuel)

Your approximate annual payment for state transportation fees and taxes

\$191

3) LSC Details

LSC Scoring Criteria



Discipline Codes

New Discipline Code
– details to follow

79	General Meeting Facilitation
87	Data Conversion
171	Public Involvement
216	Federal Discretionary Grant Writing
217	Communications, marketing, publications, and graphics assistance
218	Research
219	Research Support
220	Artificial Intelligence and Data Science for Transportation

221	Resiliency Planning
223	Data Management and Analysis
224	Project Management- Technology
225	Business Analysis
226	Strategic Planning
308	Limited English Proficiency (LEP)
391	Development of Implementation Plans

New Pre-Qualification Codes

Applications
must be
submitted
prior to RFLOI
submittal

Federal Discretionary Grant Writing: 216

- Develop project narratives, benefits and impact statements, and working with stakeholders

Communications, marketing, publications, and graphics assistance: 217

- Promotional materials, website outlines, graphics, communication plan, event planning

Research: 218

- Conduct short term research

Research Support: 219

- Contracts, technical editing, and reviews

Artificial Intelligence and Data Science for Transportation: 220

- AI and data science support

How to become prequalified

Actions to take

1. Acquire NCID
2. Register NCID and Tax ID with NCDOT
3. Complete the NCDOT Prequalification Access Request Form
4. Complete Prequalification Application

Documents required

- W-9
- Financial statements
- Business licenses
- Resumes for key personnel
- Professional credentials/licenses
- Technical work examples

NCDOT Consultant Rate System (CRS) - Approved Rates

Hourly rates, overhead, and cost of capital must be approved by NCDOT’s Office of Inspector General’s

To have rates approved, you must:

- Have a NCID
- Complete the CRS Access Authorization Request Form (note: only one person limit for CRS access)
- Provide supporting documentation

Firm’s
Employee
Data

Employee

First Name

Middle Initial

Last Name

Suffix

Company Title

Classification

Personnel Number

Pending Rate

Approved Rate

Ms.

0.00

0.00

Save

Selected Discipline References

Discipline References

Proficiency

No Discipline References Selected

Discipline References	Proficiency
ADMINISTRATIVE	☒ None ☐ Contributing ☐ Journey ☐ Advance
AGRICULTURAL ENGINEERS	☒ None ☐ Contributing ☐ Journey ☐ Advance
AIR QUALITY/CONFORMITY	☒ None ☐ Contributing ☐ Journey ☐ Advance
AIRCRAFT MAINTENANCE MANAGE...	☒ None ☐ Contributing ☐ Journey ☐ Advance
AIRCRAFT MAINTENANCE TECHS	☒ None ☐ Contributing ☐ Journey ☐ Advance
AIRPORT PROJECT MANAGEMENT	☒ None ☐ Contributing ☐ Journey ☐ Advance
ARCHAEOLOGISTS	☒ None ☐ Contributing ☐ Journey ☐ Advance
ARCHITECTS	☒ None ☐ Contributing ☐ Journey ☐ Advance
ARCHITECTURAL HISTORIANS	☒ None ☐ Contributing ☐ Journey ☐ Advance

Attached Documents

Go Back To Locations

Employee Data

Vendor Overhead Rates

Attached Documents

Application Summary

Upload Documents

Required documents can be uploaded in PDF format only

1. Choose the type of file you want to upload

Internal Control Questionnaire - PDF

2. Locate the file on your file system (must be in PDF format)

Browse...

3. Click to upload the file

Upload

Archived Documents

Document Type

Date

No documents archived for this application

Standard Forms available for download

Document Name

Appd-B-ICQ-(05-01-2012FINAL-updated-to-reference-2015-Guide-12-7-15).docx

Consultant-Cost-Certification.pdf

Contact: John Stroud – jestroud@ncdot.gov

Timeline - subject to change

- October 1: RFLOI released
- November 2: RFLOI closes
- November 3 - December 4: Proposal Review
- December 7 - December 11: Proposal Interviews
- December 14 - December 18: Final Decisions
- January 7, 2027: Board of Transportation Approval
- February/March 2027: Contracts signed

We are no longer accepting meetings with consultants until BOT Approval

Questions

[Office of Strategic Advancement Website](#)

Contact Us

Future Questions

Prior to September 30

Nbearle-young@ncdot.gov

After October 1

psmu@ncdot.gov

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Contact Us

Alpesh Patel

agpatell@ncdot.gov

919-741-7698

Cameron McNeill

ccmcneill1@ncdot.gov

919-707-2824

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