

State of Maine
Master Score Sheet

RFP# 201807151			
Multimedia and Creative Services			
Bidder Name:		Garrand Moehlenkamp Marketing Agency	Garrand Moehlenkamp Video Production Services
Proposed Cost:		N/A	N/A
Scoring Sections	Points Available		
Section I: Organization Qualifications and Experience	40	40	40
Section II: Proposed Services	35	30	35
Section III: Cost Proposal	25	22	20
TOTAL	<u>100</u>	<u>92</u>	<u>95</u>



**STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE
AND FINANCIAL SERVICES**

**Janet T. Mills
Governor**

**Kirsten Figueroa
Commissioner**

AWARD NOTIFICATION LETTER

March 29, 2024

Jessie Gilligan, Chief Client Officer
Garrand Moehlenkamp
75 Washington Ave, 2A
Portland, ME 04101

**SUBJECT: Notice of Conditional Pre-Qualified Vendor List Awards under RFP # 201807151 –
Multimedia and Creative Services**

Dear Jessie Gilligan,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Administrative and Financial Services for Multimedia and Creative Services. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional awards to the following bidder:

- Garrand Moehlenkamp – Marketing Services
- Garrand Moehlenkamp – Video Production Services

The bidder listed above have met the requirements for placement on the Pre-Qualified Vendor List. Vendors added to this Pre-Qualified Vendor List (PQVL) are not guaranteed a contract with the State of Maine but are eligible to submit bids on projects issued through the PQVL Mini-Bid Process, as defined in the RFP. Any Notice of Conditional Contract Award resulting from a Mini-Bid award is subject to execution of a written contract. As a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor(s). The vendor shall not acquire any legal or equitable rights relative to contract services until a contract containing terms and conditions acceptable to the Department is executed. The Department further reserves the right to cancel this Notice of Conditional Contract Award and dissolve the Pre-Qualified Vendor List at any time.

As stated in the RFP, following announcement of this award decision, all submissions in response to the RFP are considered public records available for public inspection pursuant to

the State of Maine Freedom of Access Act (FOAA). 1 M.R.S. §§ 401 et seq.; 5 M.R.S. § 1825-B (6).

This award decision is conditioned upon final approval by the State Procurement Review Committee. A Statement of Appeal Rights has been provided with this letter; see below.

Thank you for your interest in doing business with the State of Maine.

Sincerely,

DocuSigned by:

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Lindsey Kendall
Acting Procurement Planning Manager, Division of Procurement Services

STATEMENT OF APPEAL RIGHTS

Any person aggrieved by an award decision may request an appeal hearing. The request must be made to the Director of the Bureau of General Services, in writing, within 15 days of notification of the contract award as provided in 5 M.R.S. § 1825-E (2) and the Rules of the Department of Administrative and Financial Services, Bureau of General Services, Division of Purchases, Chapter 120, § (2) (2).

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151
RFP TITLE: PQVL For Multimedia and Creative Services
BIDDER: Garrard Moehlenkamp
DATE: March 26, 2024

SUMMARY PAGE

Department Name: Department of Administrative and Financial Services
Name of RFP Coordinator: Skye Laidler
Names of Evaluators: Jessica Crosby, Michelle Johnson, Michael McNeil
Service Type: Marketing Agency

<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section I. Organization Qualifications and Experience	40	40
Section II. Proposed Services	35	30
Section III. Cost Proposal	25	22
<u>Total Points</u>	<u>100</u>	<u>92</u>

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL For Multimedia and Creative Services

BIDDER: Garrand Moehlenkamp

DATE: March 26, 2024

**EVALUATION OF SECTION I
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section I. Organization Qualifications and Experience	40	40

Evaluation Team Comments:

- I. Overview of the Organization
 - Located in Portland, Maine.
 - Provided 3 previous examples of projects.
 - Not sure if they have worked with a government entity previously.
 - Agency was formed 35 years ago, rebranded in 2021.
- II. Subcontractors
 - None mentioned.
- III. Organizational Chart
 - Staff of 20+.
- IV. Litigation
 - Had one pending case.
- V. Financial Viability
 - N/A
- VI. Certificate of Insurances
 - Provided.

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL For Multimedia and Creative Services

BIDDER: Garrard Moehlenkamp

DATE: March 26, 2024

**EVALUATION OF SECTION II
Proposed Services**

	<u>Points Available</u>	<u>Points Awarded</u>
Section II. Proposed Services	35	30

Evaluation Team Comments:

- Marketing Strategies were used in the brand look and feel.
- Use research and polling to develop marketing strategies.
- Holistic Approach.
- They offer a full range of services for Marketing, including media communications and campaign development.
- Offers weekly meetings to address budgets and deadlines.
- Continued communications to adhere to timelines and budget.
- Provided list of all capabilities.
- Team had questions about how they would address desired strategies, mentioned sampling, but not sure how they would check to see if desired outcomes are reached.

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151
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**EVALUATION OF SECTION III
Cost Proposal**

	<u>Points Available</u>	<u>Points Awarded</u>
Section III. Cost Proposal	25	22

Evaluation Team Comments:

- Rate sheet was well broken down.
- Team had questions about “Outside Services” mentioned in proposal.
- Team wants to know who would be involved in which projects for cost.
- Did not give team a good sense of how much something would cost.
- Team wants to know if there are any fixed costs associated with their services, could have been more clear.

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151
RFP TITLE: PQVL For Multimedia and Creative Services
BIDDER: Garrand Moehlenkamp
DATE: March 26, 2024

SUMMARY PAGE

Department Name: Department of Administrative and Financial Services
Name of RFP Coordinator: Skye Laidler
Names of Evaluators: Jessica Crosby, Michelle Johnson, Michael McNeil
Service Type: Video Production Services

<u>Scoring Sections</u>	<u>Points Available</u>	<u>Points Awarded</u>
Section I. Organization Qualifications and Experience	40	40
Section II. Proposed Services	35	35
Section III. Cost Proposal	25	20
<u>Total Points</u>	<u>100</u>	<u>95</u>

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151
RFP TITLE: PQVL For Multimedia and Creative Services
BIDDER: Garrand Moehlenkamp
DATE: March 26, 2024

**EVALUATION OF SECTION I
Organization Qualifications and Experience**

	<u>Points Available</u>	<u>Points Awarded</u>
Section I. Organization Qualifications and Experience	40	40

Evaluation Team Comments:

- I. Overview of the Organization
 - a. Located in Portland, Maine.
 - b. Provided 3 previous examples of projects – examples were brief but they detailed how they could be applied to potential rebranding.
 - c. Not sure if they have worked with a government entity previously.
 - d. Agency was formed 35 years ago, rebranded in 2021.
 - e. High-quality television commercials and types of video.
- II. Subcontractors
 - a. None listed.
- III. Organizational Chart
 - a. Outlines staff, 8 listed.
- IV. Litigation
 - a. One pending case.
- V. Financial Viability
 - a. N/A
- VI. Certificate of Insurances
 - a. Provided.

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL For Multimedia and Creative Services

BIDDER: Garrard Moehlenkamp

DATE: March 26, 2024

**EVALUATION OF SECTION II
Proposed Services**

	<u>Points Availabl e</u>	<u>Points Awarde d</u>
Section II. Proposed Services	35	35

Evaluation Team Comments:

- Provided bulleted list, appear to offer wraparound services, all pre-production and planning, all editing and post-production.
- Outlined whole services well.
- Mentioned that they recommend a production type based on client goals.
- Able to provide weekly status updates and meetings.
- Provided information how they would adhere to timelines.
- Meets the requirements of the RFP.

**STATE OF MAINE
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL For Multimedia and Creative Services

BIDDER: Garrard Moehlenkamp

DATE: March 26, 2024

**EVALUATION OF SECTION III
Cost Proposal**

	<u>Points Availabl e</u>	<u>Points Awarde d</u>
Section III. Cost Proposal	25	20

Evaluation Team Comments:

- Provided a current rate sheet, broken down by position.
- Did not find fixed rate sheet.
- Typical individuals involved in the processes were not listed, unclear who would be working on a project.
- Unclear what "Outside Services" are.
- They don't have a videographer listed on rate sheet, unclear if that is the same as "photographer position" or an 'outside service'.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services (Marketing Services)

BIDDER NAME: Garrand Moehlenkamp

DATE: 3/15/24

EVALUATOR NAME: Jessica Crosby

EVALUATOR DEPARTMENT: DAFS

Instructions: *The purpose of this form is to record proposal review notes written by **individual** evaluators for this Request for Proposals (RFP) process. It is **required** that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.*

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Overview of Organization

- P: Vendor is located in Portland.
- Vendor provided examples of past marketing projects demonstrating experience in brand strategy, creative execution and production with small businesses, large companies and non profits.
- P: Used research, polling, audits and focused interviews to develop the marketing strategies
- P: The marketing strategies were used in the brand look and feel, video content and design, brand planning, etc.
- Q: Has the vendor worked with a government client before?

2. Subcontractors

- I: It does not appear they use subcontractors.

3. Organizational Chart

- P: An organizational chart was provided.

II. Proposed Services

1. Services to be Provided

- P: The vendor offers a full range of services for marketing, including social and brand strategy, project and account management, communications planning, campaign development, video animation, content creation, creative strategy, etc.
- P: Vendor offers weekly update meetings to stay on budget and deadline.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services (Marketing Services)

BIDDER NAME: Garrand Moehlenkamp

DATE: 3/15/24

EVALUATOR NAME: Jessica Crosby

EVALUATOR DEPARTMENT: DAFS

- P: The rate sheet was easy to understand and broken down by role.
- P: Provided past arbitration and liability insurance.
- I: The samples of past projects on their website are professional and high quality.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp - Video Production Services

DATE: 3/15/2024

EVALUATOR NAME: Jessica Crosby

EVALUATOR DEPARTMENT: Jessica Crosby

Instructions: *The purpose of this form is to record proposal review notes written by **individual** evaluators for this Request for Proposals (RFP) process. It is **required** that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.*

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Overview of Organization

- P: Vendor is located in Portland.
- P: Vendor provided examples of past video projects demonstrating experience in video production with small businesses, large companies and non profits.
- I: Worked with one client on a video campaign to rebrand their image due to negative public perception; this included short videos for commercials and social media on the human side of the organization.
- Q: Have they worked with a government entity before (state, local or federal?)

2. Subcontractors

- I: It does not appear they use subcontractors.

3. Organizational Chart

- P: An organizational chart was provided.

II. Proposed Services

1. Services to be Provided

- P: The vendor offers full support on video production projects, including project planning and preproduction, filming and production, and editing/post production duties.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp

DATE: 3/15/2024

EVALUATOR NAME: Jessica Crosby

EVALUATOR DEPARTMENT: Jessica Crosby

- P: The rate sheet was easy to understand and broken down by role.
- P: Provided past arbitration and liability insurance.
- I: The samples of past projects on their website are professional and high quality.

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp - Marketing Agency

DATE: March 25, 2024

EVALUATOR NAME: Michelle Johnson

EVALUATOR DEPARTMENT: Department of Administrative and Financial Services

Instructions: *The purpose of this form is to record proposal review notes written by **individual** evaluators for this Request for Proposals (RFP) process. It is **required** that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department’s RFP Coordinator or Lead Evaluator for this RFP.*

Individual Evaluator Comments:

I. Organization Qualifications and Experience

- *Overview of Organization*
 - *Agency was formed 35 years ago, reimaged in 2021.*
 - *Provided description of organization.*
 - *Provided qualifications.*
 - *Provided three project examples describing how they came up with a platform and what they do to support those businesses.*
- *Subcontractors*
 - *N/A*
- *Organizational Chart*
 - *Provided Organizational Chart*
- *Litigation-*
 - *Provided*
- *Certificate of Insurance-*
 - *Provided Certificate of Insurance*

II. Proposed Services

- *Services to be Provided-*
 - *Marketing Agency-*
 - *Provided descriptions of what is being offered for services.*
 - a. *Provided list of all capabilities they offer.*
 - *Provided how they continue communications to adhere to timelines.*

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp

DATE: March 25, 2024

EVALUATOR NAME: Michelle Johnson

EVALUATOR DEPARTMENT: Department of Administrative and Financial Services

III. Cost Proposal-

- *Provided rate sheet.*
 - *Outside Services- TBD*

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrard Moehlenkamp - Video Production Services

DATE: March 25, 2024

EVALUATOR NAME: Michelle Johnson

EVALUATOR DEPARTMENT: Department of Administrative and Financial Services

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Overview of Organization

- *Stated that the agency was formed 35 years ago and was reimaged in 2021.*
- *Provided description of organization and Qualifications*
- *Provided Three Project examples briefly describing what they did to create the video production.*

2. Subcontractors

- *N/A*

3. Organizational Chart

- *Provided Organizational Chart*

4. Litigation

- *Provided Litigation*

5. Certificate of Insurance-

- *Provided Certificate of Insurance*

II. Proposed Services

1. Services to be Provided-

- *Video Production Services-*
 - *Provided description of services*
 - *Provided information on how they would adhere to timelines (Weekly status meetings)*
 - *Provided what is included in the video productions services-*
 - a. *Provided equipment and equipment operation.*
 - b. *Post-Production editing.*
 - c. *Audio records.*

III. Cost Proposal-

- *Provided rate sheets.*
- *Outside services - TBD*

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp - Marketing Agency

DATE: 3/20/24

EVALUATOR NAME: Michael McNeil

EVALUATOR DEPARTMENT: DAFS

Instructions: *The purpose of this form is to record proposal review notes written by **individual** evaluators for this Request for Proposals (RFP) process. It is **required** that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department's RFP Coordinator or Lead Evaluator for this RFP.*

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Overview of Organization

- Brand building agency with 35 years of experience
- New partners added recently to further focus on diversity, creativity, industry savviness
- Staff of 20 plus with experience managing projects of different sizes
- Local agency located in Portland. Experience working with Maine based businesses
- No prior government projects mentioned

Experience: 3 examples of prior projects (CMP, Rippleffect, and Camp Sunshine) demonstrating experience and proficiency performing these services:

- Brand planning, design, strategy, and deployment
- Video content strategy and production
- Radio commercials
- TV commercials
- Print advertising
- Paid Social Media planning, development, and deployment
- Research/Polling
- Expertise is more focused on creating a new brand platform/image than revitalizing an existing brand

2. Subcontractors

- None listed

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrard Moehlenkamp

DATE: 3/20/24

EVALUATOR NAME: Michael McNeil

EVALUATOR DEPARTMENT: DAFS

3. Organizational Chart

- Organizational chart provided
- Each individual and associated position is listed
- Organizational Chart doesn't include the proposed project

4. Litigation

- Statement concerning litigation provided, including all required criteria

5. Licensure/Certification

- None Listed

6. Certificate of Insurance

- Provided

II. Proposed Services

Services to be Provided:

- Develop marketing/brand strategy
- Creative ideation and production planning
- Communications planning
- Content creation
- Video and animation
- Social Media management
- Integrated campaign development
- Co-marketing and Co-branding
- Coordinate weekly updates/status meetings for all projects
- Unclear if Email/Mobile marketing services are provided
- Unclear if Sampling is considered market research

III. Cost Proposal

- Current hourly rate sheet provided broken down by position
- Fixed rate sheet not provided

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp - Video Production Services

DATE: 3/20/24

EVALUATOR NAME: Michael McNeil

EVALUATOR DEPARTMENT: DAFS

Instructions: *The purpose of this form is to record proposal review notes written by **individual** evaluators for this Request for Proposals (RFP) process. It is **required** that each individual evaluator make notes for each proposal that he or she reviews. No numerical scoring should take place on these notes, as that is performed only during team consensus evaluation meetings. A separate form is available for team consensus evaluation notes and scoring. Once complete, please submit a copy of this document to your Department's RFP Coordinator or Lead Evaluator for this RFP.*

Individual Evaluator Comments:

I. Organization Qualifications and Experience

1. Overview of Organization

- Brand building agency with 35 years of experience
- New partners added recently to increase focus on diversity, creativity, industry savviness
- Local agency located in Portland. Experience working with Maine based businesses
- Staff of 20 plus with experience managing projects of different sizes
- No prior government projects mentioned

Experience: Three examples of prior projects (clients Josh Landry, CMP, and Camp Sunshine) demonstrating experience and expertise performing these services:

- Created, produced, and edited a short film
- Developed and produced commercials, online videos, social media videos
- Produced and filmed a video utilizing new and existing archived footage

2. Subcontractors

- None listed

3. Organizational Chart

- Organizational chart provided
- Each individual and associated position is listed

**STATE OF MAINE
INDIVIDUAL EVALUATION NOTES**

RFP #: 201807151

RFP TITLE: PQVL Multimedia and Creative Services

BIDDER NAME: Garrand Moehlenkamp

DATE: 3/20/24

EVALUATOR NAME: Michael McNeil

EVALUATOR DEPARTMENT: DAFS

- Organizational Chart doesn't include the proposed project

4. *Litigation*

- Statement concerning litigation provided, including all required criteria

5. *Licensure/Certification*

- None listed

6. *Certificate of Insurance*

- Provided

II. *Proposed Services*

Services to be Provided:

- Pre-Production
 - Recommended production approach based on client goals
 - Creative Ideation
 - Storyboard and script development
 - Project planning/management
- Production
 - Transportation, setup, staging
 - All equipment and equipment operation
 - All production related activities
 - Direction
 - Unclear if DP is part of the direction process
- Post-Production
 - Post-production editing, audio records, sound/music, conform/mix
 - Graphics and animation
- Weekly status meetings/updates for all projects
- Unclear if captioning capabilities are considered graphics
- Copy of video media upon completion not mentioned
- Unclear if voiceovers and royalty free music service included

III. *Cost Proposal*

- Current hourly rate sheet provided broken down by position
- Fixed rate sheet not provided



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE
AND FINANCIAL SERVICES

Janet T. Mills
Governor

Kirsten Figueroa
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 201807151
RFP TITLE: Multimedia and Creative Services

I, Michelle Johnson accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

I have not advised, consulted with or assisted any bidder in the preparation of any proposal submitted in response to this RFP nor have I submitted a letter of support or similar endorsement.

I understand and agree that the evaluation process is to be conducted in an impartial manner without bias or prejudice. In this regard, I hereby certify that, to the best of my knowledge, there are no circumstances that would reasonably support a good faith charge of bias. I further understand that in the event a good faith charge of bias is made, it will rest with me to decide whether I should be disqualified from participation in the evaluation process.

I agree to hold confidential all information related to the contents of Requests for Proposals presented during the review process until such time as the Department formally releases the award decision notices for public distribution.

DocuSigned by:
Michelle Johnson
169F3C280F8143C...
Signature

3/11/2024

Date



STATE OF MAINE
DEPARTMENT OF ADMINISTRATIVE
AND FINANCIAL SERVICES

Janet T. Mills
Governor

Kirsten Figueroa
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT
RFP #: 201807151
RFP TITLE: Multimedia and Creative Services

I, Michael McNeil accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Administrative and Financial Services. I do hereby accept the terms set forth in this agreement AND hereby disclose any affiliation or relationship I may have in connection with a bidder who has submitted a proposal to this RFP.

Neither I nor any member of my immediate family have a personal or financial interest, direct or indirect, in the bidders whose proposals I will be reviewing. "Interest" may include, but is not limited to: current or former ownership in the bidder's company; current or former Board membership; current or former employment with the bidder; current or former personal contractual relationship with the bidder (example: paid consultant); and/or current or former relationship to a bidder's official which could reasonably be construed to constitute a conflict of interest (personal relationships may be perceived by the public as a potential conflict of interest).

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DocuSigned by:
Michael McNeil
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Signature

3/11/2024

Date

