

**State of Maine**  
**RFP / Proposal Master Score Sheet**

**Instructions:** Complete the Master Score Sheet below providing all of the requested information for each bidder that submitted a proposal in response to the RFP. This document is to be included in the Selection Package submitted to the Division of Procurement Services for review/approval.

SCORESHEET FOR RFP201905085: Removal of Petroleum and Hazardous Substance Services			
PROPOSAL SUBMITTED BY:		ACV	NRC
EVALUATION ITEM	POINTS AVAIL.		
Section I: Organization Qualifications, Experience, and Proposed Services	75	65	75
Section II: Cost Proposal	25	25	20
<b>TOTAL</b>	<b><u>100</u></b>	<b><u>90</u></b>	<b><u>95</u></b>

**Award Justification Statement**  
**RFP# 201905085 – Removal of Petroleum and Hazardous Substance Services**

**I. Summary**

The services requested involve removal actions at sites throughout the State of Maine. The tasks include overpacking and removal of waste and waste containers, decontamination services, the sampling and excavation of contaminated media, and arranging for the proper disposal of the wastes. The types of projects would involve petroleum and hazardous substance sites.

**II. Evaluation Process**

<b>Bidder</b>	<b>Qualifications, Experience &amp; Proposed Services</b>	<b>Cost Proposal</b>	<b><u>TOTAL</u></b>
ACV	65	25	<b>90</b>
NRC	75	20	<b>95</b>

**III. Qualifications, Experience, & Proposed Services**

ACV had less breadth of qualifications and a more basic proposal with a lot of detail to come in individual projects. They have demonstrated removal experience through their experience working with the Department's Response Services.

NRC submitted a substantial application with great depth and breadth of experience. They provided firm evidence of items requested in the proposal such as HAZWOPER certifications and a template for their Safety Plans. They demonstrated expertise in all the types of tasks requested in the proposal.

**IV. Cost Proposal**

ACV had cheaper personnel costs with other cost comparable or in some cases more expensive. Overall for the tasks that ACV can perform, it is expected that they may be cheaper.

NRC had more expensive personnel costs with comparable other costs and in some cases cheaper charges for example safety equipment. It is expected that they may be more expensive but will be able to perform a greater number of tasks with their personnel and equipment.

**V. Conclusion**

NRC scored higher due to their more robust proposal of services. It is expected that they will be able to bid on more types of projects including ones involving waste and more complex activities.

ACV provided a basic proposal for some of the activities expected to be requested under this contract. For those activities, ACV appears that they might be cheaper.



**STATE OF MAINE**  
**DEPARTMENT OF Environmental Protection**

**Janet T. Mills**  
**Governor**

**Gerald D. Reid**  
**Commissioner**

August 5, 2019

Andrew Shackett  
Clean Venture, Inc. dba ACV Enviro CV  
1500 Rahway Avenue  
Avenel, NJ 07001

**SUBJECT:** Notice of Conditional Contract Awards under RFP # 201905085,  
Removal of Petroleum and Hazardous Substances Services

Dear Mr. Shackett:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Environmental Protection for Removal of Petroleum and Hazardous Substances Services. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract awards to the following bidders:

- NRC East Environmental Services, Inc.
- Clean Venture, Inc. dba ACV Enviro CV

The bidders listed above received the evaluation team's highest rankings. The Department will be contacting the aforementioned bidders soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the 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 at any time prior to the execution of a written contract.

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 and the successful negotiation of a contract. 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,

A handwritten signature in cursive script that reads "Stacy A. Ladner".

Stacy Ladner, Unit Manager  
Division of Petroleum Management  
Bureau of Remediation and Waste Management  
Stacy.a.ladner@maine.gov

## **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  
DEPARTMENT OF Environmental Protection**

**Janet T. Mills  
Governor**

**Gerald D. Reid  
Commissioner**

August 5, 2019

James Kuehn, VP  
19 National Drive  
Franklin, MA 02038

**SUBJECT: Notice of Conditional Contract Awards under RFP # 201905085,  
Removal of Petroleum and Hazardous Substances Services**

Dear Mr. Kuehn:

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Environmental Protection for Removal of Petroleum and Hazardous Substances Services. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract awards to the following bidders:

- NRC East Environmental Services, Inc.
- Clean Venture, Inc. dba ACV Enviro CV

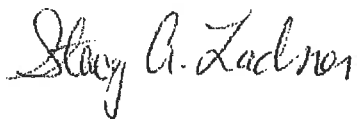
The bidders listed above received the evaluation team's highest rankings. The Department will be contacting the aforementioned bidders soon to negotiate a contract. As provided in the RFP, the Notice of Conditional Contract Award is subject to execution of a written contract and, as a result, this Notice does NOT constitute the formation of a contract between the Department and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the 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 at any time prior to the execution of a written contract.

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

Sincerely,

A handwritten signature in cursive script that reads "Stacy A. Ladner".

Stacy Ladner, Unit Manager  
Division of Petroleum Management  
Bureau of Remediation and Waste Management  
Stacy.a.ladner@maine.gov

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**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 201905085

**RFP TITLE:** Removal of Petroleum and Hazardous Substance Services

**BIDDER:** (ACV)

**DATE:** July 24, 2019

\*\*\*\*\*  
**Instructions:** The purpose of this form is to record all evaluation notes and scoring that is obtained through consensus discussions among the full evaluation team for this Request for Proposals (RFP) process. The RFP Coordinator or Lead Evaluator should complete this form and maintain the only copy. This form should reflect the full team's consensus evaluations, and this form is **not** meant to take the place of individual evaluation notes, which are still required from each member of the evaluation team. A separate form is available for individual evaluation notes. Please submit a copy of this document to the Division of Procurement Services as part of your contract award selection documents.

**DEPARTMENT NAME:** Department of Environmental Protection

**NAME OF RFP COORDINATOR:** Stacy Ladner

**NAMES OF EVALUATORS:** Stacy Ladner, Dan Courtemanch, Laura Donovan, Ian Isler

**SUMMARY PAGE**

<b>Pass/Fail Criteria</b>		
	<b>Pass:</b>	<b>Fail:</b>
◆ General Liability Insurance of at least \$3,000,000	<b>Pass</b>	
◆ Proposal Cover Page	<b>Pass</b>	
◆ Debarment, Performance and Non-Collusion Certification	<b>Pass</b>	
◆ Organization Qualifications and Experience	<b>Pass</b>	
◆ Current Company Rate Sheets	<b>Pass</b>	
◆ Organization Chart	<b>Pass</b>	
◆ Licensure/Certification	<b>Pass</b>	
◆ Litigation Response	<b>Pass</b>	
	<b>Points Awarded:</b>	
<b>Numerical Score:</b>		
Section I. Organization Qualifications, Experience & Proposed Services (Max: 75 Points)	<b>65</b>	
Section II. Cost Proposal (Max: 25 Points)	<b>25</b>	
<b>TOTAL POINTS</b> (Max: 100 Points)	<b>90</b>	

**RFP #: 201905085**  
**RFP TITLE: Removal of Petroleum and Hazardous Substance Services**  
**BIDDER: (ACV)**  
**DATE: July 24, 2019**

**Score: 65**

ACV responded with a basic proposal.

They did not provide HAZWOPER certificates but said they would provide them for jobs.

They said they would provide the appropriate people for the jobs.

There was no specific mention of overpacking/container removal in their proposal just media contamination. They do not appear to have this expertise. There was no mention of erosion control expertise or training. They would need to subcontract any sampling or rely on DEP personnel.

Description of experience for given jobs was limited with few details.

They said they would provide site safety plans, but no specifics were provided.

ACV provided lists of equipment that they had available.

They said they would provide permits but no mention of Digsafe.

They have more than the requested \$3 million of insurance. They have \$12 million.

Their HWT and WOT licenses for Maine were expired on the submittal but these were renewed and are now good through 2020.

They do not list their litigation cases although they state, "nothing beyond minor AR disputes." AR stands for accounts receivable.

They have satisfactory experience working with the DEP's Response Services.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201905085

RFP TITLE: Removal of Petroleum and Hazardous Substance Services

BIDDER: (ACV)

DATE: July 24, 2019

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\*\*\*\*\*

**EVALUATION OF SECTION III  
Cost Proposal  
Price: Comparison with Lowest Bid**

**Total Points Available: (25)**

**Score: 25**

\*\*\*\*\*

Lowest submitted Cost Proposal	+	Cost Proposal being scored	x	Score Weight	=	Score
	+		x	25 points	=	25

**Evaluation Team Comments:**

The costs for the bidders were evaluated qualitatively using their company rate sheets. This bidder had lower personnel costs with comparable or higher other costs. Given that personnel costs are expected to be a significant cost for many projects, this bidder was scored higher on the cost portion of the proposal.


**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

**RFP #:** 201905085

**RFP TITLE:** Removal of Petroleum and Hazardous Substance Services

**BIDDER:** (NRC)

**DATE:** July 24, 2019

\*\*\*\*\*  
**Instructions:** The purpose of this form is to record all evaluation notes and scoring that is obtained through consensus discussions among the full evaluation team for this Request for Proposals (RFP) process. The RFP Coordinator or Lead Evaluator should complete this form and maintain the only copy. This form should reflect the full team's consensus evaluations, and this form is **not** meant to take the place of individual evaluation notes, which are still required from each member of the evaluation team. A separate form is available for individual evaluation notes. Please submit a copy of this document to the Division of Procurement Services as part of your contract award selection documents.

**DEPARTMENT NAME:** Department of Environmental Protection

**NAME OF RFP COORDINATOR:** Stacy Ladner

**NAMES OF EVALUATORS:** Stacy Ladner, Dan Courtemanch, Laura Donovan, Ian Isler

**SUMMARY PAGE**

<b>Pass/Fail Criteria</b>		
	<b>Pass:</b>	<b>Fail:</b>
✦ General Liability Insurance of at least \$3,000,000	<b>Pass</b>	
✦ Proposal Cover Page	<b>Pass</b>	
✦ Debarment, Performance and Non-Collusion Certification	<b>Pass</b>	
✦ Organization Qualifications and Experience	<b>Pass</b>	
✦ Current Company Rate Sheets	<b>Pass</b>	
✦ Organization Chart	<b>Pass</b>	
✦ Licensure/Certification	<b>Pass</b>	
✦ Litigation Response	<b>Pass</b>	
	<b>Points Awarded:</b>	
<b>Numerical Score:</b>		
Section I. Organization Qualifications, Experience & Proposed Services (Max: 75 Points)	<b>75</b>	
Section II. Cost Proposal (Max: 25 Points)	<b>20</b>	
<b>TOTAL POINTS</b> (Max: 100 Points)	<b>95</b>	

RFP #: 201905085  
RFP TITLE: Removal of Petroleum and Hazardous Substance Services  
BIDDER: (NRC)  
DATE: July 24, 2019

**Total Points Available: (100)** **Score: 95**

Global company with a large depth and breadth of resources.

NRC submitted a substantial proposal with details on the specifics of the services they provide.

They provide all of the types of services that were requested in the RFP, including overpacking, container management. They have a treatment facility (TSDF) in South Portland, Maine.

They identified three large projects that they worked on which illustrated a variety of their expertise.

They did not identify any small projects.

They can conduct sampling and other tasks without needing to subcontract.

They provided detailed resumes of the key staff to be involved each of which showed extensive relevant experience. They provided HAZWOPER certificates for all key employees included in the proposal.

They disclosed two litigation cases both were resolved. Given the size and type of work that this company conducts, these were typical types of problems. Neither involved illegal dumping or other egregious activities.

The Maine transporter licenses were listed along with expiration dates in 2020. Other nationwide permits were also listed.

They exceed the \$3 million dollars of insurance by \$8 million.

They provided an extensive list of the equipment in the NE region that they had access to for work in Maine. This included vacuum trucks, frac tanks, earthmoving equipment, excavators, dump trucks, and roll-offs.

They provided their safety plan template that allowed us to see the types of information that they would provide in a project specific plan.

They specified that they would get permits including for Digsafe.

**STATE OF MAINE  
TEAM CONSENSUS EVALUATION NOTES**

RFP #: 201905085  
RFP TITLE: Removal of Petroleum and Hazardous Substance Services  
BIDDER: (NRC)  
DATE: July 24, 2019

\*\*\*\*\*  
\*\*\*\*\*  
**EVALUATION OF SECTION III  
Cost Proposal  
Price: Comparison with Lowest Bid**

**Total Points Available: (25)**

**Score: 20**

\*\*\*\*\*

Lowest submitted Cost Proposal		Cost Proposal being scored	x	Score Weight	=	Score
	÷		x	20 points	=	20

**Evaluation Team Comments:**

The proposals were based upon company rate sheets. They were qualitatively evaluated. This bidder generally had higher personnel costs, similar other costs, and some categories that were lower than the other bidder. This bidder had many more categories of costs than the other bidder, reflecting the more robust services that it offers.



**EVALUATOR DEPARTMENT:** Department of Environmental Protection

**Individual Evaluator Comments:**



**EVALUATOR DEPARTMENT:** Department of Environmental Protection

**Individual Evaluator Comments:**

**Individual Evaluator Comments:**

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 201905085

**RFP TITLE:** Removal of Petroleum and Hazardous Substance Services

**BIDDER NAME:** ACV ENVIRO

**DATE:** 07/015/2019

**EVALUATOR NAME:** Ian Isler

**EVALUATOR DEPARTMENT:** Department of Environmental Protection

\*\*\*\*\*  
**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:**

Sec. 1 App. A: Yes	App. B: <del>Yes</del> No Yes (at end)
II- App. C: Owner: Vac. excavation, UST cleaning, Emer. Response, Haz + non-Haz handling, 1977 → Pres. Local	
Project 1: JW - Heating Spill, Home, MDEP removed contaminated soil	
Project 2: Nouria Energy removed gas + oil from a tanker truck roll over	
Project 3: Fabian ITHS contaminated soils + restoration	
1,000 gal H <sub>2</sub> O, collected cont. soil + free product.	
2.0 - Subs - qual. vendors	
3.0 - Org - OK	
4.0 - L&P - None ✓ (AR disputes)	
5 Lic/Cert - Haz Waste Lic expired 6/1/19 + Non Haz at 6/1/19	
New Hampshire expired.	
6.0 Ins - expires in 4 months	
10 Mil umb. 1 + 2 Auto + Comm.	
7.0 - Services	
excavation, vac, transport, testing, clearing, safety	
III Costs & rate of NRC	
cheaper safety equipment	

**STATE OF MAINE  
INDIVIDUAL EVALUATION NOTES**

**RFP #:** 201905085

**RFP TITLE:** Removal of Petroleum and Hazardous Substance Services

**BIDDER NAME:** NRC

**DATE:** 07/015/2019

**EVALUATOR NAME:** Ian Isler

**EVALUATOR DEPARTMENT:** Department of Environmental Protection

\*\*\*\*\*  
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\*\*\*\*\*

**Individual Evaluator Comments:**

Sec I: App. A: yes	App. B: yes
II App. C: Overview: 1575 employees,	
#360M Rev. 50 of ENR's list of top 800	
Firms. Formerly ENPRO. In Portland Maine	
cont'd Project 1: Portland pipeline -	
- ongoing since 2016.	
- Industrial cleanups, marine response, snow removal	
confined space	
Project 2: Beede Site Group - 2012	
PCB stockpiles, excavation, Air	
manholes	
6,000 yds PCB, 20,000 tons drag.	
Project 3: S. Portland, fuel removal	
USTs: 10,000 gal/gas + diesel	
3,000 gal w/gas + diesel	
(P. IV B. Sec 1) 2 - ASTs 275 gal	
* 2.0 - Subs - ?	
3.0 Org chart - OK seemed qual. Fied	
# 40 litigation - 2 suits w/ gov't entities for	
waste disposal concerns	
5. Lic/Cert. - Asbestos HAZ waste, Lead, non. HAZ	
Non HAZ over a year 7/15/18	
(IVB Sect 1) 6. Ins. - umb. 10 mil. 1 mil. pollution	
7. Services - Analysis, disposal, remediation,	
Abatement removal, emergency	
lots of equipment	
APPENDIX SSP? SDS?	
Sec III: Costs - nothing out of ordinary - \$\$\$	
Missing - Maine Business & EICF	
Expense	

No License  
Large Company - 1015 of Resources + Trucks  
Rate Sheet Included  
Needs Sub Contractor for Waste Hauling.

**EVALUATOR DEPARTMENT:** Department of Environmental Protection

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**Individual Evaluator Comments:**

Natchaug Company  
Lots of skills and areas that the Company works on.  
Will Sub Central is needed, But those services are in-house  
Resumes for Key individuals  
Some litigation within last year  
Included ~~copy~~ copies of past  
Hose Equipment Inventory  
rate sheet included.  
Included Basic Details of Site Safety plan



STATE OF MAINE  
DEPARTMENT OF Environmental Protection

Janet T. Mills  
Governor

Jerry Reid  
Commissioner

**AGREEMENT AND DISCLOSURE STATEMENT**  
**RFP 201905085**

**RFP TITLE: Removal of Petroleum and Hazardous Substance Services**

I, Stacy A Ladner accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Environmental Protection 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 that the evaluation process is to be conducted in an impartial manner. 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 funding decision notices for public distribution.**

Stacy A Ladner  
Signature

7/15/19  
Date



STATE OF MAINE  
DEPARTMENT OF ENVIRONMENTAL PROTECTION

Janet T. Mills  
Governor

Gerald Reid  
Commissioner

AGREEMENT AND DISCLOSURE STATEMENT  
RFP #: 201905085

**RFP TITLE: Pre-Qualified List for Removal of Petroleum and Hazardous Substances Services**

I, Laura Donovan accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Environmental Protection. 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 that the evaluation process is to be conducted in an impartial manner. 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.

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Laura Donovan  
Signature

7-12-2019  
Date





STATE OF MAINE  
DEPARTMENT OF ENVIRONMENTAL PROTECTION

Janet T. Mills  
Governor

Gerald D. Reid  
Commissioner

**AGREEMENT AND DISCLOSURE STATEMENT**

**RFP #: 201905085**

**RFP TITLE: Removal of Petroleum and Hazardous Substance Services**

I, Jan Isler  
accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Environmental Protection. 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 that the evaluation process is to be conducted in an impartial manner. 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.

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Jan Isler  
Signature

07/09/2019  
Date



STATE OF MAINE  
DEPARTMENT OF Environmental Protection

Janet T. Mills  
Governor

Gerald Reid  
Commissioner

**AGREEMENT AND DISCLOSURE STATEMENT**

**RFP #: 201905085**

**RFP TITLE: Pre-Qualified Vendor List for Removal of Petroleum and  
Hazardous Substances Services**

I, Daniel Courtemanch accept the offer to become a member of the Request for Proposals (RFP) Evaluation Team for the State of Maine Department of Environmental Protection. 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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