#### State of Maine Master Score Sheet

		RFP#20250100	)3	
	FMCS	A Program Plan/Top	Level Design	
	Bidder Name:	Enhanced MCSAP Solutions	Deloitte Consulting	
Postport Control P	roposed Cost:	\$78,000.00	\$905,941.00	
Scoring Sections	Points Available			
Section I: Preliminary Information	Pass/Fail	Pass	Pass	
Section II: Organization Qualifications and Experience	33 points	27	27	
Section III: Proposed Services	33 points	32	30	
Section IV: Cost Proposal	34 points	34	2.93	
TOTAL	<u>100</u>	93	<u>59.93</u>	
	Bidder Name:			
P	roposed Cost:			
Scoring Sections	Points Available			
Section I: Preliminary Information	Pass/Fail			
Section II: Organization Qualifications and Experience	XX			
Section III: Proposed Services	XX			·
Section IV: Cost Proposal	XX			
TOTAL	100			

#### Award Justification Statement RFP# #202501003

FMCSA Program Plan/Top-Level Design

#### I. Summary

The State of Maine seeks assistance in the development and design of a Federal Motor Carrier Safety Administration Program Plan/ Top Level Design architecture. The services required would include coordination between Maine BMV, Maine DOT, and Maine State Police to outline technologies, resources, and activities to be used in the reduction of Commercial Vehicle fatalities. During this process the State of Maine reviewed two bids for this contract. Deloitte Consulting LLP and Enhanced MCSAP Solutions were the two bids that met the minimum requirements set forth by the State of Maine Procurement Department.

#### II. Evaluation Process

The evaluation process was broken down into three areas. Organization and Qualifications (33%), Proposed Services (33%), and Cost (34%). Each proposal was read independently and scored separately before the in-person meeting.

#### III. Qualifications & Experience

In scoring the two bids the board looked at the presented material and found that Enhanced MCSAP solutions had submitted evidence of 3 successful PP/TLD submissions to the Eastern Service Center to which the State of Maine files their plan. Deloitte Consulting LLP did not provide evidence of submission in their plan but did outline a very large and robust nationwide staff of nearly 20,000 employees. Deloitte Consulting did have previous contracts with the State of Maine but not in the area of FMCSA regulations.

Enhanced MCSAP solutions conversely identified a lean staff of four members which helped them keep costs to a minimum and identified their core work history as having been with FMCSA regulations and plan development. Enhanced MCSAP Solutions is a relatively new company compared to Deloitte Consulting LLP, which has been in business for considerably longer.

Deloitte Consulting LLP outlined consulting contracts with 47 other states currently highlighting their depth in programs across many different platforms. Both of these business models had their respective pros and cons and ultimately the board scored the two companies evenly at 27 points.

#### IV. Proposed Services

Both proposals identified a 12-month window to development and deployment of the plan. Enhanced MCSAP Solutions highlighted smart roadside technologies, improved driver information sharing and core compliance as their areas of expertise. Deloitte Consulting LLP did not refer to any recent success in these areas and were scored slightly lower than Enhanced MCSAP Solutions in this category.

#### V. Cost Proposal

Enhanced MCSAP Solutions scored the highest in the cost category coming in \$827,941 under Deloitte's bid earning them a total of 34 points in this category compared to Deloitte's 2.93 points.

#### VI. Conclusion

Both bids offered a similar approach to the development of the State of Maine PP/TLD. Deloitte Consulting LLP's bid highlighted a vast network of staff and resources offering access to many layers of technology. Enhanced MCSAP conversely highlighted a smaller staff and a narrow scope of experience in this field of drafting FMCSA approved plans. The deciding factor in scoring came down in the stark difference in proposed cost. Based upon the total score we ask that Enhanced MCSAP Solutions be awarded the bid.

# Janet T. Mills

### STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY

Michael Sauschuck Commissioner

May 1, 2025

Governor

Enhanced MCSAP Solutions, LLC Gene Cote 56 Scenic Drive Canaan, VT 05903

SUBJECT: Notice of Conditional Contract Award(s) under RFP #202501003, FMCSA Program Plan/Top-Level Design

Dear Mr. Cote.

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Public Safety- Maine State Police for FMCSA Program Plan/ Top Level Design. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

Enhanced MCSAP Solutions, LLC

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder 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,

M

Michael Sauschuck Commissioner

#### 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, Office of State Procurement Services [formerly the Division of Purchases], Chapter 120, § (2) (2).

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#### STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY

Michael Sauschuck Commissioner

May 1, 2025

Deloitte Consulting, LLP Jason Salzetti 30 Rockefeller Plaza 41<sup>st</sup> Floor New York, NY 10112

SUBJECT: Notice of Conditional Contract Award(s) under RFP #202501003, FMCSA Program Plan/Top-Level Design

Dear Mr. Salzetti,

This letter is in regard to the subject Request for Proposals (RFP), issued by the State of Maine Department of Public Safety- Maine State Police for FMCSA Program Plan/ Top Level Design. The Department has evaluated the proposals received using the evaluation criteria identified in the RFP, and the Department is hereby announcing its conditional contract award to the following bidder:

Enhanced MCSAP Solutions, LLC

The bidder listed above received the evaluation team's highest ranking. The Department will be contacting the aforementioned bidder 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).

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

Sincerely,

M

Michael Sauschuck Commissioner

#### STATEMENT OF APPEAL RIGHTS

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**RFP**#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

BIDDER: Enhanced MCSAP Solutions, LLC

**DATE:** 4/18/2025

#### **SUMMARY PAGE**

**Department Name:** Maine Department of Public Safety- Maine State Police

Name of RFP Coordinator: Lt. Randall Keaten

Names of Evaluators: Amy Gower, Lt. Aaron Turcotte, Sgt. Chris Rogers

Pass/Fail Criteria	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)	Pass	
•		
•		
Scoring Sections (Edit sections below to match evaluation criteria within RFP)	Points Availabl e	Points Awarde
Section II. Organization Qualifications and Experience	33	27
Section III. Proposed Services	33	32
Section IV. Cost Proposal	34	34
<u>Total Points</u>	100	<u>93</u>

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

BIDDER: Enhanced MCSAP Solutions, LLC

**DATE:** 4/18/2025

### OVERVIEW OF SECTION I Preliminary Information

Section I. Preliminary Information

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Enhanced MCSAP Solutions, LLC

**DATE:** 4/18/2025

### EVALUATION OF SECTION II Organization Qualifications and Experience

	Points Availabl e	Points Awarde
Section II. Organization Qualifications and Experience	33	27

- Overview of Organization
- LLC Started in 2024
- Success stories provide that show FMCSA approvals
- Lean Business Model
- Direct experience within the company
- Subcontractors
  - N/A
- Organizational Chart
  - Strong Small organizational chart
  - Employees have all completed projects within a PP/TLD
  - Roles clearly defined
  - Qualified Employees directly involved.
  - New company
  - Direct experience with recent projects directly related to our request
  - Direct experience within the company
- Litigation:
  - N/A
- Financial Viability
  - N/A
- Certificate of Insurances
  - Provided Certificate of Liability Insurance

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

BIDDER: Enhanced MCSAP Solutions, LLC

**DATE:** 4/18/2025

### EVALUATION OF SECTION III Proposed Services

	Points Availabl e	Points Awarde d
Section III. Proposed Services	33	32

- A. Services to be Provided
  - Outline meets expectations
  - Written grant for similar projects- seeking for future
  - Can meet short term and long-term goals of the program
  - Improve Driver Information sharing
  - Improve safety information sharing
  - Develop smart roadside systems/applications
  - Hit all RFP objectives
  - Core Compliance requirements
- B. Implementation Work Plan
  - Tasks are clearly defined
  - 12-month implementation plan
  - Focus is to help the State of Maine get and keep core compliance to keep Maine State Police as the lead state agency
  - Detailed project implementation work plan
  - Helping meets 2026 open window to apply for HP- ITD grant

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

BIDDER: Enhanced MCSAP Solutions, LLC

**DATE:** 4/18/2025

### **EVALUATION OF SECTION IV Cost Proposal**

Lowest Submitted Cost Proposal	٥	Cost Proposal Being Scored	x	Score Weight	=	Score
\$78,000.00	э	78,000.00	x	34 points	STATES AND A STATE	93

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Deloitte Consulting

**DATE:** 4/18/2025

#### **SUMMARY PAGE**

**Department Name:** Maine Department of Public Safety- Maine State Police

Name of RFP Coordinator: Lt. Randall Keaten

Names of Evaluators: Amy Gower, Lt. Aaron Turcotte, Sgt. Chris Rogers

Pass/Fail Criteria	<u>Pass</u>	<u>Fail</u>
Section I. Preliminary Information (Eligibility)	Pass	
•		
•		
Scoring Sections (Edit sections below to match evaluation criteria within RFP)	Points Availabl e	Points Awarde d
Section II. Organization Qualifications and Experience	33	27
Section III. Proposed Services	33	30
Section IV. Cost Proposal	34	2.93
<u>Total Points</u>	100	<u>59.93</u>

RFP #: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Deloitte Consulting

**DATE:** 4/18/2025

OVERVIEW OF SECTION I Preliminary Information

Section I. Preliminary Information

RFP #: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Deloitte Consulting

**DATE:** 4/18/2025

### **EVALUATION OF SECTION II**Organization Qualifications and Experience

	Points Availabl e	Points Awarde d
Section II. Organization Qualifications and Experience	33	27

- Overview of the Organization
- Knowledge in road mapping / lots of experience
- 20+ employees
- Familiar with Technologies
- Projects provided align with this project
- Prior work with State of Maine
- 45 GPS accounts, 12,000 employees dedicated to this field
- Worked with the State of Maine for over 40 years
- Technology Driven
- Didn't show any success with other states working on PP/TLD plans
- Subcontractors
  - N/A
- Organizational Chart
- Strong organizational chart
- Supported by robust internal infrastructure, including innovative tools and flexible, scalable approach that enhances project management.
- Familiar with systems
- 3 dedicated employees, 2 advisors, Director, Manager, Analyst, Subject Matter Expert (Tom has great qualifications), Architect
- Large organization- showed 3-5 employees
- Dedicated to project management process
- Share experience with State of Maine projects
- Litigation:
  - N/A
- Financial Viability
  - N/A
- Certificate of Insurances

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Deloitte Consulting

**DATE:** 4/18/2025

Provided Certificate of Liability Insurance

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Deloitte Consulting

**DATE:** 4/18/2025

### EVALUATION OF SECTION III Proposed Services

	Points Availabl e	Points Awarde
Section III. Proposed Services	33	30

- A. Services to be Provided
  - Comprehensive implementation plan
  - Compliance and Security
  - Stakeholder engagement
  - Familiarity
  - Testing and Evaluation
  - Risk Management
  - Stakeholder engagement
  - Security
  - Detailed Outline and timeline
  - Focus approach to meeting agency requirements
  - Implementation of work plan
- B. Implementation Work Plan
  - Good timetable
  - Key activities and major milestones clearly defined
  - Target (12) months
  - Identify, engage, develop
  - Clear timeframe
  - Didn't offer renewal option
  - Detailed Task breakdown
  - Building and Refinement

RFP #: 202501003

RFP TITLE: FMCSA Program Plan/ Top Level Design

**BIDDER:** Deloitte Consulting

**DATE:** 4/18/2025

### **EVALUATION OF SECTION IV Cost Proposal**

Lowest Submitted Cost Proposal	٠	Cost Proposal Being Scored	x	Score Weight	=	Score
\$78,000.00	3	905,941.00	x	34 points	88851 CROSS	2.93

**RFP** #: 202501003

RFP TITLE: FMCSA Program Plan/Top-Level Design BIDDER NAME: Enhanced MCSAP Solutions, LLC

**DATE: April 18, 2025** 

**EVALUATOR NAME:** Aaron M. Turcotte

**EVALUATOR DEPARTMENT:** Maine Department of Public Safety Maine State Police

\*

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Established in 2024
    - Lean Business Model
    - Current proof of success
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Small organizational chart
    - Employees have experience related to this RFP
    - Roles clearly defined
- II. Proposed Services
  - 1. Services to be Provided
    - Improve Driver Information sharing
    - Improve safety information sharing
    - Develop smart roadside systems/applications
  - 2. Implementation Work Plan
    - Tasks are clearly defined
    - 12-month implementation plan

**RFP** #: 202501003

**RFP TITLE:** FMCSA Program Plan/Top-Level Design **BIDDER NAME:** Enhanced MCSAP Solutions, LLC

DATE: 4/18/2025

**EVALUATOR NAME:** Amy Gower

**EVALUATOR DEPARTMENT:** Maine Department of Public Safety Maine State Police

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - LLC Started in 2024
    - Provided Certificate of Liability Insurance
    - Success stories provide that show FMCSA approvals
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Employees have all completed projects within a PP/TLD
    - 7 years plus of experience for each individual
    - History clearly define
  - 4. Etc.
- II. Proposed Services
  - 1. Services to be Provided
    - Outline meets expectations
    - Written grant for similar projects- seeking for future
    - Help meet short term and long term goals of the program
  - 2. Implementation Work Plan
    - Focus is to help the State of Maine get and keep core compliance to keep Maine State Police as the lead state agency
    - Detailed project implementation work plan
    - Helping meets 2026 open window to apply for HP- ITD grant

RFP#: 202501003

**RFP TITLE:** FMCSA Program Plan/Top-Level Design **BIDDER NAME:** Enhanced MCSAP Solutions. LLC

DATE: 4/18/2025

**EVALUATOR NAME: Sgt. Christopher R. Rogers** 

**EVALUATOR DEPARTMENT:** Maine Department of Public Safety Maine State Police

\*

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - New company
    - Direct experience with recent projects directly related to our request
    - Direct experience within company
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart Small, qualified employees, directly involved
  - 4. Etc.
- II. Proposed Services
  - 1. Services to be Provided
    - Hit all RFP objectives
    - Core compliance requirements
  - 2. Implementation Work Plan
    - Detailed plan
    - 12 month layout

RFP #: 202501003

RFP TITLE: FMCSA Program Plan/Top-Level Design

**BIDDER NAME:** Deloitte Consulting LLP

**DATE: April 18, 2025** 

**EVALUATOR NAME:** Aaron M. Turcotte

**EVALUATOR DEPARTMENT:** Maine Department of Public Safety Maine State Police

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Knowledge in road mapping / lots of experience
    - 20+ employees
    - Familiar with Technologies
    - Projects provided align with this project
    - Prior work with State of Maine
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Strong organizational chart
    - Supported by robust internal infrastructure, including innovative tools and flexible, scalable approach that enhances project management.
    - Familiar with systems
- II. Proposed Services
  - 1. Services to be Provided
    - Comprehensive implementation plan
    - Compliance and Security
    - Stakeholder engagement
    - Familiarity
    - Testing and Evaluation
  - 2. Implementation Work Plan
    - Good timetable
    - Key activities and major milestones clearly defined
    - Target (12) months

RFP #: 202501003

RFP TITLE: FMCSA Program Plan/Top-Level Design

**BIDDER NAME:** Deloitte Consulting LLP

DATE: 4/18/2025

**EVALUATOR NAME:** Amy Gower

**EVALUATOR DEPARTMENT:** Maine Department of Public Safety Maine State Police

\*

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - Technology driven company
    - Didn't show any success with other states working on PP/TLD plans
    - Familiar with State of Maine 40 years of Business
    - Provided Certificate of Liability Insurance
  - 2. Subcontractors
    - N/A
  - 3. Organizational Chart
    - Large organization- showed 3-5 employees
    - Dedicated to project management process
    - Share experience with State of Maine projects
  - 4. Etc.
- II. Proposed Services
  - 1. Services to be Provided
    - Detailed Outline and timeline
    - Focus approach to meeting agency requirements
    - Implementation work plan
  - 2. Implementation Work Plan
    - Didn't offer renewal option
    - Detailed Task breakdown
    - Building and Refinement

RFP#: 202501003

RFP TITLE: FMCSA Program Plan/Top-Level Design

**BIDDER NAME:** Deloitte Consulting LLP

DATE: 4/18/2025

**EVALUATOR NAME: Sgt. Christopher Rogers** 

**EVALUATOR DEPARTMENT:** Maine Department of Public Safety Maine State Police

- I. Organization Qualifications and Experience
  - 1. Overview of Organization
    - 45 GPS accounts, 12,000 employees dedicated to this field
    - Worked with State of Maine for over 40 years
    - Technology Driven
  - 2. Subcontractors
    - N/A
  - Organizational Chart 3 dedicated employees, 2 advisors, Director, Manager, Analyst, Subject Matter Expert (Tom has great qualifications), Architect
  - 4. Etc.
- II. Proposed Services
  - 1. Services to be Provided
    - Risk Management
    - Stakeholder engagement
    - Security
  - 2. Implementation Work Plan
    - 12 Month workplan
    - Identify, engage, develop
    - Clear timeframe



### STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY

Michael Sauschuck Commissioner

# AGREEMENT AND DISCLOSURE STATEMENT RFP #: 202501003 RFP TITLE: FMCSA Program Plan/ Top-Level Design

offer to become a member of the Request for Proposition Maine Department of Public Safety. I do hereby access AND hereby disclose any affiliation or relationship I mas submitted a proposal to this RFP.	pt the terms set forth in this agreement
Neither I nor any member of my immediate family ha indirect, in the bidders whose proposals I will be revieilimited to: current or former ownership in the bidder's membership; current or former employment with the contractual relationship with the bidder (example: pair relationship to a bidder's official which could reasonal interest (personal relationships may be perceived by	ewing. "Interest" may include, but is not company; current or former Board bidder; current or former personal d consultant); and/or current or former bly be construed to constitute a conflict of
I have not advised, consulted with or assisted any bid submitted in response to this RFP nor have I submitte endorsement.	dder in the preparation of any proposal ed a letter of support or similar
I understand and agree that the evaluation process is without bias or prejudice. In this regard, I hereby cert are no circumstances that would reasonably support understand that in the event a good faith charge of bi whether I should be disqualified from participation in	ify that, to the best of my knowledge, there a good faith charge of bias. I further as is made, it will rest with me to decide
I agree to hold confidential all information related Proposals presented during the review process u formally releases the award decision notices for p	ntil such time as the Department
	4/18/25
Signature	Date



### STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY

Janet T. Mills Governor

Michael Sauschuck Commissioner

# AGREEMENT AND DISCLOSURE STATEMENT RFP #: 202501003 RFP TITLE: FMCSA Program Plan/ Top-Level Design

i, Amy Gowel	accept the
offer to become a member of the Request for Proposals (RFP) Evaluation Team	for the State of
Maine Department of Public Safety. I do hereby accept the terms set forth in this	s 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.

Signature

Nato



### STATE OF MAINE DEPARTMENT OF PUBLIC SAFETY

Michael Sauschuck Commissioner

# AGREEMENT AND DISCLOSURE STATEMENT RFP #: 202501003 RFP TITLE: FMCSA Program Plan/ Top-Level Design

1, Christopher Rogers	accept the
offer to become a member of the Request for Proposals (RFP) Evaluation To	eam for the State of
Maine Department of Public Safety. 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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	4/18/2025
Signature	Date