



Request for Proposal (RFP) For Marketing/Communication Services

ISSUE DATE: January 28, 2019

RFP SUBMISSIONS DUE: February 15, 2019 - by 5:00 p.m.

FINALIST PRESENTATIONS: Late February 2019

REPLY TO:

TJ Filipowicz

Decide DeKalb Development Authority
125 Clairemont Avenue
Decatur, GA 30030



I. BACKGROUND

ADVANCE DEKALB (AD) is a public-private partnership (P3) that seeks to be a transformative economic growth effort for DeKalb County across the next five years. Born of the Decide DeKalb Development Authority's (DD) efforts, which began in 1974, the AD initiative will be directly responsible for achieving the goals set out in the Case for Support (Appendix A) bringing a projected \$1.4B in value-added economic impact along with creating more than 17K jobs for the county.

In partnership with the business community and local education institutions, this initiative will also help attract, retain and develop the skilled workforce necessary to meet local business demand.

II. REQUEST FOR PROPOSAL (RFP)

This document constitutes an RFP in a competitive, sealed format, from qualified individuals and organizations to perform marketing/communication services. This request is for proposals to DECIDE DEKALB to purchase, in accordance with the terms and conditions of this RFP, the services proposed by the successful offeror(s), by a contract to be negotiate. It is acceptable for up to two firms to partner to provide the services requested in this RFP.

DECIDE DEKALB reserves the right to perform, manage and/or administer any function referenced within the Scope of Work (SOW) at any time during the resultant contract period. This may alter the amount of overall funds and projects administered by the contract and will be determined on a year-to-year basis.

The primary objective is to effectively partner with a firm to provide professional advertising, marketing, public relations, media planning and placement, and overall communications strategy for the ADVANCE DEKALB initiative. The firm must be responsive to advertising effectiveness, tracking studies, guide social media efforts, develop strategic plans and consult on website best practices. This RFP requests proposals for marketing and communications services for a period of two (2) years.

1. Purpose

DECIDE DEKALB is interested in retaining an individual firm, or a team of firms, who will design, develop and help implement strategic advertising and public relations campaigns that, in collaboration with Decide DeKalb MarCom staff, will:

- 1) Promote awareness of DD and DeKalb County which includes:
 - Community outreach
 - Communications campaigns
 - Identification of key target audiences and tactics for each
- 2) Increase profile/brand awareness to position DeKalb as a prime location for relocation and expansion in key target industries



- 3) Increase local awareness for site location consultants and real estate brokers/developers
- 4) Support a comprehensive brand strategy for the initiative across key stakeholders including employers, residents and commuting workforce
- 6) Support efforts to conduct an aggressive business recruitment program to include national and global business recruitment visits

3. Advance DeKalb Marketing Goals

Working in collaboration with the MarCom Team for Decide DeKalb, the agency will work towards and measure efforts against the following goals:

- Build greater industry awareness of DD's efforts towards programs
- Create and implement a broad engagement plan that significantly increases prospect inquiry
- Drive measurable traffic and inquiry leads to DD both through direct digital channels and through qualified lead targeting by using a marketing mix that spans digital, PR, event support and targeted offline communications

4. Scope of Work (SOW)

The selected Firm(s) will be expected to service the marketing (advertising, public relations, etc.) needs of DD. The list below includes a sample of the required services.

Advertising/Marketing:

- Strategic research and plan development for various programs/services.
- Create coordinated advertising campaigns (print, broadcast, digital, online, email, etc.) to include written plan, including objectives, audience description, strategies, tactics and budgets.
- Creative strategy and design (collaterals, reports, advertising and visual display, broadcast or social media materials).
- Concept development, including quality graphic design.
- Develop original copy (text), copywriting and editing. This may also include other languages marketing collateral.
- Media planning & buying: media negotiations, client meetings, phone calls and correspondence related to specific media plans/buys.

Public Relations:

- Strategic planning.
- Build messaging that can be used in various channels including earned media, social media and paid traditional media to geo-target key audiences through timely/relevant channels to drive awareness, create an emotional connection and educate on key actions, and drive traffic to the website or other predetermined location.
- Create messaging to drive interaction and build excitement through sharing relevant content and providing opportunities to interact with the programs/services.
- Develop a concrete social media strategy using tools like: Facebook, Twitter, LinkedIn and Instagram.
- Develop and pitch storylines and press releases, fact sheets and industry highlights to the



media; help coordinate media interviews & press conferences as needed.

- Support communication efforts (i.e. blog posts, monthly eNewsletters, etc.) as needed.
- Develop and maintain targeted media lists (local, industry, national and international).

Website consultation:

- Assist to determine if a stand-alone website is necessary to achieve developed goals.

Account Management & Reporting:

- Meet with Decide DeKalb staff as needed for the purposes of carrying out initiatives.
- Maintain internal procedures that ensure budget control, prompt billing and quality control, including but not limited to auditing invoices for space, time, preparation and services.
- Prepare cost schedules and project sheets for advertising expenditures and other related costs and secure DD's approval of all expenditures with regard to authorized advertising by submitting preproduction estimates.
- Provide weekly status reports, or as otherwise requested, to the staff updating the progress of all projects.
- Develop analytical data reports and KPI's in collaboration with DD leadership to measure overall effectiveness and performance, and provide detailed reports monthly.

It should be noted that strategic plans, creative strategies and other strategic input will come in part from Decide DeKalb in coordination with the selected Firm(s). In addition, the Firm(s) should be able to recommend strategies to expand the impact of advertising/marketing campaigns allowing for the broadest possible exposure to the target audiences within the available budget.

The selected Firm(s) must provide creative briefs before each campaign or individual project outlining the goals(s), objectives, audience, strategies, budget and measurement. The selected Firm(s) must demonstrate ability to strategically plan, integrate, manage and execute an assortment of marketing projects. New and emerging technology opportunities are consistently being introduced and the selected Firm(s) must be able to identify, evaluate, recommend, develop and execute, and/or manage the execution of these opportunities.

III. INDEMNIFICATION

If selected to provide the services described in this RFP, Firm(s) shall be required to comply with the indemnification requirements set forth below:

FIRM(S) covenants and agrees to FULLY INDEMNIFY, DEFEND and HOLD HARMLESS, Advance DeKalb and the employees, officers, directors, board members and representatives of Decide DeKalb, individually and collectively, from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, proceedings, actions, demands, causes of action, liability and suits of any kind and nature, including but not limited to, personal or bodily injury, death and property damage, made upon any of them directly or indirectly arising out of, resulting from or



related to FIRM(S)' activities under this Agreement, including any acts or omissions of FIRM(S), any agent, officer, director, representative, employee, consultant or subcontractor of FIRM(S), and their respective officers, agents employees, directors and representatives while in the exercise of the rights or performance of the duties under this Agreement. The indemnity provided for in this paragraph shall not apply to any liability resulting from the negligence of the indemnified parties. **IN THE EVENT FIRM(S) AND INDEMNIFIED PARTIES ARE FOUND JOINTLY LIABLE BY A COURT OF COMPETENT JURISDICTION, LIABILITY SHALL BE APPORTIONED COMPARATIVELY IN ACCORDANCE WITH THE LAWS FOR THE STATE OF GEORGIA, WITHOUT, HOWEVER, WAIVING ANY DEFENSES OF THE PARTIES UNDER GEORGIA LAW.**

The provisions of this INDEMNITY are solely for the benefit of the parties hereto and other indemnified parties and not intended to create or grant any rights, contractual or otherwise, to any other person or entity. FIRM(S) shall advise AD in writing within 24 hours of any claim or demand against the AD, indemnified parties or FIRM(S) known to FIRM(S) related to or arising out of FIRM'S activities under this AGREEMENT and shall see to the investigation and defense of such claim or demand at FIRM'S cost. AD and other indemnified parties shall have the right, at its option and at its own expense, to participate in such defense without relieving FIRM(S) of any of its obligations under this paragraph.

Employee Litigation - In any and all claims against any party indemnified hereunder by any employee of FIRM(S), any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation herein provided shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for FIRM(S) or any subcontractor under worker's compensation or other employee benefit acts.

IV. PROFESSIONAL LIABILITY INSURANCE

Provide evidence of professional liability insurance - \$1,000,000 per claim, to pay on behalf of the insured all sums which the insured shall become legally obligated to pay as damages by reason of any act, malpractice, error, or omission in professional services.



V. PERIOD OF AGREEMENT

The term of the agreement to be negotiated is proposed be for a period of two (2) years with the possibility of an extension. Extension of the agreement may be negotiated. This agreement is expected to commence on or after March 1, 2019 and end February 28, 2021, unless an extension(s) is approved by the DD leadership.

VI. CONTRACT TERMS

DD will negotiate contract terms upon selection and will be awarded upon signing of an agreement or contract, which outlines terms, scope, budget and other necessary items.

VII. RESPONSE REQUIREMENTS

The Firm's proposal shall include the following items in the following sequence, noted with the appropriate heading as indicated below. If Firm is proposing as a team or joint venture, provide the same information for each member of the team or joint venture.

TABLE OF CONTENTS

EXECUTIVE SUMMARY: Should be **limited to (2) pages** and shall include a statement of:

- Firm's understanding of the scope of work to be accomplished,
- Firm(s) proposal to accomplish and perform these services,
- Description of Firm's strategic process on how they might best market Decide DeKalb, and
- Description of Firm's process and staffing capacity to serve the needs of DD, including any partner or subcontractor relationship and how the agencies plan to work together.

RESPONDENT QUESTIONNAIRE: Use the Form found in this RFP as Attachment A.

REFERENCES FORM: Use the Form found in this RFP as Attachment B.

RFP CRITERIA: Sections to respond to are listed below and found in this RFP as Attachment C.

- BACKGROUND & QUALIFICATIONS: Attachment C-1.
- STRATEGIC PLANNING: Attachment C-2.
- RELEVANT EXPERIENCE: Attachment C-3.
- CREATIVITY: Attachment C-4.
- DIGITAL: Attachment C-5.
- MEDIA: Attachment C-6.
- PUBLIC RELATIONS: Attachment C-7.
- COST/PRICING: Attachment C-8.



PROOF OF INSURABILITY: Submit a letter from insurance provider stating provider's commitment to insure the Firm(s) for the types of coverages and at the levels specified in this RFP if awarded a contract in response to this RFP. Respondent may submit a copy of their current insurance certificate if the requirements are already in place.

SIGNATURE PAGE: Firm(s) must complete, sign and submit the Signature Page found in this RFP as Attachment D. The Signature Page must be signed by a person, or persons, authorized to bind the entity, or entities, submitting the proposal. Proposals signed by a person other than an officer of the corporate firm or partner of partnership firm shall be accompanied by evidence of authority.

Firm(s) is/are expected to examine this RFP carefully, understand the terms and conditions for providing the services listed herein and respond completely. FAILURE TO COMPLETE AND PROVIDE ANY OF THESE PROPOSAL REQUIREMENTS MAY RESULT IN THE FIRM(S)' PROPOSAL BEING DEEMED NON-RESPONSIVE AND THEREFORE DISQUALIFIED FROM CONSIDERATION.

VIII. RFP CONDITIONS

This RFP does not commit DD to award a contract. DD reserves the right to accept or reject any or all proposals, if DD determines it is in the best interest of DD to do so. DD will notify Firm(s) in writing if it rejects all proposals or cancels the RFP process. DD reserves the right to issue amendments to this RFP.

A. Incurred Costs

This RFP does not commit DD to pay any costs incurred by Firm(s) in the preparation of a proposal in response to this request and Proposers agree that all costs incurred by Proposers in developing this proposal are the Proposer's responsibility.

B. Negotiations

DD may require the potential Firm(s) selected to participate in negotiations and submit a price, technical, or other revisions of their proposal as may result from negotiations.

C. Acceptance or Rejection of Proposals

Proposals shall remain open, valid and subject to acceptance anytime within 60 days after the proposal opening.

D. Ownership of Documents

All documents, data, products, graphics, computer programs, and reports prepared by the Firm(s) pursuant to this Contract shall be considered property of DD upon payment of product / services. All such items shall be delivered to DD at the completion of work / contract.

IX. EVALUATION OF CRITERIA

DD will conduct a comprehensive, fair and impartial evaluation of all Proposals received in response to this RFP. DD may appoint a selection committee to perform the evaluation. Each Proposal will be analyzed to determine overall responsiveness and qualifications under the RFP.



Criteria to be evaluated may include the items listed below. Additional information may be requested from Firms at any time prior to final approval of a selected Firm(s). DD reserves the right to select one, or more, or none of the Firms to provide services.

Evaluation criteria:

- Background & Qualifications
- Relevant Experience
- Strategic Planning
- Creativity
- Public Relations
- Digital/Website
- Cost

X. SUBMISSION OF PROPOSALS

Firm(s) shall submit one original, signed in ink, and one copy of the proposal on USB drive containing an Adobe PDF version of the entire proposal. An additional flash drive may be included to feature samples of electronic or broadcast work (spots/video, websites, graphics, etc.).

Proposal materials relating to this RFP must be received by Decide DeKalb on or before February 15, 2019 by 5:00 p.m. Proposals submitted after the due date will not be considered, no exceptions. Information provided will not be returned, do not send original or one-of-a-kind materials. Questions regarding the contents of this RFP must be submitted via email by February 4, 5:00 p.m. to marketing@decidedekalb.com.

Questions

Individual questions regarding this RFP will be responded to only as follows: Questions regarding requirements and scope of work will be accepted up to 5:00 p.m. EST Monday, February 4, 2019 via email only, at marketing@decidedekalb.com. Answers to all questions received by this deadline will be sent via email. Telephone calls, faxes and/or requests for a solicitation will not be accepted or acknowledged.

Award

DD reserves the right to alter the timing of the start of any work described above, to not proceed with some or all the work, and to contract with more than one vendor for services described within this RFP. DD reserves the right not to award a contract for this RFP and will not reimburse the cost incurred by bidders who respond to this notice.

Anticipated Selection Schedule

- RFP Distributed January 28, 2019
- Question & Answer Period February 4-8, 2019
- **Proposal Due Date February 15, 2019**
- Interviews February 25-28, 2019
- Contractor Selection March 1, 2019
- Commencement of Contract TBD





RFP ATTACHMENT A
RESPONDENT QUESTIONNAIRE

General Information and References

1. **Firm(s) Information:** Provide the following information regarding the Firm(s). (NOTE: If this proposal includes two firms, provide the required information in this attachment for each Firm by attaching a separate page. Sub-contractors are not considered partnering firms.)

Respondent Name: _____

(NOTE: Give exact legal name as it will appear on the contract, if awarded.)

Principal Address: _____

City: _____ State _____ Zip Code: _____

Telephone: _____ Fax: _____

Website: _____

Year established: _____ Provide number of years in business under present name: _____

Business Structure: Check the box that indicates the business structure of the Respondent.

Individual or Sole Proprietorship (List Assumed Name, if any: _____)

Corporation If selected, check one: For-Profit Nonprofit

Also, check one: Domestic Foreign

Partnership Other: If checked, list business structure: _____

Printed Name of Contract Signatory: _____

Job Title: _____

Provide address of primary office from which this project would be managed:

City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

Annual Revenue: \$ _____

Total Number of Employees: _____

Total Number of Current Clients/Customers: _____



2. **Contact Information:** List the one person who Decide DeKalb may contact concerning your proposal or setting dates for meetings.

Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

Email: _____

3. Does Respondent anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months?

Yes No

4. Is Respondent (or partnering firm) considered any of the following categories?

Small business Veteran-owned Minority Woman-owned

5. Is Respondent (or partnering firm) a current DeKalb based business? Yes No

6. **Bankruptcy Information:** Has the Respondent ever been declared bankrupt or filed for protection from creditors under state or federal proceedings?

Yes No

Elaborate on the response if desired:

7. **Citations or Legal Action:** Has the Respondent ever received any citations, notices of violation, legal proceedings, disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", state the name of the regulatory body or professional organization, date and reason for action. If there are no violations, provide a statement of such.

8. **Previous Contracts:**

Has the Respondent or officer or partner ever failed to complete any contract awarded?

Yes No

If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.



RFP ATTACHMENT B
REFERENCES

Provide three (3) references, that the firm has provided services to within the past three (3) years. The contact person named should be familiar with the day-to-day management of the contract and be willing to respond to questions regarding the type, level, and quality of service provided.

Reference No. 1:

Firm/Company Name: _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip _____

Telephone: _____ Email: _____

Date and Type of Service(s) Provided: _____

Reference No. 2:

Firm/Company Name: _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip _____

Telephone: _____ Email: _____

Date and Type of Service(s) Provided: _____

Reference No. 3:

Firm/Company Name: _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip _____

Telephone: _____ Email: _____

Date and Type of Service(s) Provided: _____



RFP ATTACHMENT C **RFP CRITERIA**

RFP ATTACHMENT C-1

BACKGROUND & QUALIFICATIONS

Prepare and submit responses to the following items.

Firm Facts - Please provide the following basic facts about your firm:

1. Gross billings for 2017, 2018 and a forecast for this year (2019). Note: If unable to share the exact information at this time, please provide ranges.
2. Identify your firm's departments and specify whether the functions are performed in-house or outsourced. Also, include the number of full-time personnel and breakdown according to function.
3. Describe your firm's unique point-of-difference within the following:
 - a. position in the marketplace
 - b. strongest capabilities or service niches
4. Active (key) client list.
5. Identify your firm's current distribution of work product by media type (cable TV, spot TV, radio, outdoor, newspaper, trade publication, direct response, online, digital, mobile, other non-traditional). Provide rough spend figures and percentages by media type.

Other:

1. What is your firm's billing policy regarding: -*
 - a. Frequency of billing to the client
 - b. Terms of payment (media, productions, fees)
 - c. Account for proof of performance
 - d. Billing time increments less than one hour (e.g., 15 minutes, 30 minutes)
 - e. Billing cost per hour for various marketing services (account management, copywriting, art direction, etc.)
2. Describe your accounting and internal auditing procedures.
3. Outline the process through which agency resources are drawn upon and coordinated to create integrated advertising campaigns across agency disciplines (including traditional advertising, as well as direct, promotions and interactive). Indicate who is responsible for this coordination and how the effort is implemented.
4. Identify any additional skills, experiences, qualifications, and/or other relevant information about the Firm's qualifications.
5. List any third-party resources utilized to develop client reporting or measure engagement (i.e. media monitoring, activity reporting, etc.).



RFP ATTACHMENT C-2

STRATEGIC PLANNING & EVALUATION

1. Describe your agency's approach to strategic planning and the evaluation measures that are imposed during the process to ensure that the thinking generated, and solutions presented best serve the interests of the client. (Limit to one page)
2. Provide an explanation of how your agency measures/determines the effectiveness of advertising/marketing programs and campaigns including return on investment (ROI). (Limit to one page)

RFP ATTACHMENT C-3

RELEVANT EXPERIENCE

Prepare and submit responses to the following items.

1. Describe 2-3 examples of your agency's experience in marketing a product or service that translates well into marketing DeKalb as an ideal market for companies to expand or locate. For each listing, highlight your agency's ability to generate relevant strategy and effective communications that speaks to relevant audiences, particularly as it relates to your understanding of the "sweet spot" of various offerings in terms of the core consumers.
2. Describe in what way you are familiar with the DeKalb's economic development assets and opportunities.
3. Explain your economic development knowledge.
4. Describe 2-3 examples of your agency's experience in marketing the same product, service or program across multiple stakeholders and your ability to generate effective communications for each to create awareness and a call to action leading to engagement. Preferably within the context of a workforce development and/or education initiative.
5. Provide samples of the following work completed by your agency. You may provide samples in electronic format (e.g. Flash Drive or link to files).
 - a. Trade print
 - b. Newspaper
 - c. Digital/Online/Website
 - d. Broadcast
 - e. Direct
 - f. Collateral
 - g. Video



RFP ATTACHMENT C-4

CREATIVITY

Prepare and submit responses to the following items.

1. Describe your creative process to include providing several examples of work that best exemplifies your agency's branding skills.
2. Provide examples of your agency's creative work that cover an integration of communications efforts across a spectrum of disciplines and consumer touch points. You may provide samples in electronic format (e.g. Flash Drive or link to files).

RFP ATTACHMENT C-5

DIGITAL/WEBSITE

Prepare and submit responses to the following items.

From an interactive perspective, describe your agency's strengths.

1. Describe your agency's services, including online media buying and planning capabilities/experience, and the length of time you've been providing these services.
2. Describe how your agency has aligned an interactive strategy with other traditional offline channels.
3. Describe your approach to integrate channels in order to improve the customer experience while maintaining brand consistency.
4. Describe your two most innovative interactive programs and show your work. You may provide samples in electronic format (e.g. Flash Drive or link to files).
5. Related to website, describe your approach to determine Assist to determine if a standalone website is necessary to achieve developed goals.



RFP ATTACHMENT C-6

MEDIA

Prepare and submit responses to the following items.

1. Briefly outline your agency's overall media capabilities (traditional and non-traditional), e.g., media data/intelligence resources, planning, buying, implementation, monitoring, evaluation and overall stewardship of your client's funds. If all or a certain portion of your clients' media is not planned or purchased by your agency, please indicate with whom your agency works in this regard.
2. Detail your agency's approach for identifying key or target markets/audiences and the process for determining and buying the appropriate media to reach those audiences. (Limit to one page)
3. List all syndicated media/market research to which you subscribe as well as any proprietary research tools that aid you in your planning/buying processes. Describe the types of tools/services used to optimize the client's media investment and indicate items that are proprietary to your organization.
4. Describe your historical success in negotiating media below "Rate Card" for any media.
5. Describe your historical success in negotiating Value-Added media and how your agency measures the effectiveness.

RFP ATTACHMENT C-7

PUBLIC RELATIONS

Prepare and submit responses to the following items.

1. Describe your agency's in-house division to handle non-traditional programs, if any, to include media relations and public relations (PR).
2. Provide a list of your agency's most current clients receiving said services.
3. Outline a successful PR campaign your agency has implemented. (Limit response to one page)
4. Describe your approach in utilizing PR to draw attention to DeKalb as a preferred market for expansion or location. (Limit response to one page)



RFP ATTACHMENT C-8

COST/PRICING

Prepare and submit your best pricing offer and cost sheet.

1. Pricing may be provided in the most suitable format and may be presented in either:
 - a) Monthly retainer breakdown
 - b) Hourly rates based on work performed

2. Pricing should include, but not limited to, the following categories:
 - Strategic Planning
 - Media Planning, Negotiation, Buying
 - Public Relations
 - Social Media
 - Content Creation
 - Creative Development
 - Digital Management
 - Branding
 - Website Maintenance – Optional

3. The price(s) quoted should be inclusive.

4. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

5. If the execution of work to be performed by your company requires the hiring of subcontractors, you must clearly state this in your proposal. Sub-contractors must be identified and the work they will perform must be defined.



RFP ATTACHMENT D

By submitting a proposal, whether electronically or by paper, Firm(s) represents that:

If awarded a contract in response to this RFP, Firm(s) will be able and willing to execute a contract in the form shown in the RFP, as attached and set out in RFP Section II, with the understanding that the scope and compensation provisions will be negotiated and included in the final document.

If Firm(s) is a corporation, Firm(s) will be required to provide a certified copy of the resolution evidencing authority to enter into the contract, if other than an officer will be signing the contract.

If awarded a contract in response to this RFP, Firm(s) will be able and willing to comply with the insurance and indemnification requirements set out in RFP Sections III & IV.

If awarded a contract in response to this RFP, Firm(s) will be able and willing to comply with all representations made by Firm(s) in the proposal and during Proposal process.

Firm(s) agrees to fully and truthfully submit the Respondent Questionnaire form and understands that failure to fully disclose requested information may result in disqualification of proposal from consideration or termination of contract, once awarded.

(S)he is authorized to submit this proposal on behalf of the entity.

Firm(s) Entity Name

Signature: _____

Printed Name: _____

Title: _____

(NOTE: If proposal is submitted by Co-Respondents, an authorized signature from a representative of each Co-Respondent is required.)

Co-Respondent Entity Name

Signature: _____

Printed Name: _____

Title: _____



Appendix A – Case for Support

<https://www.decidedekalb.com/core/fileparse.php/72/urlt/>

Case-for-Support-Advance-DeKalb-FINAL.pdf