



REQUEST FOR PROPOSAL

for

DIGITAL MARKETING SERVICES

PROPOSALS SHOULD BE SUBMITTED TO:

GST Michigan Works!  
3270 Wilson ST.  
Marlette, MI 48453

This RFP will be made available in alternative format (audio tape or large print) upon request. Requests for alternative formats shall be made in writing within three (3) business days of release of the RFP, to the attention of Jerome Lewis via email to [jlewis@gstmiworks.org](mailto:jlewis@gstmiworks.org)

Supported by the State of Michigan. GSTMW materials and programs paid for with State and Federal funds. Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. 1-800-285-9675 TTY: 711. A proud partner of the American Job Center Network.

## **A. General Information**

GST Michigan Works! (GSTMW) is one of sixteen (16) Michigan Works! agencies across the State of Michigan operating workforce development programs designed to assist employers in finding skilled workers and job seekers prepare for, find and retain employment.

GST Michigan Works! is governed by a Board of Commissioners representing Genesee, Huron, Lapeer, Sanilac, Shiawassee and Tuscola counties. In addition to the governing Board, a separate region-wide Workforce Development Board (WDB) made up of 21 members, leads the vision and planning decisions of the organization.

## **B. PURPOSE**

The purpose of the Request for Proposal (RFP) is to solicit proposals to establish a contract, through competitive negotiations, with a qualified digital marketing individual/agency that can provide results-oriented, efficient, cost-effective, and customized digital marketing solutions. Keeping in mind the objective of achieving maximum exposure in the GST Michigan Works! service area to the target audience of Industry and Talent.

The selected individual/agency must be capable of, but not limited to, providing comprehensive on-going website maintenance

Background: Over the last several years, GST Michigan Works! has implemented a successful digital marketing strategy with a strong focus on brand building, automated marketing, digital advertising, and substantial development of our website and social media channels. Our audience has grown significantly, and it is our intention to continue this upward momentum by expanding these efforts to continue reaching toward our mission:

### **GST Michigan Works! Connects and provides Industry and Talent with the assets they need to work together in building a prosperous region.**

We envision achieving this by continuing to invest in a digital marketing strategy, including our Industry focused monthly Podcast “The Works!” and Bi-Monthly (every two months) Industry focused Digital Magazine of the same name.

The expectations of the digital marketing provider will range from strategic counsel on issues, to tactical implementation support on special event or ad-hoc communications activities. All digital marketing activities shall produce quantitatively measurable results identified by GSTMW! Respondents to this RFP must be able to validate capacity to complete the tasks listed within this document.

The overall goal of engaging the digital marketing retainer is to increase and sustain the public awareness of the GSTMW! brand identity as well as increase the popularity and use of GSTMW! and all of its related services available to Industry and Talent. The digital marketing provider is expected to measure, manage, and advise on each marketing program/activity in order to maximize the desired outcomes.

### **C. RFP STIPULATIONS**

As a recipient of Federal and State funds, GSTMW! must procure on an open, competitive basis. A proposal must clearly set forth all responses in the format required by the RFP in order to be considered. Any proposals may be rejected in whole or in part. GSTMW! reserves the right to rescind this RFP in whole or in part. GSTMW! shall not be responsible to any bidder or potential bidder for any costs incurred or opportunities lost in responding to this RFP or in deciding not to respond.

To ensure the integrity of this procurement, bidders shall make special efforts to prevent fraud and other abuses. Fraud includes deceitful practices and intentional misconduct such as willful misrepresentation. "Abuse" is a general term that encompasses improper conduct that may or may not be fraudulent in nature. While federal legislation is not specific, possible problem areas could include the following: conflict of interest, kickbacks, bribes, nepotism, political patronage, political activities, and sectarian activities. Bidders that are found to violate the abuse standards will be disqualified. Bidders are required to report immediately any violations in these areas or in problem areas that may later be defined.

Information provided by a proposer that is willingly, knowingly and purposely false, inaccurate or misleading, will be grounds for not considering a proposal for funding, for not awarding a contract, or for canceling a contract if awarded.

Any bidder that attempts to exchange information with any other potential bidder for gaining competitive advantage shall be subject to disqualification. In addition, any bidder who attempts to discuss the proposal with, or offer anything of value to any GSTMW! officer, director, staff person, agent or representative during this procurement process shall be subject to disqualification.

GSTMW! operates an equal opportunity procurement process. Upon request, GSTMW! can make this RFP available in large print or alternative format. Auxiliary aids and services are also available upon request to individuals with disabilities. TDD Service available through the Michigan Relay Center at 1-844-578-6563 or 7-1-1.

Neither the proposer nor anyone, with whom the proposer shall contract, shall discriminate against any person employed or applying for employment concerning the performance of the proposers' responsibilities under this agreement.

The successful bidder shall be required to comply with all applicable federal and state laws prohibiting discrimination on the basis of race, color, religion, sex (including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, genetics, familial status, veteran status, height, weight, arrest without conviction political affiliation or belief, or any characteristic or activity protected by Federal or State laws and regulations.

### **1. Disclaimer/Right to Reject/Cancel/Terminate**

This RFP does not commit GSTMW! to award a contract, to pay any cost incurred in the preparation of a proposal to this request, or to procure or contract for services. GSTMW! reserves the right to accept or reject any or all proposals received as a result of this request. GSTMW! can cancel this RFP, in part or in its entirety, if it is in its best interest to do so.

GSTMW! may require selected offerors to participate in negotiations, and to submit such costs or other revisions to their proposals as a result of negotiations. GSTMW! is not liable for costs incurred by the offerors prior to the signing of a contract and/or written authorization from GSTMW! to proceed with the services.

#### **a) Termination Prior to Completion:**

GSTMW! reserves the right to terminate its commitment if the successful bidder fails to make sufficient progress toward completion of the project or if GSTMW! receives funding reductions which make the proposed project unfeasible. The determination of the sufficiency of grounds for termination under this clause shall be within the sole discretion of GSTMW!.

### **2. Small and Minority Owned Businesses, Women's Business Enterprises**

GSTMW! will make an effort to utilize small and minority owned businesses, women's business enterprises and Labor surplus area firms when possible.

An Offeror qualifies as a small business firm if it meets the definition of "small business" as established by the Small Business Administration (13 CFR 121.201), by having average annual receipts for the last three fiscal years of less than six million dollars.

### **3. Award**

Upon conclusion of final negotiations with the successful bidder, GSTMW! may award a contract, based on offers received, without discussion of such offers. Accordingly, each offer should be submitted on the most favorable terms from a price and technical standpoint. GSTMW! reserves the right to request additional data or to request an oral presentation in support of written proposals.

**Please do not contact GST Michigan Works! to check the status of proposals.**

**4. RFP Appeal Process**

In accordance with applicable regulations, proposers who are denied funding have the right to appeal. The following steps must be taken for organizations to appeal funding decisions.

- A. Submit a letter within three (3) business days from the date of the contract award to the Chief Executive Officer of GST Michigan Works! stating that an appeal to the contract award is being filed and the specific reasons for that appeal based on the four criteria below:
  - a. Clear and substantial error or misstated facts upon which the decision was made by the WDB. An appeal will not be accepted if it attempts to modify or include additional information to the original proposal.
  - b. Unfair competition or conflict of interest in decision making process.
  - c. Any illegal or improper act or violation of law. The basis shall be explicitly stated and make specific reference to appropriate sections of law, regulations and/or contracts.
  - d. Other legal basis on grounds that may substantially alter the WDB decision.
- B. The Chief Executive Officer will review the appeal and respond within ten (10) business days.
- C. In the event the Chief Executive Officer's response is not satisfactory to the proposer, an appeal to GSTMW's Executive Committee may be requested. The request must be addressed in writing within ten (10) business days from receipt of response from the CEO. The appeal will be heard by members of the Executive Committee at a time set by the Chair. The decision of the Executive Committee will be issued within five (5) business days. This decision is final. No additional appeal process is available.

**D. OBJECTIVES**

- 1. Attached are digital marketing tasks and activities that are currently done by GSTM!, not all inclusive. This information should be used to assist you in developing costs to provide these services to GSTMW! (See Attachment A)
- 2. The objective of this RFP is to contract with an individual/agency that will provide the tasks as noted in the document referenced in #1 above. Bidders are asked to assign an estimated time to each task/event as noted and propose a cost associated with the task/event. This should result in an annual cost and ultimately a budget document.
- 3. Bidders basic knowledge of the Michigan Works! system and of GST Michigan Works!, knowledge of the Workforce Investment and Opportunity Act (WIOA), and services offered by GSTMW will be considered in the evaluation process.

4. Emphasis on each objective should be addressed in the bidder’s proposal.
  - a. To strengthen brand awareness of GSTMW! and generate long-term interest and understanding of GSTMW! and its services among target audiences.
  - b. To increase total awareness of GSTMW! across the target groups with the general public and business sectors.
  - c. To generate continuous, quality media coverage in target media.
  - d. To use an overall fresh and creative approach to promote GSTMW! and its services.
  - e. To achieve **a-d** through an integrated digital media strategy, work closely with GSTMW! PR/Communications staff to coordinate with other forms of traditional media including print, radio, television, special events.
  
5. GSTMW! reserves the right to contact bidders to obtain additional information or clarification. Proposals submitted without the required elements may be considered non-responsive.

**E. SPECIFICATIONS**

**Respondents should provide responses for each question or action requested below. Failure to do so may result in the application being considered non-responsive. The Specification responses should be placed directly behind the Cover Page, which will be considered the first page of your proposal document.**

**Prior Experience**

- |   |   |    |
|---|---|----|
| 1 | Describe your experience providing digital marketing services to other companies? Provide the contact information (name, company, telephone number and email address) for 2-3 references. (10 points) | 10 |
| 2 | Have you ever done business with GSTMW! before? If yes, explain the nature of business done. (5 points)   | 5  |
| 3 | Describe in detail the digital marketing experience of the staff that will be assigned to manage this work. Include overall supervision that will be exercised. (20 points)                           | 20 |

**Organizational Capability**

- |   |  |   |
|---|--|---|
| 4 | Provide general information about you/your company. State the mission and purpose of your agency. Describe your financial situation, organizational structure, management team and achievements in marketing and public relations. Also declare any conflict of interests that may result if awarded a contract with GSTMW! (5 points) | 5 |
|---|--|---|

- |   |   |    |
|---|---|----|
| 5 | How many people will work on this project? Provide the name (if known) and describe the role that each will perform. Provide any relevant digital marketing certifications held by staff assigned to this project. Name the person who will be the primary contact if awarded the contract. (10 points) | 10 |
| 6 | How will you ensure that established deadlines are met? (5 points)  | 5  |

### Program Design / Technical Approach

- |   |   |    |
|---|---|----|
| 7 | What does the concept of “branding” mean to you/your agency? In addition, explain #5 a-e under D. Objectives starting on page 5. (8 points)   | 8  |
| 8 | The Workforce Development Board (WDB) meets quarterly in Lapeer, Michigan. A Communications report is presented during each of these meetings. Will you have a person available to present during these times at each meeting or provide a report at the required deadline? If yes, name the person. (5 points) | 5  |
| 9 | Price and performance   |    |
|   | a. Total annual cost (10 points)  | 10 |
|   | b. Method for tracking performance (10 points)  | 10 |

### Understanding and Requirements

- |    |   |    |
|----|---|----|
| 10 | Explain your knowledge of GSTMW! (15 points)        | 15 |
| 11 | State what you know about the following (7 points): | 7  |
|    | a. WIOA – Workforce Innovation & Opportunities Act  |    |
|    | b. GSTMW! services offered to Industry and Talent   |    |

GSTMW! reserves the right to exercise the option to renew the contract for up to two additional one-year periods (July 1, 2020 – June 30, 2021 and July 1, 2021 – June 30, 2022) based on contractor performance and funding availability.

GSTMW! reserves the right, with no penalty, to change the budget and services may be added or deleted as necessary. Upon issuance of a contract, both parties will have the option to terminate the contract upon 30 days written notice to the other party.

Based upon information provided in this request for proposal, bidders should prepare a budget to assist you in quoting a flat annual rate and total fee per period for each period.

To ensure that this mutual relationship starts well, the method of billing and hourly rates for additional services (if any) should be fully detailed in the bidding proposal. (Project/Time reports will need to be included in monthly billings.)

## **F. INSTRUCTIONS ON PROPOSAL SUBMISSION**

### **1. Closing Submission Date**

Proposals must be **received** no later than **5:00 p.m. on Friday, August 9, 2019** by U.S. mail or hand-delivered.

### **2. Inquiries**

All questions must be submitted, in writing, no later than **5:00 p.m. on Wednesday, July 31, 2019** to [jbilliau@gstmiworks.org](mailto:jbilliau@gstmiworks.org). All questions and answers will be posted in the RFP section of our website at [www.gstmiworks.org](http://www.gstmiworks.org) no later than **5:00 p.m. on Friday, August 2<sup>nd</sup>, 2019**.

### **3. Proposals Instructions to Prospective Bidder**

**Proposals are limited to ten (10) 8 1/2" x 11" pages, excluding Part I & II, and can be submitted via U.S. mail or hand-delivery. One original and three (3) copies must be submitted by the deadline date and time. An electronic copy must also be submitted via flash drive**

Label package with the following information:

**Marketing RFP  
GST Michigan Works!  
3270 Wilson St.  
Marlette, MI 48453**

**Late proposals will not be considered. Please sign in upon hand-delivery of proposal to ensure a record of receipt.**

- a. Bidders must respond completely and accurately to all questions and other items calling for information. Failure to do so will subject the proposal to disqualification.
- b. Bidders must adhere strictly to the proposal instructions and format. Failure to do so will subject the proposal to disqualification.
- c. Potential bidders will be able to download the RFP from the GSTMW! website ([www.gstmiworks.org](http://www.gstmiworks.org))
- d. The following parts specifically require responses and/or signatures from the bidder:

- Part I            Cover Sheet and Proposal Offeror Information  
(Signature Required)**
- Part II            Contract Requirements (Signature Required)**
- Part III           Proposal Narrative Instructions**

**4. Payment**

GSTMW! may negotiate a payment schedule with the contractor awarded a bid. The award will go to the responsible firm whose proposal is most advantageous to the GSTMW! and programs based on price and other evaluation factors.

## **ATTACHEMENT A - OBJECTIVES**

**GSTMW!'s monthly basic needs during the first month. It is anticipated hours will primarily be focused on onboarding activities such as:**

- Getting to know the GSTMW! team and stakeholders.
- Defining short-term roles and responsibilities with GSTMW communications staff.
- Reviewing any existing communications plans and agency brand standards.
- Reviewing existing communications measurement tools and systems.
- Determining appropriate and effective measurement systems for communications efforts.
- Conducting a brand audit and strategic needs analysis.
- Developing target audience profiles.

### **Summary of GST Michigan Works! Digital Marketing Needs**

#### Website hosting, development, maintenance, digital/social needs

- Statistics and website analysis monitoring
- Online website customer data collection
- Automated Marketing System that allows access for customer users (i.e. agency communications staff)
- Development of white paper content for automated marketing
- Identify anonymous web traffic, use system to convert contacts/leads
- Behavior tracking – provide analysis and system access to agency communications staff.
- CRM Integration with G\*STARS workforce system
- Creative content development
- Develop monthly digital campaigns in collaboration with GSTMW communications staff
- Social Media/Digital Ad Coordination/Notification System (such as Loomly)
- Email Automation – 24-hour delivery upon request
- Demographic/Geographic Target Marketing
- Ad Bidding
- Social Media Management: Post, copywriting/graphics/community engagement/ad mgmt./social listening.
- Conversation Tracker & Report
- Monthly performance review meetings in-person with GSTMW communications staff

#### Podcasting Needs

- Professional studio space located within GSTMW service area
- Necessary software, updated technology and equipment (i.e. microphone, headphones)
- Editing software, editing and mixing capabilities
- Purchase of a Podcast hosting account
- Knowledge of Podcast publishing and promotion
- Capacity to develop potential sponsorship opportunities
- Schedule identified guest for monthly podcasting prep-call and podcasting session
- Communicate with guests to refine editing

- Develop customized email blast and distribute to GSTMW Industry partners.

#### Publishing – “The Works!” (an expansion of GSTMW Blog “The Works)

- Provide appropriate magazine creation platform
- Development of expanded contact based on podcast topics
- Appropriate common technology distribution channels
- Full design capabilities, provider must handle digital media copywrite/licensing issues.
- Capacity to implement aggressive marketing via business association, leadership, member-based organizations publications.

#### Graphic Design, Brand Identity and Integrity

Note: Improving GSTMW’s brand integrity is a high priority. How the community perceives the agency through our services, image, and reputation has an impact on the ultimate value of our brand.

- Work with communications staff to develop a process for design and content creation that will improve the level of quality and support the image of the brand consistently. This includes creation of:
  - All agency print collateral/leave behind marketing materials
  - Posters/billboard design
  - Co-branding efforts with partner organizations
  - Maintain support and promote cohesive branding from print through digital marketing

#### **Projects we anticipate falling into the special projects category include:**

- Coordination and development of Annual report.
- Planning Special Events (Example: Michigan Works! Impact Awards, MiCareerQuest East).

If a special project is received by GSTMW!, discussions with management and contracted vendor will be done to determine a negotiated price.

**PART I**

**PROPOSAL FOR PUBLIC RELATIONS AND MARKETING  
TO GST MICHIGAN WORKS!  
PROPOSAL OFFEROR COVER SHEET AND SUMMARY INFORMATION**

Organization Name: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Phone #: \_\_\_\_\_ Fax #: \_\_\_\_\_

Email address: \_\_\_\_\_

Employer Tax ID: \_\_\_\_\_ DUNS# \_\_\_\_\_  
(If applicable)

Type of Organization:       Private for Profit       Private Non-Profit  
    Public Government       Other (specify)

The Certification Statement below must be signed by an official authorized to bind the Offeror in a sublease/contract.

\_\_\_\_\_  
Signature

The above signed does hereby accept all the terms and conditions of the Request for Proposal (RFP), including RFP stipulations and specifications. The bidder also certifies that the information in this proposal is correct to the best of its knowledge and belief and the filing of this proposal has been fully authorized by the organization submitting the proposal and that the submitting agency is an Equal Opportunity Employer (if applicable).

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

## PART II

### CERTIFICATIONS

On behalf of the Offeror:

The individual signing certifies that he/she is authorized to contract on behalf of the Offeror.

- A. The individual signing certifies that the Offeror is not involved in any agreement to pay money or other consideration for the execution of this agreement, other than to any employee of the Offeror.
- B. The individual signing certifies that the prices in this proposal have been arrived at independently, without consultation, communication, or agreement, for restricting competition.
- C. The individual signing certifies that the prices quoted in this proposal have not been knowingly disclosed by the Offeror prior to an award to any other Offeror or potential Offeror.
- D. The individual signing certifies that there has been no attempt by the Offeror to discourage any potential Offeror from submitting a proposal.
- E. The individual signing certifies that he/she has read and understands all of the information in this Request for Proposal.
- F. The individual signing certifies that the Offeror, and any individuals to be assigned to the organization does not have a record of substandard work and has not been debarred or suspended from doing work with any federal, state or local government.

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Organization Authorized Signature

Date

## **CERTIFICATION REGARDING LOBBYING**

### Certification for Contracts, Grants, Loans and Cooperative Agreements

The undersigned certifies, to be best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, any officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or any employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1325, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for such failure.

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Organization Authorized Signature

Date

**Certification Regarding Debarment , Suspension, Ineligibility and Voluntary Exclusion  
Lower Tier Covered Transactions**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19222).

- (1) The prospective recipient of federal assistance funds certifies, by submission of this certification, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
  
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this certification.

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Organization Authorized Signature

Date

**CERTIFICATE OF COMPLIANCE WITH PUBLIC ACT 517 OF 2012**

I certify that neither \_\_\_\_\_ (Company), nor any of its successors, parent companies, subsidiaries, or companies under common control, are an "Iran Linked Business" engaged in investment activities of \$20,000,000.00 or more with the energy sector of Iran, within the meaning of Michigan Public Act 517 of 2012. In the event it is awarded a Contract as a result of this Request for Proposals, Company will not become an "Iran Linked Business" during the course of performing the work under the Contract.

NOTE: IF A PERSON OR ENTITY FALSELY CERTIFIES THAT IT IS NOT AN IRAN LINKED BUSINESS AS DEFINED BY PUBLIC ACT 517 OF 2012, IT WILL BE RESPONSIBLE FOR CIVIL PENALTIES OF NOT MORE THAN \$250,000.00 OR TWO TIMES THE AMOUNT OF THE CONTRACT FOR WHICH THE FALSE CERTIFICATION WAS MADE, WHICHEVER IS GREATER, PLUS COSTS AND REASONABLE ATTORNEY FEES INCURRED, AS MORE FULLY SET FORTH IN SECTION 5 OF ACT NO. 517, PUBLIC ACTS OF 2012.

\_\_\_\_\_  
(Name of Company)

By: \_\_\_\_\_

Date: \_\_\_\_\_

Title: \_\_\_\_\_

Subscribed to and sworn before me,  
a Notary Public, on this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_, Notary Public

\_\_\_\_\_ County, State of Michigan Acting in \_\_\_\_\_ County,  
Michigan

My Commission Expires: \_\_\_\_\_

**PART III**

**A. SUMMARY INFORMATION**

| <b>Fee Period</b>            | <b>Total Fee Per Period</b> |
|------------------------------|-----------------------------|
| July 1, 2019 - June 30, 2020 |                             |
| July 1, 2020 – June 30, 2021 |                             |
| July 1, 2021 – June 30, 2022 |                             |

**B. PROPOSAL NARRATIVE INSTRUCTIONS (SEE PAGE 6 & 7: E: SPECIFICATIONS)**

### C. CONFLICT OF INTEREST FORM

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**Agency/Organization Name**

#### **GSTMW BOARD MEMBERS AND STAFF**

The GSTMW Staff, Board Members, and Board Members are listed below. In the space provided, indicate and describe any business, employment or family relationships your organization or your any staff members of your organization may have with any GSTMW Board Members or Staff. In addition, indicate any such relationships with any elected official of Genesee, Huron, Lapeer, Sanilac, Shiawassee and Tuscola Counties. Attach additional pages if necessary. If none, indicate by "N/A."

| <b>Workforce Development Board</b> | <b>Local Elected Officials Board</b> | <b>GSTMW Staff</b> |
|------------------------------------|--------------------------------------|--------------------|
| Scott Avedt                        | John Bodis                           | Deb Aleck          |
| Pete Batistoni                     | Bob Conley                           | John Anderson      |
| Rodney Butler                      | Daniel Dean                          | Jessica Billiau    |
| Dennis Collison                    | Ellen Ellenburg                      | Sharon Bowen       |
| Glenda Dunlap                      | Mark Jensen                          | Helen Brown        |
| Harold Harrington                  | Daniel McMaster                      | Jessica Burns      |
| Wen Hemingway                      | Bryant Nolden                        | Kelly Cook         |
| Brenda Hinds                       | John Plowman                         | Sherry Goble       |
| Howard Hipes                       | Gary Roy                             | Louann Hurley      |
| Gerald Kariem                      | Todd Talaski                         | Jody Kerbyson      |
| Chuck Kunisch                      | Rick Warren                          | Ty Krauss          |
| Tracie Lewis-Jennings              | Tom Young                            | JulAnn Kuenzli     |
| Kyle McCree                        |                                      | Erich Latham II    |
| Sandi Mose                         |                                      | Jerome Lewis       |
| Leanne Panduren                    |                                      | Angela Libkie      |
| Mark Ransford                      |                                      | Mary Lorah-Hammond |
| Lisa Rogers                        |                                      | Carol Palmer       |
| Annette Schlaud                    |                                      | Wendy Paxton       |
| Vicky Schultz                      |                                      | Tonya Rak          |
| Kendra Stone                       |                                      | Greg Rancour       |
| Scott Turner                       |                                      | Rochelle Rich      |
|                                    |                                      | David Rose         |
|                                    |                                      | Brenda Thomas      |
|                                    |                                      | Cindy Thornthwaite |

**Relationships:**