

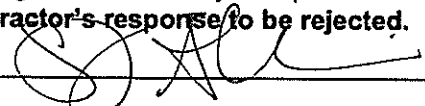
## RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	Alderdice Enterprises DBA 61 Celsius		
Address:	306 Ouachita Avenue		
City:	HOT SPRINGS	State:	ARKANSAS Zip Code: 71901
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit		
Minority and Women-Owned Designation*:	<input type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input checked="" type="checkbox"/> Women-Owned <input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American		
AR Certification #: 701 0222 * See Minority and Women-Owned Business Policy			
PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
<i>Provide contact information to be used for solicitation related matters. ●</i>			
Contact Person:	Stephanie Alderdice	Title:	President
Phone:	501.502.2013	Alternate Phone:	270.303.1234
Email:	Stephanie@61celsius.com		
CONFIRMATION OF REDACTED COPY			
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested.  <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.</i>			
ILLEGAL IMMIGRANT CONFIRMATION			
By signing and submitting a response to this <i>Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and <b>shall not</b> employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.			
ISRAEL BOYCOTT RESTRICTION CONFIRMATION			
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and <b>shall not</b> boycott Israel during the term of a contract awarded as a result of this solicitation.			
<input checked="" type="checkbox"/> Prospective Contractor does not and <b>shall not</b> boycott Israel.			

**An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.**

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* may cause the Prospective Contractor's response to be rejected.

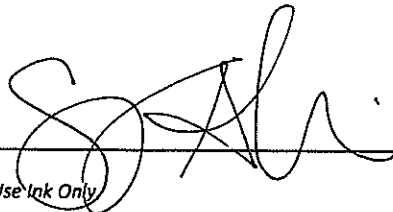
Authorized Signature:  Title: president  
 Printed/Typed Name: Stephanie Alderdice Date: 2/21/23

## SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory must be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature: \_\_\_\_\_

*Use Ink Only*  


Printed/Typed Name: \_\_\_\_\_

Stephanie Alderdice

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

2/21/23

## BUSINESS ASSOCIATE AGREEMENT

Arkansas Department of Human Services, Choose Division or Office

("Covered Entity")

and Alderdice Enterprises, DBA Celsius  
("Business Associate") enter into this Business Associate Agreement ("BAA") as  
of ("Effective Date").

Covered Entity and Business Associate agree that under entered into by Covered Entity and  
Business Associate (the "Agreement"), Business Associate provides services for or on behalf of Covered Entity  
that may involve access to PHI (as defined below) and that, as such, the parties agree as follows:

### I. DEFINITIONS

Unless otherwise specified in this BAA, all capitalized terms used in this BAA not otherwise defined have the meanings ascribed by HIPAA and ARRA, as each may be amended from time to time.

- A. "ARRA" means the Health Information Technology for Economic and Clinical Health Act provisions of the American Recovery and Reinvestment Act of 2009, Pub. Law No. 111-5 and its implementing regulations.
- B. "Breach" means the actual or reasonably suspected acquisition, access, Use or Disclosure of PHI in a manner not permitted by the Privacy Rule that compromises the security or privacy of the PHI.
- C. "Breach Notice Rule" means the federal breach notification regulations issued pursuant to ARRA, as amended from time to time, 45 C.F.R. Parts 160 and 164.
- D. "Compliance Date" means, in each case, the date by which compliance is required under the referenced provision of ARRA's or HIPAA's implementing regulations, as applicable.
- E. "Discovery" means the first day on which Business Associate, or any workforce member, agent, or Subcontractor of Business Associate, knows, or, by exercising reasonable diligence would have known, of a Breach.
- F. "Encrypt" means to use an algorithmic process to transform data into a form in which there is a low probability of assigning meaning without use of a confidential process or key, which process conforms to NIST Special Publications 800-111, 800-52, 800-77, or 800-113, as appropriate, or that is otherwise validated against the Federal Information Processing Standards (FIPS) 140-2.
- G. "ePHI" means PHI as defined below, which is transmitted or maintained in electronic media.
- H. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996 and its implementing regulations.
- I. "PHI" means Protected Health Information, as defined in 45 C.F.R. § 160.103, limited to the Protected Health Information received from, or received, created, or accessed on behalf of, Covered Entity.
- J. "Privacy Rule" means the federal privacy regulations issued pursuant to HIPAA, as amended from time to time, 45 C.F.R. Parts 160 and 164.
- K. "Security Incident" means the successful unauthorized access, Use, Disclosure, modification or destruction of ePHI or interference with system operations in an information system. Unsuccessful attempts to breach security, including pings and other broadcast attacks on Business Associate's firewall, port scans, unsuccessful log-on attempts, denials of service and any combination of the above, so long as such incidents do not result in unauthorized access, use or disclosure of PHI, shall not be deemed Security Incidents. However, more than 20 unsuccessful attempts or other patterns of successive attempts, that are not individual deemed Security Incidents in themselves shall be considered Security Incidents due to the number or pattern of such events.

- L. **"Security Rule"** means the federal security regulations issued pursuant to HIPAA, as amended from time to time, 45 C.F.R. Parts 160 and 164.
- M. **"Subcontractor"** means Business Associate's subcontractors and agents that create, receive, maintain or transmit PHI for the purpose of performing any of Business Associate's obligations under the Agreement.

## **II. RESPONSIBILITIES OF BUSINESS ASSOCIATE.**

- A. Business Associate shall provide relevant training on HIPAA and the requirements of this agreement to all persons accessing PHI or ePHI. The training materials and records shall be provided to the covered entity upon request.
- B. Business Associate shall implement and use appropriate Technical, Physical and Administrative Safeguards to reasonably and appropriately protect the Confidentiality, Integrity and Availability of PHI and to prevent Use or Disclosure of PHI, other than as permitted by this BAA.
- C. Business Associate shall, within the earlier of the Compliance Date or 90-days from the Effective Date, comply with all applicable provisions of the Security Rule. The Business Associate shall conduct a risk assessment to evaluate compliance with the Security Rule and shall, at the request of the Covered Entity, provide a written attestation acknowledging completion and communicating the results of the risk assessment.
- D. Business Associate shall Encrypt all transmissions of ePHI and all portable media or storage devices on which ePHI may be stored, including laptops, back-up media, CDs, or USB drives.
- E. Within 30-days after receiving a written request from Covered Entity, make available information necessary for Covered Entity to make an accounting of disclosures of PHI about an Individual, as provided in 45 C.F.R. § 164.528; and in accordance with 42 U.S.C. § 17935(c) and its implementing regulations as of the Compliance Date, make that accounting directly to the Individual if directed to do so by Covered Entity.
- F. At the request of Covered Entity and in the time, manner, and form designated by Covered Entity, not to exceed 15-days, provide access to PHI in a Designated Record Set to Covered Entity or, if directed by Covered Entity, to an Individual or to a recipient designated by the Individual, in accordance with the requirements of 45 C.F.R. § 164.524. Business Associate shall not charge Covered Entity or any Individual any fee associated with the production of PHI in accordance with this section that exceeds fees described at 45 C.F.R. § 164.524.
- G. Make available PHI in a Designated Record Set, no more than 30-days following receipt of a written request by Covered Entity, PHI for amendment and incorporate any amendments to the PHI as directed by Covered Entity, all in accordance with 45 C.F.R. § 164.526.
- H. Business Associate shall notify Covered Entity, in writing, no more than 3-days following Business Associate's receipt directly from an Individual of any request for an accounting of disclosures or access to or amendment of PHI as contemplated in Sections II (D) (E) or (F), above.
- I. Business Associate shall require each Subcontractor to agree, in writing, to the same restrictions and conditions that apply to Business Associate. Furthermore, to the extent that Business Associate provides ePHI to Subcontractor, Business Associate shall require Subcontractor to comply with all applicable provisions of the Security Rule upon the earlier of the Compliance Date or 90-days from the Effective Date. If Subcontractor is not subject to the jurisdiction or laws of the United States, or if any use or disclosure of PHI in performing the obligations under this BAA or the Agreement will be outside of the jurisdiction of the United States, Business Associate must require Subcontractor to agree by written contract with Business Associate to be subject to the jurisdiction of the Secretary, the laws, and the courts of the United States, and waive any available jurisdictional defenses that pertain to the parties' obligations under this BAA, HIPAA, or ARRA.

- J. Business Associate shall not Use or Disclose PHI except as necessary to perform its obligations under the Agreement or as otherwise required by this BAA, provided that such Use or Disclosure is permitted by applicable law and complies with each applicable requirement of 45 C.F.R. § 164.504(e).
1. In compliance with 45 C.F.R. § 164.502(b)(1), as of its Compliance Date or no more than 90-days following the Effective Date, whichever is earlier, Business Associate shall request, Use, and Disclose only the minimum amount of PHI necessary to accomplish the purpose of the request, Use, or Disclosure.
  2. Business Associate shall not use PHI to make or cause to be made any communication that would constitute Marketing.
- K. Without unreasonable delay, and in any event, no more than 24-hours after Discovery, Business Associate shall notify Covered Entity of any Breach, Use or Disclosure of PHI not permitted under this BAA, or any Security Incident. Business Associate shall deliver the initial notification of such Breach, in writing, which must include a reasonably detailed description of the Breach and the steps Business Associate is taking and would propose to mitigate or terminate the Breach. Furthermore, Business Associate shall supplement the initial notification, no more than 5 calendar-days following Discovery, with information including the identification of each individual whose PHI was or is believed to have been involved; a reasonably detailed description of the types of PHI involved, and written updates every 5 calendar-days until the event has been concluded; all other information reasonably requested by Covered Entity, including all information necessary to enable Covered Entity to perform and document a risk assessment in accordance with 45 C.F.R. Part 164 subpart D; and all other information necessary for Covered Entity to provide notice to individuals, the U.S. Department of Health & Human Services ("HHS"), or the media, if required. Despite anything to the contrary in the preceding provisions, in Covered Entity's sole and absolute discretion and in accordance with its directions, Business Associate shall conduct, or pay the costs of conducting, an investigation of any Breach and shall provide or pay the costs of providing any notices required by the Breach Notice Rule or other applicable law.
- L. Business Associate shall mitigate, to the extent practicable, any harmful effect that is known to Business Associate of a Use or Disclosure of PHI by Business Associate that is not permitted by this BAA.
- M. Business Associate shall make available to HHS its internal practices, books, and records, relating to the Use and Disclosure of PHI pursuant to the Agreement for purposes of determining Business Associate's and Covered Entity's compliance with the Privacy Rule.
- N. Business Associate shall not directly or indirectly receive remuneration in exchange for any PHI.
- O. To the extent Business Associate is to carry out one or more of Covered Entity's obligations under the Privacy Rule, the Business Associate shall comply with the requirements of the Privacy Rule that apply to Covered Entity in the performance of such obligations.
- P. Business Associate shall provide contact information for one primary person and one secondary person in Appendix A. Any changes in the contact information shall be forwarded to the Covered Entity.
- Q. The Business Associate shall respond in writing within 10 business days to the Covered Entity's request(s) to attest to the Business Associate's compliance with the Privacy Rule, the Security Rule, and the Responsibilities of the Business Associate as specified in this BAA. The Business Associate shall make available to the Covered Entity its internal practices, books, and records, relating to the Use and Disclosure of PHI as necessary to substantiate the attestation of compliance.

### **III. RESPONSIBILITIES OF COVERED ENTITY**

Covered Entity shall notify Business Associate, in writing, of an Individual's request to restrict the Use or Disclosure of such Individual's PHI, any limitations in Covered Entity's Privacy Notice relevant to Business Associate's performance of its obligations under this BAA or the Agreement, or any revocation by an Individual of authorization to Use or Disclose PHI.

#### IV. TERM, TERMINATION AND DAMAGES

- A. This BAA is effective as of the Effective Date and terminates when Business Associate and its Subcontractors no longer have access to PHI, and when all of the PHI in Business Associate's possession, inclusive of PHI in the possession of Business Associate's Subcontractors, has been returned or destroyed, unless earlier terminated in accordance with Sections IV(B) through (C) of this BAA.
- B. Upon Covered Entity's determination of a breach of a material term of this BAA by Business Associate, Covered Entity may terminate this BAA. As of the Compliance Date of 45 C.F.R. § 164.504(e)(1)(iii), if either party knows of a pattern of activity or practice of the other party that constitutes a material breach or violation of this BAA, the non-breaching party will provide notice thereof to the other party. Such notice must clearly specify the nature of the breach or violation. Each party must take reasonable steps to cure the breach or end the violation. If after 30-days or such longer time specified in writing by the non-breaching party, the non-breaching party reasonably determines that such steps are unsuccessful in curing the breach or ending the violation, the non-breaching party may terminate this BAA and the Agreement, if feasible. In the event that termination is not feasible, the non-breaching party shall report the problem to HHS.
- C. Except as provided below, Business Associate shall return or destroy all PHI, including all PHI in possession of its Subcontractors, immediately following the termination or expiration of this BAA. However, in the event that Business Associate is legally obligated to retain such PHI, Business Associate may do so provided that:
  - 1. Business Associate notifies Covered Entity of such legal obligation, in writing, immediately upon Business Associate's notice of such legal obligation, which such writing must describe in detail the legal obligation;
  - 2. Business Associate extends all protections, limitations, and restrictions contained in this BAA to Business Associate's Use or Disclosures of any PHI retained after termination or expiration of this BAA;
  - 3. Business Associate limits any further Use or Disclosures solely to satisfying such legal obligation for which it has provided Covered Entity with written notice in accordance with Section IV(C)(1), above.
  - 4. Business Associate returns or destroys all PHI when such legal obligation has been fulfilled or has concluded.
- D. In addition to any damages recoverable under this BAA, the parties acknowledge that certain breaches or violations of this BAA may result in litigation or investigations pursued by federal or state governmental authorities of the United States resulting in civil liability or criminal penalties. Each party shall cooperate in good faith in all respects with the other party in connection with any request by a federal or state governmental authority for additional information and documents or any governmental investigation, complaint, action, or other inquiry.

#### V. INDEMNIFICATION

Business Associate shall indemnify Covered Entity, its owners, employees and representatives in the event Business Associate's performance or failure to perform under this BAA has given rise to liabilities, costs, damages, and losses (including attorneys' fees) reasonably and properly incurred by Covered Entity in connection with any actual, threatened, or pending, civil, criminal, or administrative cause of action, claim, inquiry, investigation, lawsuit, or other proceeding (collectively a "Claim"). Upon demand by Covered Entity, Business Associate shall defend any Claim brought or threatened against Covered Entity, at Business Associate's expense, by counsel acceptable to Covered Entity. Business Associate shall not authorize or enter into any settlement without Covered Entity's written consent.

**VI. GENERAL TERMS**

- A. This BAA amends and is made a part of the Agreement. Any changes or modification to this BAA must be in writing and signed by both parties.
- B. To the extent not clear, the terms of this BAA are to be construed to allow for compliance by the parties with HIPAA or ARRA. If any provision of the BAA is in conflict with any provision of the Agreement, the conflicting provision of this BAA prevails to the extent necessary for the parties to comply with HIPAA and ARRA.
- C. Nothing in this BAA confers upon any person other than the parties and their respective successors or assigns, any rights, remedies, obligations, or liabilities, whatsoever.
- D. Sections II(G)(H)(J)(M) and Sections IV, V, VI(E)(F) survive the termination for any reason or expiration of this BAA.
- E. In the event Business Associate receives a notification from or on behalf of HHS regarding a compliance review, an audit, or an investigation or inquiry of any kind pertaining to the services provided under the Agreement or Covered Entity, it will notify Covered Entity no more than 3-days following its receipt of that notice.
- F. The law of the State of Arkansas without regard to its internal law on the conflict of laws, controls this BAA. The Business Associate consents and submits to the jurisdiction of the federal and/or state courts of Arkansas, and hereby waives any defense based upon venue, inconvenience of forum, or lack of personal jurisdiction in any action or suit brought in connection with or relating to this BAA or related matters. The Business Associate will bring any action or suit concerning this Agreement or related matters in federal or state court or the Arkansas Claims Commission with appropriate subject matter jurisdiction in Little Rock, Arkansas. **The Business Associate acknowledges that it has read and understands this clause and agrees willingly to these terms.**
- G. The parties may execute this BAA in a number of counterparts and each counterpart signature, when taken with the other counterpart signatures, is treated as if executed upon one original of this BAA. A facsimile or pdf signature, or a scanned image of an original signature, of any party to this BAA is binding upon that party as if it were an original.

Signed:

BUSINESS ASSOCIATE:

Signed:

 Stephanie Alderdice

Title: President

Date: 2/21/23

COVERED ENTITY

Choose Division or Office

Signed:

Title:

Date:

**Appendix A: Business Associate Contact Information**

**Business Associate Primary Contact:**

Name: Stephanie Alderdice

Title: President

Address: 306 Ouachita Ave

City: Hot Springs

State: Arkansas

Phone: 501. 502. 2013

Fax: N/A

Email: Stephanie@61celsius.com

**Business Associate Secondary Contact:**

Name: Aaron Buckley

Title: Creative Director

Address: 306 Ouachita Ave

City: Hot Springs

State: Arkansas

Phone: 501. 502. 2013

Fax: N/A

Email: Aaron@61celsius.com

Contract Number \_\_\_\_\_  
Attachment Number \_\_\_\_\_

## CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: \_\_\_\_\_  
☐ Yes ☒ No

SUBCONTRACTOR NAME: \_\_\_\_\_

IS THIS FOR:

TAXPAYER ID NAME: Alderdice Enterprises DBA 61661MS Goods? ☐ Services? ☒ Both? ☐

YOUR LAST NAME: Alderdice FIRST NAME: Stephanie M.I.: N

ADDRESS: 306 Duachita Avenue

CITY: Hot Springs STATE: AR ZIP CODE: 71901 COUNTRY: U.S.A.

**AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:**

### FOR INDIVIDUALS \*

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	Relation
	Current	Former		From MM/YY	To MM/YY		
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee	✓		Director - ASMSA	07/12	now	Cory Alderdice	Spouse

☐ None of the above applies

### FOR AN ENTITY (BUSINESSES) \*

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?	Ownership Interest (%)	Position of Control
	Current	Former		From MM/YY	To MM/YY			
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☒ None of the above applies

Attachment Number \_\_\_\_\_

Action Number \_\_\_\_\_

## Contract and Grant Disclosure and Certification Form

**Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.**

**As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:**

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

*Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.*

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

**I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.**

Signature \_\_\_\_\_

Title President

Date 2/21/23

Vendor Contact Person Stephnie Averdice Title President Phone No. 501.502.2013

*Agency use only*

Agency Number 0710

Agency Name Department of Human Services

Agency Contact Person \_\_\_\_\_

Contact Phone No. \_\_\_\_\_

Contact or Grant No. \_\_\_\_\_

## **EQUAL EMPLOYMENT OPPORTUNITY**

### **EEO POLICY – INTRODUCTION**

At SixtyOne Celsius, we take pride in providing equal employment opportunities to everyone regardless of their race, ethnicity, beliefs, religion, marital status, gender, gender identity, citizenship status, age, veteran status or disability.

Accordingly, the purpose of this policy is to reinforce our commitment to the creation and maintenance of a diverse workplace where equality, respect and consideration for one another are the norm.

### **SCOPE OF POLICY**

This equal opportunity employer policy is a blanket policy. This means it applies to all employees, prospective employees, suppliers, backers, associates and affiliates, and guests.

While we believe that equal opportunity should and does apply to everyone, we also understand that it is especially important for people in groups that have historically been subjected to unfair treatment in the workplace. Although we don't promise to employ or promote all people in such groups, we do pledge to treat qualified job applicants and employees eligible for promotion fairly. We also pledge to avoid discriminating against them based on conscious or unconscious biases.

### **EEO POLICY**

- As an equal opportunity employer, SixtyOne Celsius complies with all applicable laws, rules and regulations preventing discrimination against job applicants based on: race, ethnicity, religious beliefs, gender, gender identity, age, veteran status, martial status, physical challenges, or any other relevant factor.
- In addition to recruitment and hiring practices, this policy requires affirmative action in the following areas: promotions, transfers, pay rates and termination.
- Our executives, upper and middle management, and supervisors are responsible for ensuring that this policy is fully implemented and that everyone, including the rank and file, complies.
- Allegations that anyone subject to this policy has engaged in prohibited conduct will be thoroughly investigated.
- If the accused is a SixtyOne Celsius employee, he or she may be suspended pending the outcome of the investigation.
- If the investigation determines that a SixtyOne Celsius employee has engaged in

discriminatory practices or behavior, said employee will be disciplined accordingly.

- A supervisor, department head, or anyone else in a senior capacity that is aware of a SixtyOne Celsius employee engaging in prohibited conduct and fails to take immediate and appropriate corrective action will also be disciplined accordingly.
- Any victim of discrimination should not hesitate to come forward.
- Any individual who feels that coming forward would be or has been futile, unsatisfactory or counterproductive should contact Stephanie Alderdice, President.
- Any type of retaliatory behavior, or threats of retaliation made against a victim of discrimination who has reported it, or against someone who was aware of the discrimination and reported, will result in immediate disciplinary action.
- At SixtyOne Celsius, we have zero tolerance for any type of discrimination or harassment against our employees by their peers, supervisors, customers, or vendors. This assurance is also reflected in our policies regarding: recruiting, advertising, hiring, placement, promotion, training, transfer, payment, benefits, termination and any relevant privileges, terms and conditions of employment.

Anyone with questions or concerns about the implementation of or compliance with this or any related policies should address them to [stephanie@61celsius.com](mailto:stephanie@61celsius.com).

*APPROVED BY: Stephanie Alderdice, President*  
*EFFECTIVE AS OF: January 1, 2016*

## PROPOSED SUBCONTRACTORS FORM

• **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.

**PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.**

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
Neal Moore creative	P.O. BOX 13886	Manassas, AR 72113
Aerial Strategic Communication	1510 Freyaldenhoven Ln	Conway, AR 72032
Sara Reeves Photography	P.O. BOX 3597	Little Rock, AR 72203

☐ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**



## STATE OF ARKANSAS SERVICES CONTRACT

<b>Contract #</b>		<b>Federal ID#</b>	
<b>Service Type</b>		<b>Procurement Method</b>	

1. **Contracting Parties.** State of Arkansas is hereinafter referred to as the Department and contractor is herein after referred to as the Contractor.

<b>Department No. &amp; Name</b>	0710 - Arkansas Department of Human Services		
<b>Division</b>	Choose Division or Office <span style="float: right;"><input checked="" type="radio"/></span>		

<b>Contractor Name</b>	Alderdice ENTERPRISES DBA 61 CELSIUS		
<b>Contractor Address</b>	306 QUACHITA Avenue, HOT SPRINGS, AR 71901		
<b>Contractor Number</b>		<b>Minority/Women Owned Business</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No

7010222

2. **Objectives, Scope, and Performance.** Identify, in reasonable detail, the objectives and scope of the contractual agreement and the methods the Department will use to determine whether the objectives of the contract (Contract) have been achieved. If space below is insufficient it may be supplemented with Attachment 4.

**OBJECTIVES** — Provide an integrated, multi-element marketing campaign for Arkansas Better Beginnings targeting parents, communities and child care educators/providers.

**SCOPE** — Develop a campaign plan, oversee budget, produce print & video campaign materials.

**PERFORMANCE** — Regular meetings with representatives, deliverables & timelines, Budget, Billing, documentation.

3. **Term Dates.** The original term (**Original Term**) of the Contract shall commence on \_\_\_\_\_, and shall continue until \_\_\_\_\_, unless earlier terminated or cancelled in accordance with the Contract or some other writing agreed to and signed by the parties, but in no event may the Original Term exceed a period of four (4) consecutive years from the effective date of the Original Term, unless exempt from Ark. Code Ann. § 19-11-238(c)(1). By written agreement of the parties, the term of the Contract may be extended or renewed for additional time beyond the Original Term. This allows for a total possible term (**Total Possible Term**) beyond the Contract's Original Term, as defined in the following paragraph.

The **Total Possible Term** of the Contract is a period comprised of the Original Term plus any extensions or renewals that may be agreed to by the parties in writing, but in no event longer than a period of seven (7) consecutive years from the effective date of the **Original Term**, unless otherwise provided by law. Subject to applicable law, the terms hereof, and an appropriation of necessary funding, the Total Possible Term of this Contract expires no later than \_\_\_\_\_ (mm/dd/yyyy).

4. **Contractor's Performance Obligations.** Contractor, for the duration of the Contract and as consideration for the Department's payment as set forth below, shall provide the following to the Department:

Twelve (12) months of agency services including: client meetings, strategic planning, Research, creative production of marketing & advertising materials, Budget monitoring & reporting, campaign performance monitoring and reporting.

The parties agree that this paragraph 4 of the Contract, and any incorporated attachment, fully sets forth the Contractor's performance upon which the Department's obligation to pay the Contractor is conditioned. (if the space provided is not enough to fully specify the Contractor's duty to perform and to identify the standards of satisfactory performance, the Contractor's covenant to perform must be set forth in Attachment 5 hereto, Performance Details, the terms of which, if any, are incorporated herein by reference.)

5. **Department's Payment Obligations.** Department, as consideration for the Contractor's satisfactory performance of the Contractor's Performance Obligations, as set forth above, shall pay the Contractor as follows:

Fixed Monthly payments for agency services  
Prepayment of media expenses as approved by client with insertion orders from vendors - or -  
payment as a reimbursement when provided with vendor invoice.  
Reimbursement on all approved marketing materials approved by client.

The parties agree that this paragraph 5 of the Contract, and any incorporated attachment, fully sets forth all applicable rates, fees, charges, costs (transportation, per diem, subsistence, out-of-pocket allowances, and any other costs that may apply), and items for which the Contractor is entitled to payment under the Contract as consideration for Contractor's satisfactory performance of its obligations under the Contract. The Department shall not pay Contractor except as set forth. The parties also agree that the method(s) of determining the amount of payment corresponding to the Contractor's satisfactory performance is/are set forth in this paragraph 5 such that the total payment owed under the Contract can be determined by

reference thereto. (If the space provided is not enough to fully set forth the information needed to determine proper compensation owed by the Department for Contractor's satisfactory performance under the Contract, that information must be set forth in Attachment 2, Calculation of Compensation, the terms of which, if any, are incorporated herein by reference.)

Assuming: (a) Contractor's full and satisfactory performance under the Contract for the duration of the **Original Term**, and (b) the corresponding compensation identified in paragraph 5; the maximum number of dollars that the Department may be obligated to pay to the Contractor under the terms of the Contract for the Original Term is: \_\_\_\_\_ (**Initial Contract Amount**).

Assuming: (a) Contractor's full and satisfactory performance under the Contract for the duration of its **Total Possible Term**, and (b) the corresponding compensation identified in paragraph 5, the maximum number of dollars that the Department may be obligated to pay to the Contractor under the terms of the Contract for the Total Possible Term is: \_\_\_\_\_ (**Total Projected Contract Amount**).

If either the **Total Projected Contract Amount** or the amount the Department may be obligated to pay the Contractor in any given year of the **Original Term**, or the **Total Possible Term** of the Contract meets or exceeds the threshold of Ark. Code. Ann. § 19-11-265, the Contract shall be submitted for legislative review prior to its effective date.

6. **Terms and Conditions of Solicitation Incorporated and Order of Precedence.** The parties agree that the agreement in this Contract memorializes and incorporates by reference any and all written representations, warranties, terms, and conditions, set forth in the underlying solicitation document and the bid or proposal that became the basis of the Contract award, which representations, warranties, terms, and conditions continue in full force and effect unless expressly amended hereby.

Accordingly, the provisions of this memorialization of the Contract should be read as being consistent therewith and supplementary thereto to the extent reasonably possible. However, in the event of a conflict between the provisions of this memorialization and the specific provisions of the bid or proposal that was the basis of award, such conflict shall be resolved by giving priority to the documents in the order listed below, including but not limited to conflicting order of precedence provisions.

- A. This Contract, as may be amended in writing by the parties;
- B. The solicitation 710-23-0007 (Solicitation number) including all Addenda;
- C. Contractor's response to the solicitation.

7. **Termination & Cancellation Clauses.**

- A. **Non-Appropriation Clause Pursuant to §19-11-1012(11).** In the event the State of Arkansas fails to appropriate funds or make monies available for any biennial period covered by the term of this contract for the services to be provided by the Contractor, this Contract shall be terminated on the last day of the last biennial period for which funds were appropriated or monies made available for such purposes.

This provision shall not be construed to abridge any other right of termination the agency may have.

- B. **For Convenience.** The Department may terminate this contract for any reason by giving the Contractor written notice of such termination no less than sixty (60) days prior to the date of termination.
- C. **For Cause.** The Department may cancel this Contract for cause when the Contractor fails to perform its obligations under it by giving the Contractor written notice of such cancellation at least thirty (30)

days prior to the date of proposed cancellation. In any written notice of cancellation for cause, the State will advise the Contractor in writing of the reasons why the State is considering cancelling the Contract and may provide the Contractor with an opportunity to avoid cancellation for cause by curing any deficiencies identified in the notice of cancellation for cause prior to the date of proposed cancellation. The parties may endeavor to agree to reasonable modifications in the Contract to accommodate the causes of the cancellation for cause and avoid the cancellation, to the extent permitted by law, and at the discretion of each party individually.

**8. Non-negotiable Governing Law and Venue.**

**A.** This contract shall be governed by and construed in accordance with the Laws of the State of Arkansas. Exclusive venue arising under this Contract is Pulaski County, Arkansas.

**B.** Any legislation that may be enacted subsequent to the date of this Contract, which may cause all or any part of the Contract to be in conflict with the laws of the State of Arkansas, will be given proper consideration if and when this contract is renewed or extended. At such time, the parties agree that the Contract shall be amended to comply with any applicable laws in effect.

**C.** Under Arkansas law, the release of public records is governed by the Arkansas Freedom of Information Act found at Section 25-19-101 et. seq. of the Arkansas Code Annotated.

**9. Non-negotiable Sovereign Immunity.** Nothing in this Contract shall be construed as a waiver of the State's sovereign immunity. Any claims Contractor wishes to assert against the State in connection with this Contract shall be brought in the Arkansas State Claims Commission.

**10. Non-negotiable Intergovernmental/Cooperative Use.** In accordance with Arkansas Code Annotated § 19-11-249, any State public procurement unit may participate in this Contract with a participating addendum signed by the Contractor and approved by the chief procurement officer of the procurement agency issuing the contract.

**11. Non-negotiable Disclosure Required by Executive Order 98-04.** Any contract or amendment to a contract executed by an agency which exceeds \$10,000 shall require the Vendor to disclose information as required under the terms of Executive Order 98-04 and the Regulations pursuant thereto. The Vendor shall also require the subcontractor to disclose the same information. The Contract and Grant Disclosure and Certification Form shall be used for this purpose. Contracts with another government entity such as a state agency, public education institution, federal government entity, or body of a local government are exempt from disclosure requirements.

The failure of any person or entity to disclose as required under any term of Executive Order 98-04, or the violation of any rule, regulation or policy promulgated by the Department of Finance and Administration pursuant to this Order, shall be considered a material breach of the terms of the contract, lease, purchase

agreement, or grant and shall subject the party failing to disclose, or in violation, to all legal remedies available to the Agency under the provisions of existing law.

**12. Compliance.** The Contractor shall ensure, in cooperation with the Department, that the Contract adheres to the requirements of Arkansas procurement law, including without limitation the inclusion of any mandatory language and the submission of the contract for any required review. The signature of the Contractor on this Contract serves as an acknowledgement that the Contractor is:

**A.** Equally responsible with the Department for adhering to the requirements of Arkansas Procurement

Law related to the content and review of the Contract; and

B. Subject to the relevant ethical provisions of § 19-11-701 et seq.

- 13. Indemnity.** The Contractor shall be fully liable for the actions of its agents, employees, partners, and assigns and shall fully indemnify, defend, and hold harmless the Department, and their officers, agents, and employees from third party suits, actions, damages, and costs of every name and description, including attorney's fees to the extent arising from or relating to personal injury and damage to real or personal property, caused in whole or in part by the negligence or willful misconduct of Contractor, its agents, employees, partners, or assigns.
- 14. Assignment/Subcontracting.** Contractor shall not assign, sell, transfer, subcontract or sublet rights, or delegate responsibilities under this Contract, in whole or in part, without the prior written approval of the Department.
- 15. Amendments.** The terms of this Contract shall not be waived, altered, modified, supplemented or amended in any manner whatsoever without written approval of both parties. Any amendment that increases compensation or represents a material substantive change may require review by Legislative Council or Joint Budget Committee pursuant to Ark. Code Ann. § 19-11-265.
- 16. Records.** Financial and accounting records reasonably relevant to State of Arkansas transactions under this Contract shall be subject to examination by appropriate Arkansas government authorities for a period of five (5) years from the date of expiration, termination or cancellation and final payment under this Contract, provided, however, that such government authorities will provide thirty (30) days written notice to the Contractor of its intent to conduct such examination contemplated by this section; and provided that such examination occurs pursuant to a mutually agreed upon location, during normal business hours and subject to reasonable confidentiality obligations.
- 17. Non-waiver.** The failure by one party to require performance of any provision shall not affect that party's right to require performance at any time thereafter, nor shall a waiver of any breach or default of this Contract constitute a waiver of any subsequent breach or default or a waiver of the provision itself.
- 18. Severability.** If any provision of this contract is held unenforceable, all remaining provisions of this Contract shall remain in full force and effect.

**19. Attachments.**

1. Certification of Contractor	6. Budget	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2. Calculation of Compensation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3. Source of Funds	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4. Objectives, Scope and Performance Standards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5. Performance Details	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**20. Notices.**

**A. Method of Notice.** The parties shall give all notices and communications between the parties in writing by (i) personal delivery, (ii) a nationally-recognized, next-day courier service, (iii) first-class registered or certified mail, postage prepaid[, (iv) fax, or (v) electronic mail to the party's address specified in this Contract, or to the address that a party has notified to be that party's address for the purposes of this section.

**B. Receipt of Notice.** A notice given under this Contract will be effective on

**Contract #:** \_\_\_\_\_

i. the other party's receipt of it, or

ii. if mailed, the earlier of the other party's receipt of it and the fifth business day after mailing it.

**C. Issuance of Notice.** All notices and communications between the parties in writing shall be directed to the respective parties in accordance with the following:

**Contact #1** – Department Representative submitting/tracking this contract

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Telephone#

\_\_\_\_\_  
Email

**Contact #2** - Department Representative with knowledge of this project (for general questions and responses)

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Telephone#

\_\_\_\_\_  
Email

**Contact #3** - Department Representative Director or Critical Contact (for time sensitive questions and responses)

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Telephone#

\_\_\_\_\_  
Email

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

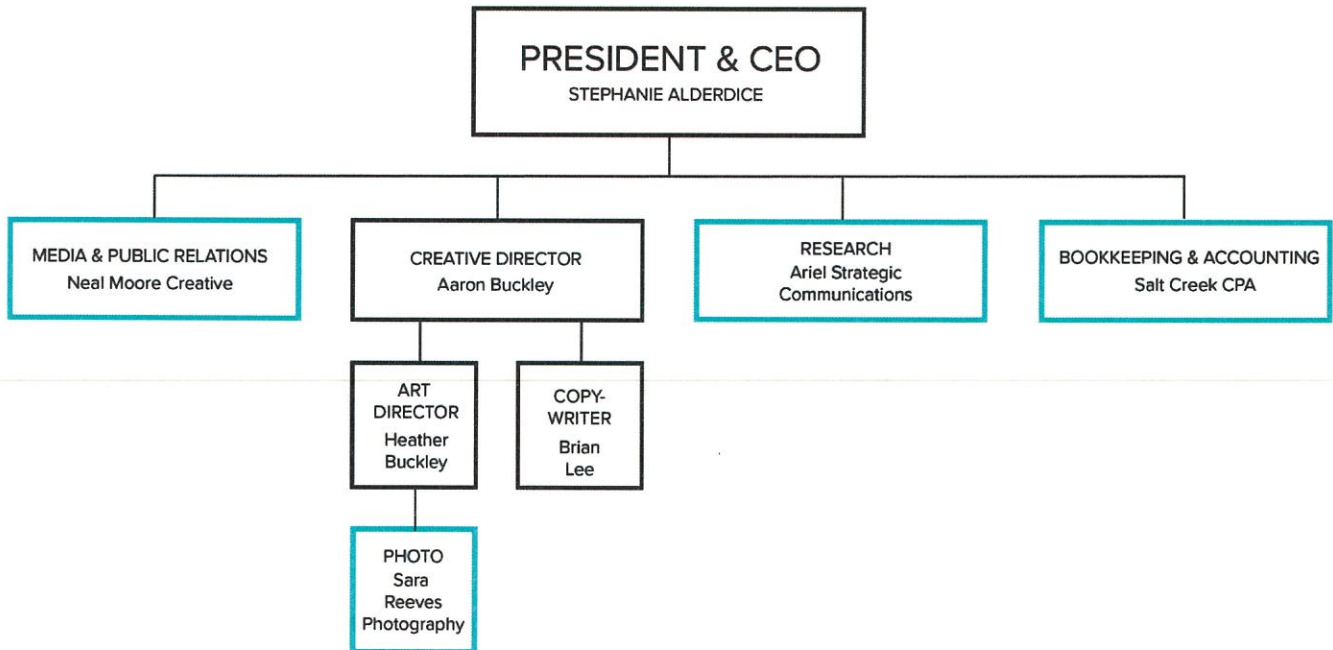
## INFORMATION FOR EVALUATION

### E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE

E.3.1. Please provide an overall organizational chart and project-specific organization chart showing proposed staff by job title and lines of supervision sufficient to meet objectives.



#### ORGANIZATIONAL CHART



## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.2 Provide resumes and experience for key staff that will provide services under the contract.

#### **STEPHANIE ALDERDICE**

##### **President and Chief Executive Officer**

Leadership Arkansas | Arkansas State Chamber (2020)  
M.A. Communication | Eastern Michigan University (2005)  
B.S. Communication | West Texas A&M University (2003)

Having achieved national success in persuasive speaking as a speech and debate student, Stephanie Alderdice spent the first part of her career as both an adjunct instructor and full-time coach with the Western Kentucky University Forensics Team. This earned her the designation as a member of the Honorary Kentucky Colonels by the commonwealth's legislature in 2008.

Stephanie relocated with her to Hot Springs, Arkansas in 2012 when her husband was named Executive Director for the Arkansas School of Mathematics, Sciences, and the Arts. Stephanie would soon utilize her persuasive communication skills when she joined Kirby & Company, the award-winning advertising and marketing agency.

Since taking ownership in 2016, she rebranded the agency as SixtyOne Celsius and has been steadily expanding its portfolio.

In 2022 the agency has been included by Arkansas Money & Politics (AMP) in its list of the Most Admired Companies in Arkansas. AMP also named SixtyOne Celsius as one of the Best in Advertising, Public Relations, and Video Production two years in a row.

Stephanie has also been honored to have been named to Arkansas Business' list of 40 Under 40, a Paul Harris Fellow by Rotary International, and a "Power Woman" by AMP in 2022.



#### **PRIMARY RESPONSIBILITIES**

Oversees All Internal Agency Operations and Communication with Sub-Contractors, Account Management, Campaign Strategy and Direction, Media and Marketing Material Budgets

#### **NOTABLE MULTI-ELEMENT PUBLIC AFFAIRS CAMPAIGNS**

Pave It Forward | Ballot Issue | Passed  
*IABC Regional Silver Quill Award Winner*  
*IABC/PRSA State Prism Award Winner*

Full S.T.E.A.M. Ahead | Ballot Issue | Passed

Home Run for Hot Springs | Ballot Issue | Passed  
*IABC/PRSA State Prism Award Winner*

Focus on Alice | AFN Campaign

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.2 Provide resumes and experience for key staff that will provide services under the contract.

#### **AARON BUCKLEY** **Creative Director**

Aaron comes from a Big Agency background yet has small town roots. A Hot Springs native, Aaron spent 16 years of his career in Los Angeles, CA honing his craft with some of the biggest brands in the world. He has worked on countless print and television campaigns, from Australian Tourism to Paramount Pictures.

When Aaron wasn't cranking out banner campaigns for films such as Borat or digital collateral for shows like Ellen, he was busy designing and developing websites for clients like ABC Family.

Aaron moved back to Hot Springs in the fall of 2010 and quickly landed the Creative Director position with a small agency in Little Rock. In 2018, Aaron joined the team at SixtyOne Celsius as Creative Director.

Since then, Aaron has overseen the creative direction and production for a wide range of projects for clients with state and regional impact including: Arkansas Asset Funders Network, Stone Bank, Arkansas Dental Centers, Mid-America Science Museum, The Discovery Center at Murfree Spring, and Visit Hot Springs.

Aaron was named to Arkansas Money & Politics 2022 list of "40 in their Forties," and is Google Analytics Certified.



#### **PRIMARY RESPONSIBILITIES**

Oversee creative development, website design and development, SEO, SEM, digital advertising and analytics, monitor web hosting and troubleshooting, video production and editing, and sound design.

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.2 Provide resumes and experience for key staff that will provide services under the contract.

#### **NEAL MOORE**

##### **Media & Public Relations**

Neal Moore is a 30-year veteran of the advertising, marketing, and public relations business, having served as a public relations specialist, copywriter, account services associate, media planner, buyer, broadcast producer, and creative director.

Neal's experience in media planning and buying is vast. It includes national buying experience for regional auto dealer groups and accounts such as the Red Apple Inn and Properties, Jacuzzi Bros. International, Baldor Electric, and Freightliner Corporation.

Neal is also an award-winning public relations specialist working in the financial and healthcare industries.

He has served as president of the Arkansas Chapter of the International Association of Business Communicators and as a board member for the Arkansas Chapter of the Public Relations Society of America and the Arkansas Advertising Federation. He attended the University of Central Arkansas.



#### **PRIMARY RESPONSIBILITIES**

Media Planning and Coordination, Public Relations, Press-Releases and Media Advisories

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.2 Provide resumes and experience for key staff that will provide services under the contract.

#### **BRIAN LEE**

##### **Copywriter, Project Manager**

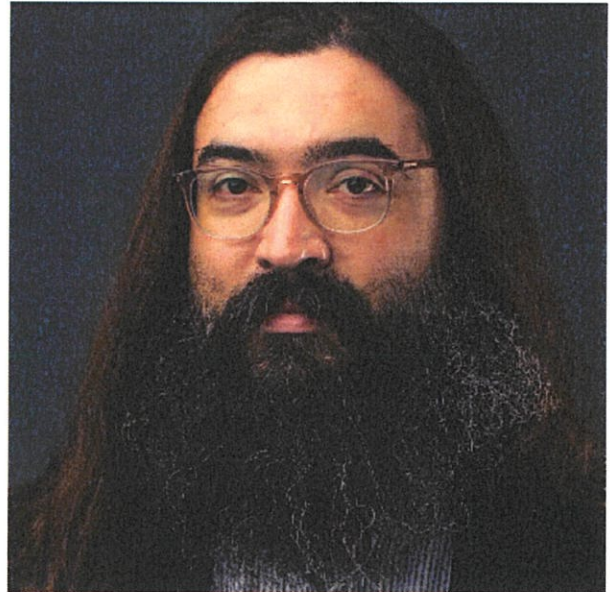
Raised in Fayetteville, AR, Brian Lee attended the University of Arkansas where he earned a BA in English/Creative Writing and an MAT in Secondary English Education.

After a brief stint teaching high school English in Steelville, MO, he moved to Hot Springs, AR and taught English and Composition at Lake Hamilton High School for 12 years.

Brian was also a member of the Northwest Arkansas chapter of the National Writing Project where he worked to lobby state lawmakers for literacy funding and served as co-coordinator of the Teenswrite and Kidswrite creative writing summer camps.

When not pursuing his career in writing and education, Brian pursues his passion for music by playing in numerous Arkansas bands and coordinating events for several DIY venues.

He recently completed his MFA in Creative Writing through the University of Texas at El Paso.



#### **PRIMARY RESPONSIBILITIES**

Copywriter, Project Management

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.2 Provide resumes and experience for key staff that will provide services under the contract.

#### **HEATHER BUCKLEY** **Art Director**

After graduating from Henderson State University in 1997 with a BFA - Graphic Design emphasis, Heather moved to Chicago, where she worked for the Chicago Tribune until 1999.

Upon her return to Hot Springs in 2003, she spent a decade as the Art Director for Hot Springs Life and Home magazine.

In 2015 she went to work as the Art Director for Inviting Arkansas magazine in Little Rock. She also works as a freelance Art Director for several other Arkansas publications, such as the El Dorado Insider's Guide, Arkadelphia Life, DeGray Adventure Guide, and Magnolia Living.

Along with graphic design and layout, she enjoys collaborating and conceptualizing with photographers in staging photoshoots.



#### **PRIMARY RESPONSIBILITIES**

Graphic Design, Project Management, Social Media (Content and Scheduling), Videography, Art Direction

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### **“It’s Time to Focus on ALICE”**

##### **Client**

Arkansas Asset Funders Network

##### **Introduction**

United for ALICE is a national nonprofit organization that conducts demographic and financial studies to provide states and local communities with the information and guidance (strategies) to best serve the Asset Limited, Income-Constrained, Employed population of the state. It is the goal of United for ALICE to increase opportunities, reduce barriers, and support the upward mobility of these Arkansans. Working the Asset Funders Network (AFN), United for ALICE sought to clarify their messaging within the state to achieve more awareness of their cause and attract support from businesses, community leaders, and public officials.

##### **Development**

The campaign sought to communicate the message of United for ALICE and increase accessibility to the resources and research necessary to support all Arkansans in achieving the American dream, strengthening the state’s economy and communities. In order to accomplish this mission, SixtyOne Celsius worked with United for ALICE and the Asset Funders Network to develop an informational campaign to clarify the goals of United for ALICE and attract donors and advocates, or ALICE Allies and Champions. Targeted ALICE Allies and Champions understood that ALICE Arkansans are working hard and that their low wages prohibit a level of economic security commensurate with their efforts. However, there was also some confusion that the campaign needed to address about part-time versus full-time work and what the United for ALICE effort was focusing on.

##### **Plan**

Developing a tiered approach to inward and outward messaging campaigns was the primary strategy in educating both potential advocates as well as United for ALICE and AFN staff on the goals and issues surrounding ALICE in Arkansas. The client was interested in connecting with individuals who held prominent positions as business leaders and community members. In order to maximize the impact of the campaign,

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### **“It’s Time to Focus on ALICE” (CONT.)**

we emphasized the importance of restructuring the information in their campaign so that it would resonate with their target audience. Their pre-existing website focused on emotional narratives, but didn’t address many of the priorities of their target audience (workforce development and economic impact). We partnered with the client to create a kick-off event for business and community leaders to introduce them to ALICE. Over seventy high-profile individuals were invited to attend at the Capitol Hotel in Little Rock to listen to a panel of influential Arkansans discuss the importance of ALICE workers.

#### **Implementation**

Working with the client, we developed the “Focus on ALICE” campaign, which depicted pixelated “out-of-focus” workers and a call to recognize their contributions to the Natural State’s economy. We redesigned ALICEinAR.org to serve as a tool for educating the public about ALICE workers and inviting the public to get involved through a series of lead generation forms. The campaign also included logo redesign, promotional items for the kick-off event that would appeal to business leaders, and marketing materials such as banner stands and conference table covers.

#### **Scope of Work**

- Promotional materials (updated website, rack cards, banners, slide decks, marketing merchandise such as pens and padfolios for executives) highlighting relevant and succinct information geared towards a variety of targeted audiences (businesses, community leaders, and public officials)
- Coordination of events and messaging directed toward measurable outcomes such as increasing ALICE Allies and Champions
- Revising and redesigning public facing materials to more clearly align with the stated goals of United for ALICE and their role in supporting this community in Arkansas

#### **Results**

The luncheon was a success as over seventy community leaders were in attendance while Arkansas PBS live-streamed the event.

## INFORMATION FOR EVALUATION

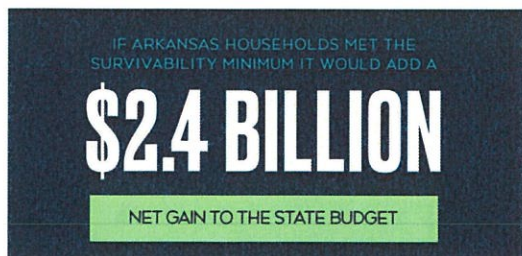
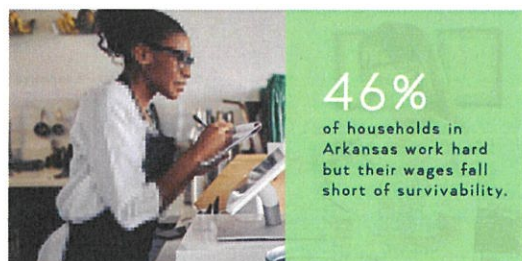
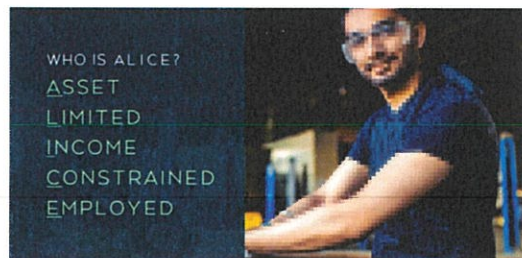
### E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### **“It’s Time to Focus on ALICE”**

#### **WORK SAMPLES**

##### **SPEAKER SLIDES**

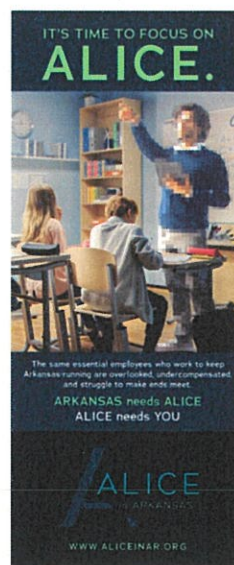


##### **MARKETING MATERIALS**



“Focus on ALICE” Marketing Materials from L to R:: Luncheon Programs, Step and Repeat Backdrop, New Logo & Table Cover, Branded Pens, Two Vinyl Banners (bottom)

NOT PICTURED: Rack Cards, Tumblers, Padfolios



## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### **“Full S.T.E.A.M. Ahead”**

##### **Client**

Full S.T.E.A.M. Campaign Committee

##### **Introduction**

City of Hot Springs voters were asked to approve a \$2 million bond. The bonds would be secured by the Hot Springs Advertising and Promotion Commission’s 3% hospitality tax. The funds would provide the capital to expand the Mid-America Science Museum by adding a 6,000-square-foot exhibition hall. The additional space would be suitable for national touring exhibitions, Smithsonian exhibits as an affiliated institution, and revenue-generating community events.

##### **Development**

The baseline for the campaign was an engaged group of annual museum members and subscribers who have a deep (and often generation-spanning) affinity for the institution and who were already energized by a recent renovation of the forty-year-old facility. We focused our message on the new and dynamic educational opportunities to be offered by the expansion while explaining that the tax would be borne by tourists.

Despite a general affinity for the Museum and its efforts, the voter base in Hot Springs is largely retired and on fixed-income. As such, there is a significant and vocal contingency of residents who staunchly oppose anything that resembles a new or continued tax.

##### **Plan**

Create messaging to bolster community support for the bond by educating voters on how the tax will be applied primarily to tourists and to demonstrate how the enhancements will serve the educational needs of locals while also increasing tourism revenue.

Our primary strategy involved four key components:

- Highlighting the benefits of the museum’s expansion and its economic impact for the surrounding area
- Positioning Mid-America Science Museum as a nationally recognized and “go-to”

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.2 Provide resumes and experience for key staff that will provide services under the contract.

attraction

- Showcasing the museum's growth and potential
- Providing the museum's staff and support team with marketing materials and coordinating their efforts with paid advertising to reinforce the benefits of the ballot initiative.

#### **Scope of Work**

- Not for broadcast videos featuring campaign members discussing the benefits for the community and young visitors that the new exhibit hall would bring.
- All campaign marketing materials (website, social media, email marketing, print marketing, yard signs, rack cards and brochures) highlighting relevant and succinct information geared towards a variety of targeted audiences (businesses, community leaders, and residents)
- Coordination with grassroots efforts, developed powerpoint presentation for speaker series and communication guides/talking points for campaign volunteers. For example, we highlighted how letters to the editor in the local newspaper, sharing messages on social media, and distributing literature among colleagues and neighbors would help .
- Media placement (newspaper, digital, radio), budget management of all advertising and marketing material

#### **Implementation**

Early in the campaign the agency met monthly with the client to discuss strategy and campaign tactics. The agency provided the campaign committee with a schedule of deliverables and recommendations for ground roots efforts. We followed our internal process as outlined in E.2.1.

#### **Results**

Full S.T.E.A.M. ahead passed among voters 65% to 35%

## INFORMATION FOR EVALUATION

### E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### “Full S.T.E.A.M. Ahead”

#### WORK SAMPLES

#### CAMPAIGN MATERIALS

“Full S.T.E.A.M. Ahead Marketing Materials

RIGHT: Excerpts from a 5.5 x 8.5” booklet distributed to grassroots events and speaking engagements for civic organizations. Specific attention was paid to community & business benefits.

**BETTER FOR FAMILIES**  
From the depths of the ocean to the expanse of space, there is no age limit to our curiosity. Mid-America Science Museum is committed to providing educational opportunities to families that are exciting, memorable, and accessible.

As a Smithsonian Institute Affiliate, the Museum will be able to host new exhibits that are currently unavailable anywhere else in the state.

**BETTER FOR THE COMMUNITY**  
Community groups and educational organizations will be able to make use of this exciting new space located next to Mid-America Science Museum.

The new exhibit hall will have the flexibility to host special events and conferences in-between traveling exhibitions.

**BETTER FOR BUSINESSES**  
Mid-America Science Museum's current economic impact for the greater Hot Springs area is **\$14,000,000.**

Special exhibits have seen an attendance increase of 30-35%. The proposed expansion will be poised to attract more visitors to both the museum as well as neighboring attractions and restaurants.

#### FREQUENTLY ASKED QUESTIONS

**Where will the bond money come from? Is this a new tax?**  
No – this is not a new tax. Voters must approve the use of funds collected from the Advertising and Promotion Tax.

**What is the prospective return on investment?**  
Special exhibits at the Museum have a proven record of success. During its “Bodies” exhibition in 2008, the Museum experienced a 20-25% increase in attendance.

The expanded space will also be available for special events, conferences, and community organizations.

**How will the expansion be funded?**  
Mid-America Science Museum is seeking a 10-year bond for \$2 million to cover construction costs of the new exhibit hall.

**How often can we anticipate new exhibits being added to the space?**  
Currently, the Museum hopes to have a new exhibit every summer, with additional installations throughout the year.

**ELECTION DAY IS SEPTEMBER 11  
SUPPORT THE MUSEUM SUPPORT OUR KIDS**

You know that Mid-America Science Museum gets children excited to learn about science, technology, engineering, art, and math, all of the skills needed to succeed in the 21st century.

Can you help spread the word to other parents and voters in the City of Hot Springs?

Follow, Like, and Share info from Facebook - Full STEAM Ahead

Sign up for e-mail updates

Join the campaign as a volunteer.

**VOTE YES SEPTEMBER 4 - 11**

**LEARN MORE OR VOLUNTEER**

www.votesteam.com  
VoteFullSteamAhead@gmail.com  
Libby Voss, Campaign Chair  
Full STEAM Ahead, LLC • Hot Springs, AR • 72401

**VOTE FOR HIM**

Would you like to see more opportunities for Hot Springs kids to enjoy one-of-a-kind science exhibits at no additional cost to tax payers? If so, then this is your opportunity to make it happen.

**FULL STEAM AHEAD** mid-america science museum

**VOTE FOR MID-AMERICA SCIENCE MUSEUM**

**EARLY VOTING BEGINS SEPTEMBER 4  
ELECTION DAY IS SEPTEMBER 11**  
For more info visit [VoteSTEAM.com](http://VoteSTEAM.com)

**VOTE FOR HER**

When you vote FOR Mid-America Science Museum this September, you're voting for Hot Springs kids to receive STEAM education at no additional cost to tax payers.

**FULL STEAM AHEAD** mid-america science museum

**VOTE FOR MID-AMERICA SCIENCE MUSEUM**

**EARLY VOTING BEGINS SEPTEMBER 4  
ELECTION DAY IS SEPTEMBER 11**  
For more info visit [VoteSTEAM.com](http://VoteSTEAM.com)

**FULL STEAM AHEAD**

**ONE SMALL DECISION FOR VOTERS  
ONE GIANT LEAP FOR KIDS**

**ELECTION DAY IS  
SEPTEMBER 11**

**NEW IDEAS.  
NEW EXHIBITS.  
NO NEW TAXES.**

Science Technology Engineering Art Math  
From the depths of the Titanic to outer space and beyond, there are amazing traveling exhibits that Hot Springs kids are missing out on.

That's why Mid-America Science Museum is asking voters to approve a \$2 million bond to expand its facility.

When approved, the Museum will construct a new 7,000 SF exhibit space, making it the largest science exhibit venue in the state of Arkansas and an out-of-this-world opportunity for Hot Springs families.

Best of all, **THERE IS NO NEW TAX.** Voters must simply approve the use of funds from taxes already in place.

**mid-america science museum**

**View expansion plans, prospective exhibits and more at [VoteSTEAM.com](http://VoteSTEAM.com).**

**ELECTION DAY IS  
SEPTEMBER 11**

Paid for by the Full STEAM Ahead Campaign

“Full S.T.E.A.M. Ahead Marketing Materials L to R:  
“Vote for Him” Newspaper Ad, “Vote for Her” Newspaper Ad, Front & Back of a 5x7 Palm Card

NOT PICTURED:  
Outdoor Signs, Website, Video Ads, Social Media, Volunteer Guides

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### **“Home Run for Hot Springs”**

##### **Client**

Home Run for Hot Springs Campaign Committee

##### **Introduction**

The Hot Springs Boys & Girls Club (HSBGC) served as a community resource to provide afterschool child care to area families. When its doors shuttered in 2016, the property was turned over to the Hot Springs Advertising & Promotion Commission under the condition that future use honored the history of the location while serving the needs of the area’s children and families.

##### **Development**

In the fall of 2019, voters in Hot Springs had the opportunity to build a region-leading baseball facility with an \$8.5 million bond. The complex would fill a missing component of a burgeoning outdoor tourism segment in the community while highlighting Hot Springs’ significance in Major League Baseball history. If the proposal passed, there will be no new taxes nor an increased tax rate. The project would be financed with a 30-year bond issue guaranteed by the existing advertising and promotion tax with additional project support in the form of a \$500,000 grant from the Oaklawn Foundation and a \$50,000 pledge from Ritter Communications.

##### **Plan**

The campaign sought to correct public rumors and misperceptions often associated with the A&P tax. Rumors circulated that only upper-middle class children would benefit from the facility. Misinformation spread online about the election. Individuals began recommending different ideas for the parcel of land, risking support for and interest in the ballpark. Finally, the campaign sought to explain that the seemingly high cost for the project were associated with artificial turf and covered grandstands -- specific investments that would make the venue highly sought after for tournaments and tourists with features beyond other sports parks throughout the state and region.

## **INFORMATION FOR EVALUATION**

### **E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE**

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### **Scope of Work**

Agency provided all writing, design, and production needs for the campaign including:

- Grassroots communications for campaign committee and volunteers
- Paid and earned media for newspapers and radio
- Public relations and speaker series tools such as palm cards and slide decks for presentations to business and community leaders
- Management of social media and website with ads targeting parents of school aged children who show an interest in sports
- Print marketing materials including posters of local children who play baseball and softball
- Maintaining and reporting budget on a monthly basis
- Not-for-Broadcast videos of community members explaining the importance of and need for the ballpark.
- Outdoor Signage

#### **Implementation**

The most important component was to mobilize a grassroots collective of the sports and business community as joint partners in promoting tourism, family activities, and improving local quality of life amenities.

#### **Results**

The campaign “Home Run for Hot Springs” campaign passed 61% to 39%. In February 2023, Majestic Park become home to the third life-sized Babe Ruth statue in the world

## INFORMATION FOR EVALUATION

### E.3. PROJECT ORGANIZATION, STAFFING, AND EXPERIENCE

E.3.3 Provide three (3) case studies which should exemplify work similar to that described in the agency RFP. A case study should identify the client, contain a statement about the scope of work and provide insight into how the campaign was developed and implemented.

#### “Home Run for Hot Springs”

#### WORK SAMPLES

##### ADVERTISING SAMPLE

City of Hot Springs voters are being asked to vote for an \$8.5 million bond issue to construct Majestic Park, a new 100% artificial turf complex to be used for youth, teen, and adult games.

Located off Shady Grove Road, the site was previously known as Majestic Park in 1909 when the Boston Red Sox used these grounds for spring training. More recently, the area was part of the Boys and Girls Club before it ceased operations in 2018.

**FAMILY FIRST**

A youth-friendly sports complex has been identified as one of the most critical needs for attracting and retaining young professionals and families. The fields will be available for youth, high school, college, and professional games - allowing kids & adult leagues to play and reducing dependence on parks in other cities.

**VOTE FOR A HOME RUN**  
NO NEW TAXES  
NEW YOUTH FIELDS  
SEPTEMBER 10

VISIT US ONLINE AT  
[HOMERUNHOTSPRINGS.COM](http://HOMERUNHOTSPRINGS.COM)

DIGITAL MAP • VIDEO RENDERING  
SITE HISTORY • COMMUNITY BENEFITS  
ENDORSEMENTS • UPDATES

**EARLY VOTING BEGINS SEPTEMBER 3  
ELECTION DAY SEPTEMBER 10**

PAID FOR BY THE HOME RUN FOR HOT SPRINGS COMMITTEE

##### MARKETING MATERIALS



“Home Run for Hot Springs” Marketing Materials:

LEFT: Print Ad, TOP: 11x17 Posters of Community Kids That Were Distributed to Local Businesses

NOT PICTURED:

Outdoor Signs, Website, Video Ads, Social Media, Volunteer Guides, Radio Ads, Press Release, Public Relations

## **INFORMATION FOR EVALUATION**

### **E.4 MANAGEMENT PLAN**

## **INFORMATION FOR EVALUATION**

### **E.4 MANAGEMENT PLAN**

E.4.1. Please describe ability to manage and control project activities, report progress, and coordinate with DHS.

#### **OUR AGENCY OPERATIONS METHOD**

The majority of our projects follow the same process with a few variations based on client and need.

##### **MEETING**

President and an additional agency representative will attend all client meetings. A secure Google Drive folder will contain a list of respective tasks is created and shared between agency and the Better Beginnings representatives. No HIPAA information will be stored on the Google Drive, but it will be used as a “living document” where updates are stored and comments shared on creative marketing materials.

##### **RESEARCH**

If DHS is interested in research regarding target audiences and marketing, we will partner with our subcontractor, Ariel Strategic Communications, to conduct the research and present findings.

##### **PRODUCTION & REVISION**

Depending on the agreed upon creative and marketing plan, we'll provide an anticipated timeline as to when our client can expect deliverables or revisions.

##### **LAUNCH**

Once final approvals are met, it's time to go live. The project is now in the public eye as ads are placed, marketing materials are distributed, and emails go out.

##### **MONITOR**

We watch the performance metrics on online campaigns. Reports regarding online traffic and conversion are tracked by the agency and provided to the client on the 10th of the month.

##### **REVIEW**

With a few months of monitoring completed, we identify strengths and areas for improvement. A meeting with the client is scheduled to assess what they're experiencing on their end (new provider sign-ups, increased interest in star certification, phone calls, voucher requests). If changes are needed, the cycle begins again with new strategies or creative.

## **INFORMATION FOR EVALUATION**

### **E.4 MANAGEMENT PLAN**

E.4.2. What is your method for collecting, tracking, and reporting data that is relevant to the project and DCCECE requests.

#### **OVERVIEW**

Marketing campaigns for public services are often “living projects.” A responsible agency partner should stay informed about the performance of the campaign and regularly monitor key data points. During our initial meeting with DHS and the Division of Early Childhood Education, we would hope to gather historic data and trends to better understand current engagement.

With that information in hand, SixtyOne Celsius would oversee plans to collect, track, and report its marketing efforts through digital tools including Google Analytics, Meta Business Manager, SharpSpring Customer Relationship Marketing (email), unique UTM codes for campaigns, tracking QR code scans, and any additional tools that allow for a greater understanding of campaign engagement.

#### **LEADS**

We are big proponents of lead generation as a KPI. Leads provide the opportunity to build a relationship with our target audience members.

Whether it's through submitting a contact form on a website or signing up for an email newsletter, having a name and a way to connect allows the organization to follow up with a potential family or care provider.

#### **CONVERSIONS**

Conversions take place any time a target audience member moves from passive observer or participant to actively engaging with the organization. This conversion event may include completing an online form, clicking a link in an email, increase in voucher requests and usage, and increased participation in the star-certification program.

While site traffic is a valuable metric, conversions take that information to another level by pinpointing customers who are further down the marketing funnel and providing the organization with the opportunity to take them further. For example, following up with new centers to move them through the process of becoming a three-star certified provider.

Our ongoing management, when coupled with our robust marketing plan and memorable creative campaign, will ensure thoughtful, reliable, and regular reporting to DHS.

## INFORMATION FOR EVALUATION

### E.4 MANAGEMENT PLAN

E.4.3. Provide vendor's financial statements and most recent audit or provide electronic access to same.

#### SixtyOne Celsius

##### Balance Sheet

As of December 31, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
Awards	
Creative Services	
Employee Gifts	
Event Sponsorship	
Gas	
Parking	
Petty Cash	
Primary Checking II #5806	
Secondary Checking II 5038	
Transfer - Checking Account 5038	
Translation	
Work Apparel	
<b>Total Bank Accounts</b>	
Accounts Receivable	
Accounts Receivable	
<b>Total Accounts Receivable</b>	
Other Current Assets	
A/R SH	
Business Purchase	
Prepaid Interest	
Undeposited Funds	
<b>Total Other Current Assets</b>	
<b>Total Current Assets</b>	
Fixed Assets	
Accumulated Dep Auto & Truck	
Accumulated Depreciation	
Autos & Trucks	
Equipment Over \$1000	
Furniture & Fixtures	
Machinery & Equipment	
<b>Total Fixed Assets</b>	
Other Assets	
Accumulated Amortization Goodwill	
Goodwill	
<b>Total Other Assets</b>	
<b>TOTAL ASSETS</b>	

## INFORMATION FOR EVALUATION

### E.4 MANAGEMENT PLAN

E.4.2. What is your method for collecting, tracking, and reporting data that is relevant to the project and DCCECE requests.

#### SixtyOne Celsius

##### Balance Sheet

As of December 31, 2022

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	
<b>Total Accounts Payable</b>	
Credit Cards	
Credit Card	
PayPal	
<b>Total Credit Cards</b>	
Other Current Liabilities	
Employee Wages Payable	
Health Insurance Contribution	
Line of Credit	
Medicare	
Note Payable Alliant S/T	
Note Payable-Goodwill S/T	
Payroll Tax Liabilities	
Social Security	
State Income Tax	
State/Local Income Tax Payable	
Stock Purchase Payable	
USBank Loan	
<b>Total Other Current Liabilities</b>	
<b>Total Current Liabilities</b>	
Long-Term Liabilities	
Nissan NV200 -- Notes Payable	
Note Payable Alliant L/T	
Note Payable-Goodwill L/T	
<b>Total Long-Term Liabilities</b>	
<b>Total Liabilities</b>	
Equity	
Common Stock	
Opening Balance Equity	
Retained Earnings	
Shareholder Distributions	
Shareholder Equity	
Net Income	
<b>Total Equity</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	

## INFORMATION FOR EVALUATION

### E.4 MANAGEMENT PLAN

E.4.3. Provide vendor's financial statements and most recent audit or provide electronic access to same.

#### SixtyOne Celsius

Profit and Loss

January - December 2022

	TOTAL
Income	
Aerial Photography/Videography	
Billable Expense Income-1	
Digital Marketing	
Income-Public/Community Relations	
Markup	
Sales	
Services	
Uncategorized Income	
<b>Total Income</b>	
Cost of Goods Sold	
Cost of Goods Sold	
Suppliers-COGS	
<b>Total Cost of Goods Sold</b>	
Digital Ads Purchased	
Digital Assets	
<b>Total Digital Ads Purchased</b>	
Print Ads Purchased	
Radio Ads Purchased	
Social Media Ads Purchased	
Subcontractor - COGS	
Television Ads Purchased	
<b>Total Cost of Goods Sold</b>	
<b>GROSS PROFIT</b>	
Expenses	
Advertising	
Auto	
Bank Charges	
Charitable Contributions	
CPA	
Dental Insurance	
Dues & Subscriptions	
Employee Compensation	
Equipment (Under \$1,000)	
Equipment (Under \$2,500)	
<b>Total Equipment (Under \$1,000)</b>	
ER 401(k) Match	
Federal Income Tax	
Health Insurance	
Insurance	
Interest Expense	

## INFORMATION FOR EVALUATION

### E.4 MANAGEMENT PLAN

E.4.3. Provide vendor's financial statements and most recent audit or provide electronic access to same.

#### SixtyOne Celsius

Profit and Loss

January - December 2022

	TOTAL
Legal & Professional Fees	
Marketing	
Marketing Materials	
Meals and Entertainment	
Office Expenses	
Outdoor Advertising	
Photography	
Production	
Promotional	
Purchases	
QuickBooks Payments Fees	
Radio Production	
Rent or Lease	
Repair & Maintenance	
Retirement	
Shipping and delivery expense	
Stationery & Printing	
Subcontractors	
Supplies	
Taxes & Licenses	
Telephone & Internet Expenses	
Third Party Online Service	
Travel	
Travel Meals	
Uncategorized Expense	
Utilities	
Web Hosting	
Website Template	
<b>Total Expenses</b>	
<b>NET OPERATING INCOME</b>	
Other Income	
Other Ordinary Income	
<b>Total Other Income</b>	
Other Expenses	
Miscellaneous	
<b>Total Other Expenses</b>	
<b>NET OTHER INCOME</b>	
<b>NET INCOME</b>	

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