

How to Write a Compliant Solicitation Response

Julie Marie Irvin
President & Founder



julie@keystoneresources.com



fb.com/keystoneresources



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Text **KEYSTONE**
to 66866

Design, Digital & Proposal Agency



Discovery



Strategy



Design



Develop



Content



Print



Launch



Delivery



Presentation



Maintenance

YOUR BOTTOM LINE AGENCY

Houston-based, woman-founded, 14 employees

Interagency Mentor/Protégé 2016 Graduate

Goldman Sachs 10,000 Small Business Graduate – Cohort 1

87% Win Rate

Certified Proposal Managers – 15+ years of Proposal and Presentation Management Experience

University of Houston – HUB Protégé

Recent Submissions for clients to:

Texas A&M

Houston Community College

Fort Bend ISD

Texas Department of Criminal Justice

Tulsa Development Authority

Recent Contract Awards:

City of Tulsa

City of Houston – Pole Banner Program – \$ 1.7 M

Houston Business Journal's: Fast 100, Top Advertising Agency, Top Graphic Design Firm,
Top & Fastest Woman Owned

Culture Awards: Best & Brightest Companies to Work For (Houston & National), HBJ Best Places to Work





EDI Building Consultants

Capabilities Statement

Providing Effective Solutions for Asset Preservation

Value Proposition

EDI Building Consultants is a multi-disciplined remedial consulting firm built on a passion for building construction and the desire to be the best in the field of building enclosure consulting.

Our employees are engineers, architects and construction specialists who value knowledge, learning, and service. We strive to live our personal and professional lives with thoughtfulness, accountability, and dedication so that we can touch the lives of our stakeholders in positive and meaningful ways.

We are blessed with opportunity to work on interesting, meaningful, and engaging projects every day that allow us to solve complex building performance problems through the proficient application of engineering knowledge and expertise and deliver cost effective solutions to our clients.

Areas of Expertise

- + Building Enclosure Design: Waterproofing, Curtain Wall and Roofing Design
- + Forensic Engineering
- + Structural Design
- + Construction Monitoring and Contract Administration
- + Field Testing
- + Implosion Surveys
- + Disaster Response

Industries Served

- + Commercial
- + Industrial
- + Government
- + Multi-Family

Registered Professional Engineers

- + Texas
- + Oklahoma
- + Tennessee
- + Ohio
- + Utah
- + Pennsylvania
- + Michigan

Insurance Coverage Provided:

- + \$5 Million General Liability
- + \$2 Million Worker's Comp.
- + \$1 Million Errors & Omission

NAICS Codes

236210, 236220, 237990, 238110, 238120, 238140, 238150, 238160, 238190, 541310, 541330, 541340

Federal Tax ID # 26-1561331

Cage Code 5VQH6

DUNS # 82-677-4429

Corporate Headquarters

- + 1717 Montrose Blvd
Houston, Texas 77006
(713) 772-6300
www.edibc.com

Northeast Office

- + 6300 Rockside Road, Suite 302
Cleveland, Ohio 44131
(216) 328-8254
www.edibc.com

Date Established

- + 2008

Geographical Reach

- + Nationwide

Key Management Team

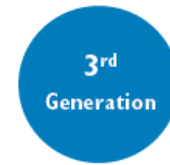
- + Phillip Sumang, P.E.
psumang@edibc.com
- + Matt Hoffman, P.E.
mhoffman@edibc.com

Clients

- + Transwestern
- + Brookfield Properties
- + Rice University
- + Invesco Real Estate
- + Rosemont Realty
- + Hines

References

- + Brookfield Properties
Wayne Harner, Vice President
wayne.harner@brookfieldproperties.com
713-651-1515
- + Transwestern
Jerry Allen, Director of Engineering
jerry.allen@transwestern.com
713-270-7700
Brett Williams, Vice President
brett.williams@transwestern.com
713-270-3394
- + Rice University -
Joe Buchanan, Senior Project Manager
jwbuch@rice.edu
713-348-6373



ORR TEXTILE CO. INC.

Hilary Orr Francis
4777 Blalock, Houston, Texas 77041
P: 713.939.7788 | F: 713.939.7714
Hilary@orrtextile.com
orrtextile.com

PRODUCT LIST

- Towels (Utility, Terry, Shop)
- Napery
- Aprons
- Sheets & Pillowcases
- Uniforms
- Blankets
- Dust Control
- Laundry

VERTICAL MANUFACTURING

- Fiber
- Spinning
- Yarn
- Weaving
- Dying
- Finishing

GEOGRAPHIC REACH

Reach—Local, State, National, and International
Headquarters—Houston, Texas

MILL LOCATIONS



CERTIFICATIONS & ACCREDITATIONS

WBE Certification—2005110860

WBENC Women's Business Enterprise National Council



Linen Supply



Hospitality



Government



Airlines



Healthcare



Restaurants

Woman Owned | Debt Free | Family Owned



ARCHI*TECHNICS/3, INC.

Capabilities Statement

Value Proposition

The delivery of competent and proficient service depends on a strong partnership one built on trust, respect, reliability, open communication, and flexibility. ARCHI*TECHNICS/3, INC. (AT/3) was founded with the belief that the client is an integral partner in the design process. AT/3 has the staff, creativity, experience, and expertise necessary to help our clients develop distinctive new facilities or to renovate, repurpose, restore and modernize existing facilities. AT/3 is a wholly minority – owned small business enterprise and has considerable experience with planning and managing the architectural and engineering project delivery process. Whether it is new construction, expansion, or adaptive re-use, AT/3 strives to impart the same attention to detail, creativity and commitment to each and every project.

AWARDS & ACCOLADES

PROJECT	AWARD
Conroe Center, Lone Star College System	American School & University Outstanding Design, Post Secondary, 2011
University of Houston at Sugar Land / Wharton Junior College Academic Building	Outstanding Design - American School and University, Architectural Portfolio, 2009
University of Houston at Sugar Land, Brazos Hall, University of Houston System	American School & University Outstanding Design, Post Secondary, 2009
Shadydale Elementary School, North Forest ISD	American School & University Outstanding Buildings – Elementary School, 2001
East Houston Intermediate School, North Forest ISD	American School & University Outstanding Buildings 2001

CLIENTS

» Houston Independent School District	» Riverside General Hospital District
» North Forest Independent School District	» Harris County Hospital District
» Dallas Independent School District	» City of Houston (Housing Authority, Health and Human Services, Police Department, Solid Waste Department)
» Alief Independent School District	» City of Mobile (Police Department, Housing Board)
» Mobile County Independent School District	» Harris County
» Aldine Independent School District	» Texas Department of Public Safety
» Prairie View A&M University	» Texas National Guard Armory
» University of Houston	» NASA / Johnson Space Center
» Texas Southern University	» Exxon, USA
» Lamar University @ Orange	» Majic Johnson Theaters
» North Harris Montgomery Community College	» Southwestern Bell Corp.
» Houston Community College	» Midtown Redevelopment Authority
» Diocese of Galveston – Houston	» Ft. Bend County
» Triangle Ministries	
» Diocese of Dallas	

INDUSTRIES SERVED

» Municipal Government	» Entertainment
» County Government	» Justice
» State Government	» Judicial
» Federal Government	» K-12 Education
» Non-Profit	» Higher Education
» Worship	» Medical
» Oil and Gas	

AREAS OF EXPERTISE

- » Architectural Services
- » Construction Management
- » Program Management
- » Urban Design
- » Interior Design

CERTIFICATIONS

- » State of Texas – Historically Underutilized Business #1760381237500City of Houston – Minority Business Enterprise #13-11-1796
- » City of Houston – Minority Business Enterprise #13-11-1796
- » City of Houston – Disadvantaged Business Enterprise #13-11-1796
- » METRO – Small Business Enterprise #6106041033
- » Hire Houston First

DATE ESTABLISHED: JUNE 1992

INSURANCE COVERAGE PROVIDED

General Liability - \$1 million
Professional Liability - \$5 million
Worker's Comp - \$1 million

REFERENCES

- » **Meredith Smith**
Houston Independent School District
713-746-8256
msmith6@houstonisd.org
- » **Greg Williams**
Texas Southern University
713-313-1962
williamg@tsu.edu
- » **Katherine Miller**
University of Houston
713-743-5582
kmiller17@uh.edu
- » **Jim Rice**
Rice & Gardner
713-482-2305
Jim.rice@ricegardner.com
- » **Patrick Mouton**
Aldine Independent School District
281-985-6373
pmouton@aldine.k12.tx.us
- » Other References Available Upon Request

CONTACT

Christus N. Powell, Jr. AIA, NCARB, NOMA
Owner & Principal
713-868-0088
secretary@architech3.com
16115 Bowie Ridge LN
Houston, TX 77245
Ettienne Zak
Business Development
713-702-1100
ettiennezak@gmail.com



Do you have vegetation, brush or trees that need management?

TUF INDUSTRIAL EMPLOYS THE RIGHT EQUIPMENT AND THE RIGHT PEOPLE TO COMPLETE YOUR PROJECT ON TIME AND WITHIN BUDGET.

OUR CORE BUSINESS LINES

- Mechanical vegetation removal
- General vegetation management on industrial sites
- Herbicide control of unwanted species
- Tree maintenance and removal

PAST PERFORMANCE

- RIVERSTONE DEVELOPMENT
Land Clearing and Selective Thinning for Tree Preservation
- BRITISH PETROLEUM
Identification and Removal of Hazard Trees Maintenance Pruning
- MILLIS DEVELOPMENT
Selective Thinning for Construction and Preservation of Trees
- FIRST COLONY COMMUNITY ASSOCIATION
Selective Tree Removal Project

SELECTED CLIENTS

- British Petroleum
- Chevron Phillips
- First Colony Community Association
- The City of Sugar Land
- Enterprise Products
- Genesis Pipeline

INDUSTRIES SERVED

- Government
- Commercial Real Estate
- Multi Family Housing
- Electrical ROW
- HOA
- Landscape
- Petrochemical ROW

GEOGRAPHIC COVERAGE

- Texas

CERTIFICATIONS

SBA Certified Small Business

DATE ESTABLISHED

2010

INSURANCE COVERAGE

GENERAL LIABILITY

\$1,000,000

WORKERS COMPENSATION

\$1,000,000

AUTOMOBILE LIABILITY

\$1,000,000

UMBRELLA LIABILITY

\$5,000,000

INLAND MARINE

\$210,000

ANNUAL SALES VOLUME

2014 – \$3,109,297

2013 – \$2,593,000

2012 – \$1,463,000

Primary NAICS Code 561730

Federal Tax ID 27-3435238

DUNS # 051179555

Cage Code 743K5

KEY MANAGEMENT

TEAM CONTACT

GRANT C. CROWELL

832-731-6231

grant@theurbanforesters.com

REFERENCES

SCOTT BURLESON

OWNER

B-N-B Services

832.435.2954

sburleson@yahoo.com

JOSH WAILES

OPERATIONS MANAGER

First Colony

Community Association

281.634.9595

jwailes@firstcolony.org

JOHN KELLY

LANDSCAPE MANAGEMENT DIRECTOR

Terra Management Services

281.830.7244

johnk@terramgmtsvcs.com

- Easy to read
- Organized well
- Professional
- Value Proposition
- NAICS Codes / DUNS #
- Services you offer – How you are different
- Certifications
- Insurance
- References
- Contact Information

		VALUE PROPOSITION Keystone Resources provides responsive, boutique service with measurable, imaginative, and results-driven solutions. We find the solutions to your creative challenges through extensive research and collaboration on your desired goals. This model has proven to be effective and Keystone Resources has been the recipient of various national and international awards and accolades throughout its ten years.
CREATIVE » Client-driven and results-driven marketing, design and proposal solutions » Provide imaginative solutions and designs, translated and presented in a clear and engaging manner » Provide creative solutions for your creative challenges DEDICATED » Complete in-house creative team available including web director and creative designers » In-house team combines proposal professionals, design artist, and interactive web developers to create compliant, responsive, and engaging products » We are dedicated to maintaining and nurturing our relationships — More than 75% of our business comes from repeat clients RESPONSIVE » Keystone Resources will respond to any need within 24-hours » Quotes are available within 48-hours » Your call will always be returned by the most knowledgeable source for your request		AREAS OF EXPERTISE Brand Custom Logo Design, Brand Guidelines, Stationery Systems, Marketing Collateral, Annual Reports & Long Documents Interactive Website Development & Maintenance, Mobile Site Design & Development, Social Media Branding, Newsletters & Digital Campaigns Proposals & Presentations Proposal Management, Development & Design, Electronic Presentations (e-Books & Powerpoints) Photography Interior, Exterior, Site, & Headshots
AWARDS & ACCOLADES 2016 — AMA Crystal Awards – B2C-Agency, UH Continuing and Professional Studies 2016 - 2012 — Houston's Best and Brightest Companies to Work For 2015 - 2011 — Houston Business Journal Top Graphic Design Firms 2015 - 2012 — Houston Business Journal Top Advertising Agencies 2015, 2014, 2010 — Houston Business Journal's Top 50 Fastest-Growing Woman-Owned Businesses 2014, 2012, 2011 — NAWBO Finalist Houston Woman Business Owner of the Year 2013 - 2009 — Top 500 Supplier by DiversityBusiness.com 2012, 2011 — International Association of Business Communicators (IABC) Awards 2012, 2011 — The International Academy of the Visual Arts – Communicator Awards 2012, 2011, 2010 — WBE Advocate of the Year (Julie Marie Irvin) 2012, 2011, 2010 — WBEA Supplier of the Year, Under \$1 Million 2011, 2010 — The International Academy of the Visual Arts – Communicator Awards REFERENCES University of Houston Diane Burkett, Director of Marketing (713) 743-7698 Dburkett@central.uh.edu Institute of Real Estate Management - Houston Chapter Jo D. Miller, Executive Director 713-783-9225 jmiller@iremhouston.org CAMP Construction Billy Griffin, Vice President of Sales bgriffin@campconstruction.com 713-413-2267		CERTIFICATIONS » WBENC Certificate # 2005113360 » EDWOSB & WOSB Certified by the SBA » HUB Certified by TX Comptroller's Office VID # 1651165363200 » City of Houston Woman/Disadvantaged Business Enterprise (W/DBE) #11-07-11780 » SBE Certified by Port of Houston Authority » SBE Certified by METRO » Hire Houston First GEOGRAPHIC REACH » Reach: Local, State, National and International » Location: Historic Houston Heights, Texas DATE ESTABLISHED — 2002 INSURANCE COVERAGE PROVIDED » General Liability — \$1 Million » Worker's Comp — \$1 Million » Professional Liability — \$1 Million
ANNUAL SALES VOLUME 2015 — \$1,263,872 2014 — \$1,189,101 2013 — \$1,467,280	PRIMARY NAICS CODES Graphic Design Services 541430 Marketing Consulting Services 541613 Custom Computer Programming Services — Design/Development 541511 Commercial Printing 323110 Display Advertising 541850 Photography 541921	CONTACT » SUSAN REPKA, Business Development susan@keystoneresources.com 713.874.0162 keystoneresources.com
FED TAX ID 65-1165363 DUNS # 93-106-7339 Cage Code 5KZM8		

RFQ

**Request for
Qualifications or
Request for
Information**

I need this done.
Are you Able to build it?

RFB

**Request for Bid or
Request for Quote**

I need this done.
What will you charge me to
build it?

Defining Our World

RFP

**Request for Proposal
or Request for
Tender**

I have this problem. What is
the best solution, how much
it will cost me, and can you
do it?

- Easy to prepare
- Price-based response
- Usually for straight commodity or price
- Under a certain value
- More informal
- Price guaranteed for shorter time
- Can be an informal request
(email or phone call)
- Can be a formal request
- Short response time
- Price is King.

RFQ

Request for Qualifications or Request for Information

I need this done.
Are you Able to build it?

RFB

Request for Bid or Request for Quote

I need this done.
What will you charge me to
build it?

Price + benefits = Who will reduce the client's risk the most?

- Takes more planning and effort to prepare
- Competitive process
- Usually for higher valued or higher risk projects
- Structured outline
- Detailed pricing
- Contract and bonding
- Formal process

RFP

Request for Proposal or Request for Tender

I have this problem. What is the best solution, how much it will cost me, and can you do it?

Factors to WIN...They are all the same!

Type	Client Relationship	Reputation	Experience	Solution	Competitive	Timely	Compliant
RFQ	*	*	*	*	*	*	*
RFB	*	*	*	*	*	*	*
RFP	*	*	*	*	*	*	*



KEYSTONE
R E S O U R C E S

\$50 OFF

Your Capabilities Statement

(Offer Expires April 30th, 2017)

A capability statement details a company's basic information, contact information and selling points of the company, including NAICS codes and certifications.

All government agencies will request your capability statement.



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The background of the image is a solid blue color. Overlaid on this background is a complex, hand-drawn flowchart in white. The flowchart consists of various geometric shapes: rectangles, diamonds (representing decision points), and circles. These shapes are interconnected by white lines with arrowheads, indicating a flow or sequence of steps. The flowchart is spread across the entire image, with some parts being more prominent than others. A semi-transparent blue horizontal band runs across the middle of the image, serving as a backdrop for the main text.

How to Win



Win Rate & Capture Ratio

**Track your win rate and capture ratio
for the your business units:**

Service Lines / Business Units:

- Affordable Housing
- Construction
- Investment Management

Government

- State
- Local

Partnering Opportunities

- Prime
- Teams

Other

- Public-Private Partnerships (P3)

Three Biggies



Schedules



Resources



Costs

Compliance vs Responsive



Non-Compliant

Not Following
Instructions / Requirements

- Page Limitations
- Due Date / Time
- Formatting



Non-Responsive

Not Addressing the
Customer's Underlying Needs

- Canned Information
- Making Assumptions

Reviewing

No Interruptions

3 Highlighters – Different Colors

DO

???

\$\$\$





Proposal Math

1 – Original

0 – Copies

1 – Your Copy

2 COPIES

Tabs / Files / Folders

Cover Letter

Section VII - Proof of Insurance

Section VIII – General Information Questionnaire (15 Questions)

Exhibit A – Execution of Offer

Exhibit B - HUB Plan

Exhibit F - Pricing

The Matrix

17	Cover Letter	cover letter providing a brief summary of your response	Steph	Calvin	01/28/15		not court
18							
19		Primary Contact Response Form (FORM 3)	Steph	Calvin	01/28/15		
20		Exhibit B: List of Projects Sought (FORM 4)	Steph	Calvin	01/28/15		
21		Firm's Profile Form (FORM 5)	Steph	Calvin	01/28/15		
22		Firm's Qualifications (general narrative)					
23		3 References (FORM 5B X3)	Steph	Calvin	01/28/15		
24		Provide Relevant Higher Education Experience	Steph	Calvin	01/28/15		
25		Project 1:	Steph	Calvin	01/28/15		
26		Project 2:	Steph	Calvin	01/28/15		
27	Qualifications	Project 3:	Steph	Calvin	01/28/15		
28		Project 4:	Steph	Calvin	01/28/15		
29		Project 5:	Steph	Calvin	01/28/15		
30		Project 6:	Steph	Calvin	01/28/15		
31		AWARDS: Include any significant accomplishments or recognition the firm received in the course of providing services similar the LSC projects	Steph	Calvin	01/28/15		
32		Provide a list of Respondent's offices / locations that will serve LSCS	Steph	Calvin	01/28/15		
33							
34		Approach and Methodology Narrative - from pre-design to close out & warranty phases	Steph	Calvin	01/28/15		
35	Approach	Firms may choose to include the following, but not limited to:	Steph	Calvin	01/28/15		
36		Representative samples of flow charts of process rendered by your firm to other entities	Steph	Calvin	01/28/15		
37		Representative Samples of floor plans, renderings, etc.	Steph	Calvin	01/28/15		
38							
39		List the Lead Professionals & Support Staff (Table Page)	Steph	Calvin	01/28/15		
40		Experience of Lead Personnel Form (FORM 5d)	Steph	Calvin	01/28/15		
41		Resumes should include: Description of areas of expertise, title, total years experience, relevant efforts in a similar role.	Steph	Calvin	01/28/15		
42		Christus Powell	Steph	Calvin	01/28/15		
43		Calvin Deese	Steph	Calvin	01/28/15		
44		Daphne Floran	Steph	Calvin	01/28/15		
45		Alfonzo Solorio?	Steph	Calvin	01/28/15		
46	Resumes	Other resume Chris mentioned	Steph	Calvin	01/28/15		
47		Morris - Chris Royster?	Steph	Calvin	01/28/15		
48		Infrastructure Associates - Rahim & Anwar?	Steph	Calvin	01/28/15		
49		Civil?	Steph	Calvin	01/28/15		
50		Others?	Steph	Calvin	01/28/15		
51		Describe the firm's Project Management Process.	Steph	Calvin	01/28/15		
52		Describe how the different roles listed play in to a typical project through the various phases including design meetings, day-to-day management & Construction Administration	Steph	Calvin	01/28/15		
53							
54		Certificates of all firms	Steph	Calvin	01/28/15		
55	Participation of HUB, Minority, Veteran & Women	Certified HUB, Minority, Veteran and Women Owned Businesses form (FORM 5e)	Steph	Calvin	01/28/15		
56		Indicate percentage firm wishes to achieve	Steph	Calvin	01/28/15		
57		Provide procedures to achieve the established plan	Steph	Calvin	01/28/15		
58		Provide example tools your firm uses to report to owners on the actual use of Certified Businesses	Steph	Calvin	01/28/15		

Have a
minimum of
3 References
at all
times



Have at least three per business line or services or product offered

KEYSTONE RESOURCES

- Higher Education
- City of Houston
- Non-Profit

STAFFING

- Private
- State
- Technology

ARCHITECT

- K-12
- Higher Education
- Community Centers



2017 GOALS

- 1- Update References**
- 2- Update Testimonials**
- 3- Call References**

How Do You Get A Testimonial Or A
Reference Letter or A Reference

YOU ASK!



Before you Ask

Make sure they were happy

More than one project together

Similar type of project

Did you leave the project on good terms

Would they use you again or are you
doing for continued work for them

A hand holding a sign that says "YOU ASK!". The sign is a solid magenta rectangle with the text "YOU ASK!" in white, bold, sans-serif capital letters. The hand is visible at the bottom right, holding the sign's pole.

YOU ASK!

When you Ask

Let them know what you would like for them to talk about:

- Project Management
- Budget
- Schedule
- Quality of work
- Communication
- Creativity
- Challenge / Solution / Impact or Result
- Your company's differentiators



Have someone
call the
reference



Let the reference know you listed them in a proposal

Dear Mr. Smith,

Thank you again for your continued business and support. We are currently pursuing work with the University of Houston and would like to let you know that we listed you as a reference in the submission.

The evaluation committee will be reviewing the proposals from January 14 – February 20, and will be calling references during that period.

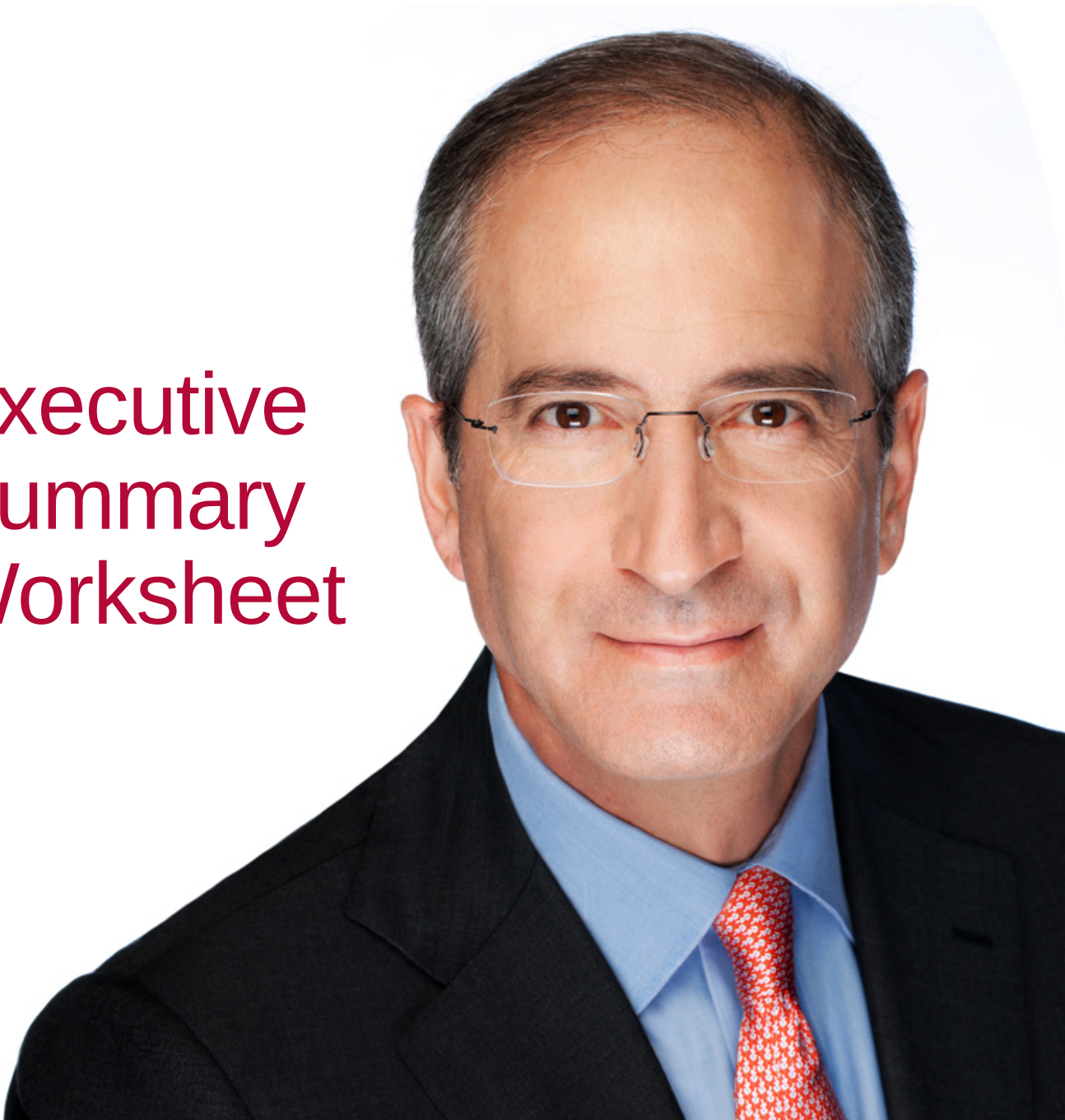
Should you have any questions, please don't hesitate to reach me at 713-874-0162.

Getting Content



Hot Buttons			
#1	#2	#3	#4
Ex. Improve system availability			
Solution			
2 hour response			
Alternative(s) Considered			
2-hour response			
Discriminations			
No additional cost			
Greater availability			
Proof			
Experience			
List area clients & equip #			

Executive Summary Worksheet



Mad Libs

We have completed XXX projects within _____ time frame.

These projects are similar to proposed project:

- Bullet 1 & why
- Bullet 2 & why
- Bullet 3 & why

The Challenge and solution for XXX project was/is:

Challenge: _____(details)_____

Solution: _____(specifics)_____

Result: _____(savings, schedule)_____

Name _____ Date _____

Mad Libs Worksheet

Make Me A Video Game!

I the _____(Adjective) and
_____ (Adjective) _____(A First
Name) has _____(Past Tense
Verb) _____(A First Name)'s
_____ (Adjective) sister and plans to steal her
_____ (Adjective) _____(Plural Noun)!
What are a _____(Large Animal) and backpacking
_____ (Small Animal) to do? Before you can help
_____ (A Girl's Name), you'll have to collect the
_____ (Adjective) _____(Plural Noun)
and _____ (Adjective) _____(Plural
Noun) that open up the _____(Number 1-50) worlds
connected to A _____(First Name's) Lair. There are
_____ (Number) _____(Plural Noun) and
_____ (Number) _____(Plural Noun) in
the game, along with hundreds of other goodies for you to find.



Features / Benefits / Proof

GREEN – Our offer's feature/strength statement

PURPLE – Benefit to the client statement

BLUE – Substantiating evidence and proof

EXAMPLE:

We will provide you with the awesome. The awesome increases efficiency while decreasing your costs. For example, we successfully provided the awesome to Acme Tomato and their costs decreased 25% in the first quarter due to our unique project management expertise and implementation.

1. Kick-off
2. Pink Team
3. Red Team

3



Scoring

Criteria	Weight	US	Incumbent	Company A
Technical	25	25	20	15
Past Performance	25	20		
Price	25	25		
Creative Solutions	20	18		
Financial	5	5		
Total Score	100	93		

Kick-off

Pink Team

Red Team



Connect with Julie

Julie Marie Irvin

President & Founder
keystoneresources.com



KEYSTONE
R E S O U R C E S



julie@keystoneresources.com



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