

CITY OF BROOK PARK, OHIO

P/C 1/2/24 Finance
CA 1/9/24
1st R 1/16/24
2nd R 2/6/24
3rd R 2/13/24
B/C

ORDINANCE NO: 11380-2024

INTRODUCED BY: MAYOR ORCUTT

AN ORDINANCE
AUTHORIZING THE MAYOR TO ADVERTISE FOR
REQUESTS FOR QUALIFICATIONS (RFQ) FOR
AN ENERGY EFFICIENCY PROJECT,
AND DECLARING AN EMERGENCY

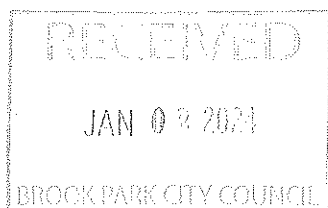
WHEREAS, the City of Brook Park is desirous of securing Requests for Qualifications (RFQ) from qualified energy services performance contracting companies to provide energy efficiency solutions and related capital improvements that reduce the City's utility and operating cost at all City owned, operated and facilities for which the City is responsible for; and

NOW THEREFORE, BE IT ORDAINED, by the Council of the City of Brook Park, State of Ohio, that:

SECTION 1: The Mayor is authorized and directed to advertise for Requests for Qualifications (RFQ), per Exhibit "A" from qualified energy services performance contracting companies to perform energy efficiency solutions and related capital improvements at all City owned, operated and facilities for which the City is responsible for.

SECTION 2: It is found and determined that all formal actions of this Council concerning and relating to the adoption of this Ordinance were adopted in an open meeting of this Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

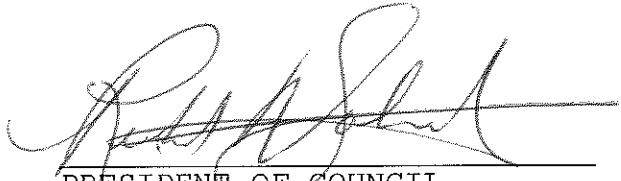
SECTION 3: This Ordinance is hereby declared to be an emergency measure immediately necessary for the preservation of the public peace, health, safety and welfare of said City, and for the further reason to proceed to seek proposals for energy efficiency solutions and related capital improvement services; therefore this Ordinance shall take effect and be in force immediately from and



after its passage and approval by the Mayor.

PASSED:


February 13, 2024


PRESIDENT OF COUNCIL

ATTEST:

Carol Johnson
Clerk of Council

APPROVED:


MAYOR

2-13-2024

DATE

CERTIFICATE

Carol Johnson, Clerk of Council, of the City of Brook Park, Ohio, do hereby certify that the foregoing is a true and accurate copy of Ordinance/Resolution

No. 11380-2024

passed on the 13 day of February

20 24 by said council.

Carol Johnson
Clerk of Council

	Yea	Nay	
Troyer	<u> </u>	<u> </u>	<u>Abstain</u>
Mencini	<u>✓</u>	<u> </u>	
Roberts	<u>✓</u>	<u> </u>	
Scott	<u>✓</u>	<u> </u>	
McCarte	<u>✓</u>	<u> </u>	
Polindexter	<u>✓</u>	<u> </u>	
DUFOR	<u>✓</u>	<u> </u>	

I HEREBY APPROVE THE WITHIN
INSTRUMENT AS TO LEGAL FORM
AND CORRECTNESS.


DIRECTOR OF LAW



LEGAL NOTICE

REQUEST FOR QUALIFICATIONS

CITY OF BROOK PARK ENERGY EFFICIENCY AND INFRASTRUCTURE IMPROVEMENT PROJECT

The City of Brook Park is inviting the submission of Statements of Qualifications (SOQ) from Energy Service Companies (ESCO) to provide a full range of analytical services leading to potential related capital improvements in order to reduce the consumption and related costs of energy and water use at any and all facilities to be designated by the City, as well as additional infrastructure improvement and construction projects. Projects will be financed through a performance-based contract. These services may include a technical audit to assess energy, water usage, operations and maintenance savings opportunities. After analysis the design, acquisition, installation, modification, maintenance and training in the operation of existing and new energy-efficient equipment will be considered based on savings identified during the analysis phase and approval by the City of Brook Park.

The Request for Qualifications (RFQ) will be available to interested firms on DATE. Installers of energy conservation measures may request the RFQ packet by contacting the Director of Public Service, Mr. Brian Beyer.

Sealed SOQ's will be received by the Service Director at Brook Park City Hall, 6161 Engle Road, Brook Park, OH until TIME on DATE. Responses must be prepared as described in the RFQ.

Each SOQ must contain the full name, address, phone number, email address, and fax number of the company interested in the foregoing contract. The right is reserved by the City to waive any and all informalities or irregularities in any response, to reject any and all responses, and the City reserves the right to select the Respondent most advantageous to the City.

Statement of Qualifications should be transmitted to:

Brook Park City Hall
Brian Beyer
6161 Engle Road
Brook Park, OH 44142

Responding firms will be evaluated and ranked in order of their qualifications. Following this evaluation, the City of Brook Park may enter into contract negotiations with the most highly qualified firm.

The City of Brook Park Energy Efficiency and Infrastructure Improvement Project Request for Qualifications

Overview

Section I.

Purpose

The City of Brook Park (hereinafter referred to as City) is seeking, from interested qualified Energy Services Performance Contracting Companies (hereafter referred to as Respondent) capable of providing energy efficiency and infrastructure improvement solutions as related to capital improvement services that reduces the City's utility and operating costs, as well as additional infrastructure improvement and construction projects at any and all facilities to be designated by the City. The selection process will involve each Respondent responding to the Request for Qualification (RFQ). The City intends to award a negotiated contract to one firm to provide the services and/or equipment under terms and conditions considered most favorable among those submissions offered. All interested and qualified firms may respond to the RFQ.

The project term shall be limited to 15 years, and shall conform to ORC Sections 133.05, 133.20, and 717.02. Any proposed financing shall permit early payment of the loan by the City. The City will consider different financing approaches that provide low interest rates and that minimize the effect on the City's bonding ability. The City retains the right to finance the project from its unencumbered cash reserves or any other financing mechanism deemed most beneficial to the City.

The RFQ and contracting process has four phases. The respondent shall submit their response to this RFQ, the qualifications will be evaluated according to the criteria outlined in Section III of this document, the City will select the best respondent and, after City Council approval, sign a letter of intent, and as the final step, develop a final scope with that respondent, upon which, a formal contract may be entered into.

Responding to the RFQ will be developed at risk by the respondent and at no assumed charge to the City.

Required Experience and Qualifications

The following are the minimum requirements to respond to this RFQ and must be met by the Respondent's individual office and/or branch responding:

1. Respondent must have in-house, design-build capabilities to be utilized for all aspects of an energy efficiency and construction project. This includes, but is not limited to in-house mechanical, electrical, controls, and energy engineers, as well as in-house electrical and mechanical installers and technicians.
2. Respondent must have Professional Engineers (PE's), Certified Energy Managers (CEM's), and LEED certified professionals employed by the responding branch or office at the time of responding to this RFQ. At the consideration of the City, qualifications of Respondent's subcontracting plan may be taken into consideration to meet these requirements.
3. Engineering and technical support staff that will be directly engaged in this project must possess training and experience specific in current technical practices and techniques in the field of utility cost reduction, construction and building operations. Engineering services must be available in the field of Energy and Energy control systems, maintenance planning and execution, and project commissioning.
4. Respondent must have in-house retro-commissioning capabilities and experience.
5. Respondent shall provide proof of a minimum of three (3) energy efficiency projects. General descriptions of such projects shall be included with contact information of a reference for each project.
6. Respondent must provide repair services available twenty-four (24) hours a day with a maximum response time of two (2) hours for City defined critical systems.
7. Respondent must employ at a minimum three (3) Professional Engineer licensed in the State of Ohio and must have Errors and Omissions Insurance from the date of issuance of this RFQ.

The following information shall be included in the response to the RFQ:

1. Ohio Workers' Compensation Certificate
2. Certificate of Compliance with Affirmative Action Programs, issued pursuant to Section 9.47, ORC.

3. Certificate of Insurance (ACORD form is acceptable) and copy of additional insured endorsement. The City reserves the right to request a certified copy of Respondent's insurance policies.

4. If the Respondent is a foreign corporation, i.e. not incorporated under the laws of Ohio, a certificate of Good Standing from the Secretary of State showing the right of the Respondent to do business in the State; or, if the Respondent is a person or partnership, the Respondent has filed with the Secretary of State as the Respondent's agent for the purpose of accepting service or summons in any action brought under Section 153.05, ORC, or under Sections 4123.01 to 4123.94, inclusive, ORC.

Standard Contract Information

This RFQ does not obligate the City to perform until a letter of intent or contract is signed and approved by both parties, after City Council approval. Once there is written approval, it is effective from the date of written approval by the City. The City shall not be responsible for work done, even in good faith, prior to approval of the letter of intent or contract. The selected Respondent will be required to assume total responsibility of the project. The selected contractor will be considered the prime contractor and the sole point of contact with regard to all contractual matters.

City of Brook Park Point of Contact:

Brian Beyer (bbeyer@cityofbrookpark.com)
Director of Public Service
City of Brook Park
6161 Engle Road
Brook Park, Ohio 44142

Any communications whatsoever regarding this RFQ must be made in writing and only to the contact person listed above. No verbal communications will be allowed. Any attempts of communication to persons other than the point of contact and in a manner other than in writing shall constitute a violation of the terms of this RFQ and will lead to immediate disqualification of Respondent.

All inquiries must be received in writing on or before five (5) working days prior to the submission deadline wherein a response is deemed appropriate to the process, will be answered and forwarded on to all Respondents of record.

Section II.

Submittal Requirements

General

Respondents shall submit an original and four (4) copies of their RFQ submission. The sealed RFQ shall include a statement signed by an official with the authority to contractually bind the Respondent located in the Appendix. The name and title of the individual signing the transmittal should be typed immediately below the signature. Attach the Delegation of Authority (if necessary).

Sealed submissions must be received on or before DATE and TIME.

Submissions received thereafter will be disqualified and returned unopened. Sealed submissions should be delivered to the following address:

City of Brook Park
6161 Engle Rd.
Brook Park, OH 44142
Attention: Brian Beyer

Submittals must be clearly marked on the package "Request for Qualification for Energy Efficiency and Infrastructure Improvement Project". Submissions that are incomplete, do not follow the requested format, or are otherwise contrary to the guideline of this RFQ, may be rejected as non-responsive.

The City will notify its selected Respondent by DATE. The City will enter into a contract with the selected Respondent by DATE. Work for the agreed upon project scope will commence on DATE.

Preparation of Submissions

RFQ submissions must be complete, and correct in format. Clear and concise submissions are required rather than elaborate promotional materials. Respondents must address each item in the order as described in Section III. "Submission Format, Content and Specific Criteria" of this RFQ and clearly reference the respective section being addressed.

The Respondent is expected to respond to all items in as much detail as necessary for the City and its resources to make an objective evaluation of the RFQ responses. Respondents should respond in a concise direct manner to the issues within the RFQ.

Proprietary Data

Submissions and any other information submitted by Respondent in response to this RFQ shall become the property of the City. Disclosure of any proprietary information by the City shall be in accordance with the laws and regulations regarding disclosure in force in the State of Ohio.

Right to Reject

The City reserves the right to accept in part or in whole any Submission, waive any formalities, or minor technical inconsistencies or delete any item/requirements from the RFQ or resulting contract when deemed to be in the City's best interest.

Cost of Submission Preparation

The City will not provide compensation to the Respondent(s) for any expense incurred by the Respondent(s) for Submission preparation, product evaluations, or demonstrations that may be made.

Evaluation and Selection Procedures

The City will appoint a selection committee to formally evaluate each response.

- Brian Beyer - Chairman
- Jason Monaco
- Ed Piatak
- Rich Scott
- Ted Hurst

The evaluation process will grade the responses on their merit and responsiveness. The evaluation process will include verification of references and project team members, confirmation of financial information, and may include other information deemed important by the City.

The RFQ submissions will be evaluated according to the criteria listed in Section III. The selection process is planned to be in the following steps. The steps include:

- Interested Respondents respond to this RFQ.
- The RFQ's will be reviewed and evaluated by the City and then selection of a Respondent is made.
- Prior to selecting a Respondent, the City reserves the right to conduct interviews with any and all respondents for the purpose of better understanding a respondent's qualifications.

After the formal evaluation and selection of a Respondent, a letter of intent will be executed, after City Council approval. The selected Respondent shall prepare detailed engineering, final guaranteed savings, conclude all financing and any other issues for a package of Energy Efficiency measures involving the City and then enter into an Energy Performance Contract with the City in order to implement the project.

Upon entering into any contract, any annual cost savings achieved beyond the minimum guaranteed savings will be retained by the City of Brook Park.

Section III.

Submission Format and Contents

Submission Format

Request for Qualification (RFQ) submissions must be submitted in the format outlined in this document, referencing each respective section being addressed. Each submission will be reviewed to determine if it is complete prior to actual evaluation. The City reserves the right to eliminate from further consideration any response deemed to be substantially or materially non-responsive. The intent is that all RFQ's follow the same format in order to evaluate each fairly.

Submissions that are qualified with conditional clauses, alterations, items not called for in the RFQ or irregularities of any kind are subject to disqualification by the City, at its option. Each submission should be prepared economically, providing a straightforward and concise description of Respondent's ability to meet the requirements of the RFQ. Emphasis should be on completeness and clarity of content. Submissions will be evaluated on their responsiveness to the requirements and scope of this package and not on extraneous supplements.

The response to the RFQ shall be submitted in a three-ring or spiral-bound binding with specific tab sections as listed below. A further clarification of the contents for each of the sections follows the tab listings.

- Table of Contents
- Executive Summary
- Section I Background and Proposal
- Section II Partnering and Commitment to Customer
- Section III Technical Approach
- Section IV Financial Information
- Section V Performance Contract Documents
- Appendix Copy of Professional Engineer License and Errors and Omissions Insurance Certificate

Table of Contents

Request for Qualification shall include a table of contents properly indicating the section and page numbers of the information included.

Executive Summary

Request for Qualification shall include a concise abstract of no more than two (2) pages stating the respondent's overview of the project. Please summarize the scope of services (design, financial, operations and maintenance, training, etc.) that would be offered by your firm for this project.

Background and Proposal (Section I)

Section I should provide an overview of the organizational philosophy for approaching this project. Include an organizational vision or mission statement if they have been developed, adopted and embraced by the Respondent. Include information regarding Respondent's commitment to the governmental marketplace.

A. Firm Profile: Provide general information on the responding firm, including: name, business address, local telephone number, officers of the firm and contact person(s) if applicable. If the firm is a separate legal entity from a manufacturer, for example a distributorship or manufacturer's representative or engineering firm, specify the legal business classification of the responding firm, if any.

B. Respondent's Team Information: Provide a Project organizational chart that identifies the key employees of the Respondent's firm that would work on the project. Specify the team members by their name, job title, and training. A one-page resume including education, experience, and any other pertinent information shall be included for each key member of the Respondent's project team.

C. References: Provide a minimum of three (3) project references for projects of similar size, scope, and complexity located in Ohio indicating the Respondent's recent experience with governmental and public institutions. Each reference shall describe the services provided, project cost, and benefits to the owner. Provide the Reference's name, address, current telephone number, and contact person for each reference. Provide a brief description of the projects: type of facility, scope of work, duration of project, key vendor personnel involved with the project. Cost size of project shall be in line with qualifications set out in section entitled "**Required Experience and Qualifications**".

Partnering and Commitment to Customer (Section II)

A. Partnerships: Explain your firm's partnership concepts and give examples of other partnerships you have been involved in. Address the goals and objectives of the partnership and tell how your firm's experience with partnership programs will benefit the project, both in the long and short term.

B. Benefits: Address the benefits the owner will receive by selecting your firm as a partner in lieu of the conventional bidding method, i.e. reduced engineering, risk management, controlled project cost, inventory, quality control, continuity, handling of submittals. Explain each point.

C. Corporate Commitment: State your commitment to this project and explain your anticipated ongoing relationship with the City of Brook Park once the construction and commissioning phases have come to a close. Develop and explain your corporate commitment to service during both the construction phase and after project completion.

D. Problem Resolution Process: Address how your firm will staff, support, and respond to resolve issues relative to the project in a timely and efficient manner.

Technical Approach (Section III)

A. Project Management: Briefly describe your project management philosophy. Include any specific responsibilities, lines of communication, authority of the Respondent's management to control projects, typical procedures for identifying problems and preventing schedule setbacks and cost overruns. Include a sample timeline showing the necessary activities and schedules for implementation of this project.

B. Energy Savings Projections: The Respondent shall describe their approach to projecting the energy savings. Describe the methodology and processes used to project energy savings. Provide sample savings calculation with all supporting information. The sample energy calculations shall show energy cost, energy units, operating hours and all assumptions made. Savings estimates shall show how savings estimates take into account interactive effects and the overall impact on rates and prices from energy suppliers.

C. Operational Savings Projections: The Respondent shall describe their approach to projecting operational and maintenance savings. Describe the methodology and processes used to project operational and maintenance savings. Provide sample savings calculation with all supporting information. The sample operating calculations shall show labor/equipment units, operating hours and all assumptions made.

D. Utility Services Capabilities: Each Respondent shall submit information on their approach to assisting in the negotiation, tracking, budgeting, accounting, and administration of utilities used by the City.

E. Service and Training: Describe the Respondent's approach to operations and maintenance. Include capabilities of the Respondent for servicing electrical and mechanical equipment, procedures for handling emergencies, etc. Provide detailed information on training programs available to maintenance staff.

F. Types of Services: Summarize the scope of services (auditing, design, construction, monitoring, operations, maintenance, training, financing, etc.) offered for this project. Describe any special features, renewable technologies, or advanced technologies, that might be applicable to this project. Describe any special features or services associated with your compatibility (such as open systems) and/or standardization of equipment in the facilities which will be addressed. Describe the specific benefits your firm is offering in submitting this RFQ.

Financial Approach (Section IV)

A. Financial Approach: Describe any financing mechanisms, including sources and types of financing that could be used to finance improvements and maintenance operations over the term of the contract. Respondents shall be willing and able to facilitate the financing for this project in accordance with all-applicable Federal, State, and Local laws. The financing terms shall be limited to 15 years. Proposed financing shall allow early payment of the loan by the City. The City will consider different financing approaches that provide low interest rates and that do not reduce the City's bonding ability. Clearly identify advantages, disadvantages and relative costs associated with each financing method proposed.

Provide sample cash flow analysis for all financing terms proposed by the Respondent using anticipated effective interest rates and a three and one-half percent (3.5%) inflation rate.

The City retains the right to finance the project from its unencumbered cash reserves, grants or financial allocations that benefit the City.

B. Financial History of Respondent's Firm: Respondent's shall provide a copy of their most recent annual report and a copy of the current balance sheet. Publicly held companies should include a 10K or annual report. Provide State of Ohio's contractor license number, and Federal tax ID number. Provide financial statements on the parent company when the Respondent is not the parent company. Include any additional information that pertains to the financial soundness of the Respondents firm.

C. Bonding References: Provide the following information concerning your Company's bonding: Name of bonding agent, largest privately financed project in the last five years, state whether the Respondent's firm has had a bond invoked in the last five years, and state the total bonding capacity and bonding limit.

D. Alternative Funding Options: Describe any other financial tools that your firm can utilize to reduce the cost of implementation and increase the return on investment the City would realize. Provide sample calculations and examples to illustrate these methods.

Performance Documents (Section V)

A. Contract Documents: Provide a copy of the Respondent's contract documents that would be used for this project. Describe the contract language used to agree upon maintenance responsibilities, occupancy schedules, operational savings, and other responsibilities in the contract.

B. Savings Guarantee: The Respondent shall describe and provide their guarantee documents. Provide a description of the methodology, formulas and reporting to be used to measure energy and operating savings. Include any methods to be used to adjust for factors such as weather, change in use, or change in the structure.

C. Differentiation of Your Firm: Describe particular characteristics of how your firm approaches performance contracting.

D. Monitoring & Verification: Describe the methodology proposed for ongoing monitoring and savings verification of each recommended Energy efficiency measure, including the frequency of such efforts. Note if an industry standard, such as the International Monitoring and Verification Protocol, is used, and describe the preferred method.

Appendix (Appendices and Supporting Information)

Official Statement of Respondent: The RFQ submission must contain a statement to the following effect, signed by an individual authorized to bind the Respondent:

- The Respondent has read and agrees to the terms and conditions set forth in this RFQ.
- The terms and conditions set forth in the Submission will remain open for at least 120 days from the deadline for submission.

Submissions must be signed by a company official authorized to commit to such submissions. Failures to execute, sign, and submit this form together with all required copies of the Submission package will be a basis for disqualification.

Supporting Data: The Respondents are encouraged to organize any extended description of their proposal, experience, or other lengthy documents germane to the requested information in the Appendix. Any extended documents should be summarized in the main body of the proposal with supporting information included in appendices.

Section IV

Evaluation for Contractor Selection

Initial Evaluation

Each response will be reviewed prior to the selection process for completeness and adherence to the format. Each submission should be prepared simply and economically, providing a straightforward, concise description of the Respondent's ability to meet the requirements of the RFQ. The executive summary of each response will be read to give an overview. All submissions will pass this initial screening of responses if all requested sections are included in the proper order and they have addressed all areas described in the RFQ. Emphasis shall be on completeness and clarity of content. Fancy bindings, colored displays, promotional material, etc., will receive no evaluation credit. Incomplete RFQ's and/or lack of adherence to format may disqualify respondent from further consideration.

Respondent Selection

The City will appoint a selection committee to formally evaluate each response. The evaluation process will grade the Respondents on their merit and responsiveness according to the following scoring matrix:

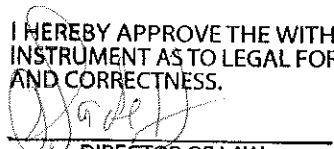
Criteria	Example	Score
Section I Background & Proposal (Maximum 10 Points)		
A. Firm Profile (2 points)	Provides name, business address, telephone number, contact persons, legal business classification	
B. Team Information (3 points)	Provides organization chart with key employees specifying names, job titles, and training (includes one-page resumes)	
C. References (5 points)	Includes minimum of three references for projects of similar size, scope, and complexity within Ohio. Describe project services provided, project cost, and benefits to owner. Include reference contact information	
Section II Partnering & Commitment (Maximum 20 Points)		
A. Partnerships (5 points)	Explains partnership concepts, addresses goals and objectives of partnerships, and how experience will benefit this project	
B. Benefits (5 points)	Addresses benefits Owner will receive	
C. Corporate Commitment (5 points)	States commitment to project and explains ongoing relationship with City of Brook Park	
D. Problem Resolution Process (5 points)	Addresses how firm will staff, support, and respond to resolve issues to the project in a timely & efficient manner	
Section III Technical Approach (Maximum 50 Points)		
A. Project Management (10 points)	Describes project management philosophy: specific responsibilities, lines of communication, procedures to identify problems, and sample timeline	
B. Energy Savings Projections (5 points)	Describes approach, methodologies, and procedures. Provides sample calculations showing energy cost, units, operating hours, and all assumptions	
C. Operational Savings Projections (5 points)	Describes approach, methodology, and processes used to project operational and maintenance savings	
D. Utility Services Capabilities (5 points)	Describes approach to assisting negotiations, tracking, budgeting, accounting, and administration of utilities used by the City	
E. Service and Training (15 points)	Describes approach to operations and maintenance, capabilities for servicing electrical and mechanical equipment, procedures for emergencies, and training programs	

F. Types of Services (10 points)	Summarizes scope of services and in-house operations, special features, and benefits of firm	
Section IV Financial Information (Maximum 10 Points)		
A. Financial Approach (3 points)	Willing and able to facilitate financing to be limited to 15 years includes early payment option and alternative financing approaches	
B. Financial History (2 points)	Provides a copy of firm's most recent annual report and current balance sheet. Publicly held companies to include a 10K or annual report. Provides information pertaining to the financial soundness of the firm	
C. Bonding Reference (3 points)	Provides information of firm's ability to provide a bond, bonding capacity and limit, and whether bond has been revoked in the last five years	
D. Alternative Funding Options (2 points)	Describes financial tools to reduce cost of implementation and increase ROI for the City; provides sample calculations	
Section V Performance Contract (Maximum 20 Points)		
A. Contract Documents (5 points)	Provide copy of contract documents used for the project, describe contract language	
B. Savings Guarantee (5 points)	Describes and provides guarantee documents, description of methodology, formulas, and reporting	
C. Differentiation (5 points)	Describes particular characteristics how firm approaches performance contracting	
D. Monitoring & Verification (5 points)	Describes methodology for M&V, preferred method, and frequency of efforts	
Appendix (Maximum 5 Points)		
Official Statement of Respondent	Provides signed statement agreeing to terms and conditions set forth in the RFQ and that submission will remain open for at least 120 days from deadline of submission	
Total		115

The evaluation process will also include verification of references, key project team members, confirmation of financial information, and may include other information as deemed important by the City.

Upon completion of the evaluation process the City will then enter into a formal letter of intent, after City Council approval, with the selected Respondent to proceed with a finalized detailed proposal, which may then lead to an Energy Performance Contract being negotiated.

I HEREBY APPROVE THE WITHIN
INSTRUMENT AS TO LEGAL FORM
AND CORRECTNESS.



DIRECTOR OF LAW