

University of Minnesota

Bid Information

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Bid Number 10234.876124.JST
Title University Relations Integrated
 Marketing Plan
Bid Type RFP
Issue Date 11/07/2014
Close Date 12/5/2014 2:00:00 PM

Contact Information

Address

Contact
Department
Building
Floor/Room
Telephone
Fax
Email

Ship to Information

Address

Contact
Department
Building
Floor/Room
Telephone
Fax
Email

Supplier Information

Company Name _____
Contact Name _____
Address _____

Telephone _____
Fax _____
Email _____

Signature _____

Supplier Notes

Date / /

Bid Notes

University Relations is seeking a Marketing firm to provide their expertise in the continuation of the Driven to Discover branding and marketing initiative. RFP specifications will not be mailed or faxed. RFP specs must be viewed and responses submitted electronically through the MBid system. Suppliers must register or already be registered in MBid in order to view the full RFP and respond. If you are not already a registered supplier go to <http://purchasing.umn.edu/mbid/login.html> and click New Supplier Registration link to register. If already registered, log in at the above URL to view the RFP and respond.

Bid Activities

Date	Name	Description
11/14/2014 2:00:00 PM	Deadline for Questions	

Bid Messages

Bid Attachments

The following attachments are associated with this opportunity and will need to be retrieved separately

Line	Filename	Description
Header	References_Attachment.doc	ACTION REQUIRED : References must be submitted using this attachment. Download the attachment, complete the form, label it
Header	Questions_Template.doc	Questions Template
Header	CFPS - Terms & Conditions 09.22.2014.doc	Terms and Conditions

Bid Attributes

Please review the following and respond where necessary

#	Name	Note	Response
1	Background	<p>University Relations, as the central marketing and communications office for the University, serves the Office of the President to promote, extend and protect the reputation of the university. The department is located in 3 Morrill Hall, East Bank, Twin Cities Campus.</p> <p>The landscape of higher education has changed and marketing and branding are critical for education institutions to gain support: legislative, advocacy, donations, volunteers. As legislative support for the university continues to decline, it is increasingly important to convey the true value of a public research university to the citizens of Minnesota and beyond.</p> <p>University of Minnesota - At A Glance</p> <p>The University of Minnesota is a world-class public research university based in a vibrant, urban setting next to the Mississippi River. We are one of only four universities in the nation with an engineering school, a medical school, a law school, a veterinary medical school, and an agricultural school all on one campus.</p> <ul style="list-style-type: none"> • Founded: 1851 • Enrollment: 68,047 (30,271 undergraduates and 16,672 graduate and professional students on the Twin Cities campus) • President: Eric Kaler • Economic Impact: \$8.6 billion into the Minnesota economy annually • Alumni: 400,000+ • Campuses: Crookston, Duluth, Morris, Rochester, and Twin Cities (Mpls and St. Paul) <p>We have a long history of innovation and are one of the most active public research universities in the nation. Our alumni have started 10,000+ companies in Minnesota, employing 500,000 and generating revenue of \$100 billion.</p>	_____ (Optional)

Over the past nine years, University Relations has enhanced the university's reputation by building its brand identity, Driven to Discover, and reinforcing that brand through a comprehensive marketing campaign. Since the campaign's inception, annual market research has shown campaign messages are resonating with the public and favorability and perceptions have continued to shift upward. Colleges, major units and system campuses have successfully applied the brand to highlight their unique attributes and meet their specific business objectives. The Driven to Discover brand is recognized by the Board of Regents as the University's official brand and is broadly known and used by University entities. To view past campaigns, visit: discover.umn.edu/driven-to-discover/2014

Through anecdotes and analytics the Driven to Discover brand lifts all boats. It aids in student and faculty recruitment, increases alumni pride and support, provides a reputational context for grant applications and research proposals, increases the effectiveness of advocacy efforts, provides colleges and units with an umbrella for their marketing and communications, and has been a significant factor underpinning the success of fundraising efforts.

The next three years will be the continuation and amplification of the Driven to Discover brand. Driven to Discover will continue to promote the President's priorities and the University's strategic plan. The marketing will also continue to establish the value of a public research university and demonstrate how the University is working to solve the world's biggest challenges.

The current Driven to Discover campaign features the theme, "Made in Minnesota." The theme was developed to highlight the work the University is doing to solve society's grand challenges (a focus of the University's strategic plan). It has been widely embraced by the University. It is highly likely that the University will want to continue this theme for next year's campaign.

The plan has these objectives:

1. Increase positive perceptions and favorability about the University among Minnesota opinion leaders and the general public.
2. Continue to explain and establish the value of a public research university by positioning the University as being preeminent in solving society's biggest challenges.
3. Better align all University marketing and communications.

University Relations partners with UMNHealth to coordinate marketing efforts and build on the equity of the University's brand Driven to Discover. The agency selected for the Integrated Marketing Campaign will need to be open to working with the selected agency for UMNHealth to ensure the creative, media plan and media buy are as coordinated and consistent as possible. One agency will handle all media planning and purchasing to leverage buying power. Agencies submitting a proposal for the Integrated Marketing Campaign may also compete for the Requests for Proposals in progress for UMNHealth and Fairview. Information for these RFPs are available through Jody Hilgers at jhilgers@umphysicians.umn.edu

The selected Respondent will be the Respondent whose Proposal is the most advantageous to the University. The University is not bound to accept the lowest priced Proposal if the Proposal is not in the best interests of the University as determined by the University in its sole discretion. Proposals will be evaluated on the following criteria: _____ (Optional)

Evaluation Criteria
Percentage

1
Understanding of contract requirements;
Completeness of response to RFP.
Detailed response to each task, including, deliverables.
10%

2
Agency background and range of services available from the agency;
Demonstrated capability to perform the full spectrum of activities from developing a strategic marketing/advertising plan to defining project objectives/parameters to generating design/creative concepts to production and measuring effectiveness of the campaign.
Demonstrated expertise across multiple marketing and communications disciplines including but not limited to strategic plan development, advertising, branding and brand architecture, public relations, identity systems, market research, social media and web design.
10%

3
Total cost;
Range of fees to complete the work outlined in the scope of work.
20%

4
Creative Solution Capability:
Demonstrated ability to leverage and build the power of a brand.
Use of consistent and appropriate brand imagery across all marketing elements. Integrated on/offline experience and understanding.
Understanding of perceptions and behaviors of multiple stakeholders.
Demonstrated experience in designing and implementing comprehensive marketing/advertising campaigns.
30%

5
Administrative, management and staffing;
Ability to coordinate with University Relations staff on multiple projects.
Capability of providing the adequate number and quality of staff members to accomplish tasks in a timely and high

quality manner.
Explanation of whether/how additional vendors would support project work.
Expectations of the U as a client.
10%

6
Agency qualifications, experience and references;
Ability to provide satisfactory references.
Ability to provide satisfactory list of qualifications and professional experience for key staff assigned to this project.
Demonstrated industry knowledge.
Cultural fit between agency and client.
Understanding of and experience with higher education marketing.
Capability and willingness to provide company financial statements, as requested. Demonstrated stability of firm.
10%

7
Participation in and support of Business & Community Economic Development.
10%

<ALIGN="RIGHT">TOTAL
<ALIGN="RIGHT">100%

4 ** VENDOR INSTRUCTIONS **

This RFP contains multiple pages. You can move from page to page by clicking on the numbers or arrows that are located on the maroon bar that appears at the bottom of the Attributes section. (No Response Required)

Respond with a thorough answer to each question in the space provided unless it is noted that a response may be provided in a separate attachment. Be as brief as possible while still providing pertinent information. If a response is lengthy (e.g. longer than 200 words), summarize your answer in the space provided and include a more detailed answer as an attachment. Following these instructions will facilitate review and evaluation.

All attachments should be labeled as directed in each question or as 'vendorname_attachmentname'.

If you wish to generate a copy of this RFP for review, click on Documents and choose the Invitation Document. A PDF extract of your response will be generated.

NOTE: You MUST respond to the RFP online.

5 RFP Deadlines

It is important that you note the RFP Close Date & Time and plan accordingly. Take the time to enter information early so that you ensure all questions are answered. The system does not allow for late responses. (No Response Required)

If you submit early and wish to change an answer, hit RETRACT, make your changes and then resubmit.

Time extensions will not be granted.

6	Questions and Answers	<p>Questions regarding the RFP must be included on the _____ (Optional) QUESTIONS TEMPLATE and submitted via email to the buyer responsible for the RFP by the time and date noted in the Bid Events section of the RFP.</p> <p>Responses to questions which involve an interpretation or change to this RFP will be issued as an addendum by Purchasing Services and will be posted electronically in the MBID system. Vendors registered in the MBID system for the specific commodity will be notified via email that the Addendum has been issued. At that time you should review the RFP and any changes/additional information included.</p> <p>Only additional information provided by formal written addenda shall be binding. Oral and other interpretations or clarifications, including those occurring at pre-Proposal meetings, site visits, tours, etc. are not binding unless otherwise stated.</p>
7	Addendum	<p>The University reserves the right to issue one or more _____ (Optional) addenda to the RFP at any time for any reason.</p>
8	Withdrawing Proposals	<p>You may withdraw your Proposal at any time prior to the _____ (Optional) Close Date and Time by viewing your Submitted response in the MBID system and then clicking on RETRACT. The Respondent may submit another Proposal at any time prior to the Close Date and Time. No Proposal may be withdrawn after the Close Date and Time without approval by the University. Such approval shall be based on Respondent's submittal, in writing, of a reason acceptable to the University in its sole discretion.</p>
9	Proposal Submission	<p>All responses must be submitted electronically using the _____ (Optional) University's MBID system. All supplemental information should be uploaded into the BID RESPONSE ATTACHMENTS section in your bid response and should be clearly labeled with Respondent's name and content using this format - 'vendorname_attachmentname.'</p>
10	Late Submissions	<p>The University will not accept Proposals received after the _____ (Optional) Close Date and Time. The MBID system will not allow for a late submittal and if Respondent has not submitted their proposal by Clicking on the SUBMIT button, their Response will not be available for review by the University. The Respondent assumes the risk of submitting their Response by the Close Date and Time.</p>
11	Ownership of Proposal	<p>All materials submitted in response to this request become _____ (Optional) the property of the University and may become a part of any resulting contract. Award or rejection of a Proposal does not affect this right.</p>
12	Release of Claims, Liability and Preparation Expenses	<p>Under no circumstances shall the University be _____ (Optional) responsible for any Proposal preparation expenses, submission costs, or any other expenses, costs or damages, of whatever nature incurred as a result of Respondent's participation in this RFP process. Respondent understands and agrees that it submits its Proposal at its own risk and expense and releases the University from any claim for damages or other liability arising out of the RFP and award process.</p>
13	Duration of Respondent's Proposal	<p>The Respondent certifies that its Proposal is a valid, firm _____ (Optional) and irrevocable offer which the University may accept within a minimum of 120 days from the Due Date of this RFP, and that its Proposal, if accepted, shall remain valid for the life of this contract.</p>

- 14 Errors in Proposals _____ (Optional)
- The University shall not be liable for any errors in Respondent's Proposal. Except during negotiations initiated by the University, no modifications to a Proposal shall be accepted after the Submittal Date and Time. You must ensure that all information, including pricing, is correct and complete.
- You are responsible for all errors and omissions contained in your proposal; so the University may reject a Proposal based on its erroneous or omitted information, even if the correct or complete information was available to the University elsewhere. Similarly, the University may accept your Proposal based on the erroneous or omitted information, and you will be bound by the information as it appears in the Proposal, even if the correct or complete information was available to the University elsewhere.
- 15 Public Proposal Viewing _____ (Optional)
- After the award has been made, and upon finalizing a contract with the selected Respondent(s), the Proposal file may be viewed publicly subject to the University's Record and Information Management policies and procedures.
- 16 Award Process _____ (Optional)
- After completion of the RFP review process, an award may be made on the basis of the Proposals submitted, without discussion, clarification or modification, or on the basis of negotiation with any or all of the Respondents. Therefore, make sure your Proposal contains your best offer.
- Issuance of this RFP does not require the University to award or contract. The University reserves the right to reject any or all Proposals, wholly or in part; to waive any technicalities, informalities, or irregularities in any Proposal at its sole option and discretion. The University reserves the right to request clarification or additional information. The University reserves the right to award a contract in whole or in part, to award multiple contracts to multiple Respondents, to re-solicit for Proposals or to temporarily or permanently abandon the procurement. If the University awards a contract, it will award the contract to the Respondent or Respondents whose Proposal(s) is(are) the most advantageous to the University as determined by the University in the exercise of its sole discretion.
- If the University awards a contract as a result of this RFP process, the resulting contract shall consist of:
- The terms, conditions, specifications and requirements of this RFP and its attachments.
- Any addenda issued by the University pursuant to this RFP.
- All representations (including but not limited to, representations as to price, specifications, performance and financial terms) made by the Respondent in its Proposal and during any presentations (videotaped or otherwise) or demonstrations for the benefit of the University.
- Any mutually agreed upon written modifications to the terms, conditions, specifications, and requirements to this RFP or to the Proposal.

- 17 Responses Subject to Public Disclosure _____ (Required)
- The University considers all information, documentation and other materials (collectively "Materials" or "items") submitted in response to this RFP to be non-confidential and/or non-proprietary, and subject to public disclosure after a contract is awarded. By submitting a Proposal, Respondent agrees to release the University from any liability resulting from University's disclosure of such information.
- If submitting information that you believe to be trade secret materials, as defined by the Minnesota Government Data Practices Act, Minnesota Statute 13.37, subd. 1(b) (MBDPA), you must follow these instructions exactly for information to be considered for confidentiality review:
- Confidential Information should be limited to that which is truly confidential under the MGDPA. NOTE: The Department of Administration has opined in several decisions based on Minn Stat. 13.37, Subd, 1(b) that pricing information may not be considered trade secret information. Financial statements can be considered as a trade secret.
- Include all Materials that are to be considered "Confidential" in a separate word document which is clearly and conspicuously marked "CONFIDENTIAL." This document must also include the RFP #, the Subject of the RFP and the name of your company.
- Include an opinion indicating the legal basis for regarding the Material as a trade secret under the MGDPA. Include the name of the person who has written the opinion.
- Upload the document containing BOTH the legal basis for confidentiality and the Confidential Information to the RESPONSE ATTACHMENTS section of the RFP.
- NOTE: Confidential Information will be provided electronically to the RFP review committee to be used during the RFP review process.
- Prior to release of the files for public viewing, the Office of Records Management will review the Confidential Information to ensure it meets the MGDPA standards.
- 18 Confidential Information Submission _____ (Required)
- Respondent acknowledges that if they are submitting confidential information that they have carefully read the above section, Responses Subject to Public Disclosure in the RFP Process and General Instructions Document. Respondent further acknowledges that they have followed the instructions exactly as outlined in that Section and that the confidential information provided is limited to that which is truly confidential and considered a trade secret under the Minnesota Government Data Practices Act. Valid Responses: [Please Select], Confidential Information Submitted, No Confidential Information Submitted
- 19 Oral Presentations/Site Visits _____ (Required)
- One or more Respondents may be required to do an oral presentation and/or allow the University to visit the Respondent's site. Each Respondent should be prepared to discuss and substantiate any area of its Proposal, its own qualifications for the Goods/and or Work, and any other area of interest relative to its Proposal.
- 20 Subcontracting _____ (Required)
- Unless otherwise agreed to in writing by the University, the selected Respondent is responsible for performance of any subcontractors. Use of subcontractors in the performance of the contract is subject to University consent. The selected Respondent must ensure that any subcontractors abide by all terms and conditions of the contract.

- 21 Office of Business and Community Economic Development The Office of Business and Community Economic Development ("BCED") is available to assist Small Business as part of the University's goal of fostering economic growth in urban communities. Businesses owned by women, people of color, people with disabilities, and other historically and currently underrepresented groups are especially encouraged to take advantage of the BCED's services. For inquiries regarding these services, contact BCED at 612-625-8460. (No Response Required)
- 22 BCED Commitment Respondent acknowledges that they have read, completed _____ (Required) and UPLOADED the BCED Commitment attachment.
RESPONDENTS: YOU MUST REMEMBER TO COMPLETE AND ATTACH THE DOCUMENT.
- 23 Certificate of Insurance The successful Respondent must provide, before award of _____ (Required) the contract, a Certificate of Insurance evidencing coverage indicated in the Award Terms & Conditions naming the "Regents of the University of Minnesota" as additional insureds, and agreeing to give the University not less than 30 days notice of any cancellation, expiration, or material change.
The successful respondent further agrees to provide to Purchasing Services prior to policy expiration, a revised insurance certificate as evidence of renewals of coverage.
- 24 **RESPONDENT PROPOSAL CERTIFICATIONS** By agreeing to the certifications listed below, Respondent certifies that they have carefully examined all instructions, requirements, specifications, terms and conditions of this RFP; and hereby offers to furnish the Work and/or Goods, as applicable, at the prices quoted in Respondent's Proposal, and in accordance with the requirements, specifications, terms and conditions of this RFP. (No Response Required)

OdwyerP.com

RESPONSIBLE RESPONDENTS.

Respondent certifies that it has the necessary experience, knowledge, abilities, skills, capacity and resources to satisfactorily perform the requirements, specifications, terms and conditions of this RFP.

The University reserves the right to award contracts only to responsible Respondents, defined as companies that demonstrate the financial ability, resources, skills, capability, willingness and business integrity necessary to perform under the contract. The University's determination of whether a Respondent is a responsible Respondent is at the University's sole discretion.

Respondent certifies that it is aware of, is fully informed about, and is in full compliance with all applicable federal, state and local laws, rules, regulations and ordinances and it is not currently debarred or suspended from doing business with the Federal government, the state of Minnesota, any other state in the United States, or any of their respective agencies.

Respondent certifies that all statements, information and representations prepared and submitted in response to this RFP are current, complete, true and accurate. The Respondent acknowledges that the University will rely on such statements, information and representations in selecting the successful Proposal.

Respondent acknowledges that submission of a Proposal indicates the Respondent's acceptance of the evaluation process described in the RFP and the Respondent's recognition that some subjective judgments may be made by the University as part of the evaluation in its sole discretion.

CONFIDENTIALITY.

Respondent certifies that it understands and agrees that the University will not treat any information, document, or materials submitted by Respondent as confidential unless the Respondent strictly adheres to the procedures set forth in the RFP Process and General Instructions.

Respondent agrees that the University may disregard confidentiality notices on headers/footers as well as copyright designations that accompany or are contained on material or documents submitted as part of Respondent's Proposal.

It is further understood and agreed that all material and documents not conforming to the procedures set forth in the RFP Process and General Instructions will be made available for immediate public inspection and copying upon completion of the RFP process.

Respondent agrees to defend any action seeking release of the Materials believed to be trade secret, and indemnify and hold harmless the University, its regents, agents and employees ("Releases"), from any judgments or damages awarded against the Releases in favor of the party requesting the materials and any and all costs connected with that defense.

IMPORTANT LEGAL NOTICE Subject to state and federal _____ (Optional) law, the University of Minnesota accepts electronic signatures with the same force and effect as original, physically written signatures. By placing the name of a person on the required signature lines in your response, you are certifying that the person has authority to bind your company and that your company is bound by the statement, representation, or contractual promise.

27	Certification Agreement	By placing my name here, I am certifying that I have the authority to bind this organization and that we agree to be bound by the certifications above and by all statements, representations, attachments, warranties and guaranties made in this Proposal, including but not limited to representations as to price, performance and financial terms. RESPONDENT SHOULD TYPE THE NAME OF THE CERTIFIER, TITLE OF THE CERTIFIER AND EMAIL ADDRESS OF THE CERTIFIER.	_____ (Required)
28	Legal Name of the Respondent	Please provide company's legal name.	_____ (Required)
29	Address	What is the address of the office which will fulfill this contract?	_____ (Required)
30	Federal ID Number	Please provide your federal ID number if you have one.	_____ (Optional)
31	Number of years in business	How many years have you been in the business related to this RFP? Valid Responses: [Please Select], 1-5 , 6-10, 11-15, 16-20, more than 20	_____ (Required)
32	Type of Organization	Choose the type of organization. Valid Responses: [Please Select], Individual, Partnership, Corporation, Government, Other: Detail below	_____ (Required)
33	Type of Organization: Other Detail	If you chose OTHER in the Type of Organization, please provide detail as to the type of organization you are.	_____ (Optional)
34	Public or Private	Are you a public or private organization? Valid Responses: [Please Select], Public, Private	_____ (Required)
35	Total Number of Employees	How many employees are in your organization?	_____ (Required)
36	Company-wide Annual Sales Volume	What is your Company-wide Annual Sales Volume?	_____ (Required)
37	Financial Statements Upon Request	Upon request, Respondent will provide a copy of audited financial statements for the past three (3) years.	_____ (Optional)
38	Sale or acquisition?	Is Respondent currently for sale or involved in any transaction to expand or to become acquired by another business entity? Valid Responses: [Please Select], Yes: Explain Below, No	_____ (Required)
39	Sale or acquisition detail	If you responded yes to the question above, please describe thoroughly, including, but not limited to parties involved, expansion or acquisition plans and timing.	_____ (Optional)
40	Past or Pending Litigation	Provide details of all past or pending litigation or government action filed or claims made against Respondent that could affect Respondent's performance under a contract with the University.	_____ (Optional)
41	Default	Is Respondent currently in default, or do you foresee going into default, beyond applicable cure periods on any loan agreements or financing agreements with any bank, financial institution or other entity? Valid Responses: [Please Select], Yes: Detail Below, No	_____ (Required)
42	Default Detail	If you answered yes above, specify the dates, details, circumstances and prospects for resolution.	_____ (Optional)
43	Current Relationship with the University	Does any current relationship, whether a relative, business associate, capital funding agreement or any other such kinship, exist between Respondent and any University employee? Valid Responses: [Please Select], Yes: Detail below, No	_____ (Required)

44	Current Relationship Detail	If you answered yes to the question above, please explain the relationship.	_____ (Optional)
45	Performance Circumstances	Are there any circumstances impacting Respondent's ability to perform under any award made through the RFP process? Valid Responses: [Please Select], Yes: Detail below, No	_____ (Required)
46	Person to Contact During RFP Process	Please include the name, email address and phone number of the person to contact during the RFP process.	_____ (Required)
47	Time Period of the Contract	It is the University's intent to award a contract for a period of Three years.	_____ (Optional)
48	Award Terms and Conditions Instructions	Any award made as a result of this RFP process will be governed by the terms and conditions included in this RFP. If you take exception or wish to propose an addition or deviation to any term or condition in this document, do so clearly and conspicuously in your proposal. To facilitate your response: Download the terms and conditions found in the Bid Attachment Section of this RFP. Using the "Track Changes" feature in Microsoft Word, redline the document indicating proposed changes to the University terms and conditions. Explanations as to why you are proposing the changes are appreciated. Upload an unlocked, editable Word version of your proposed changes to BID RESPONSE ATTACHMENTS. You may submit your own terms and conditions as a substitute. However, if you choose to submit your own, they must be submitted as an editable Word document. If you do not clearly and conspicuously take an exception or propose additional to a specific term or condition, you will be bound by the University's terms and conditions in the event an award is made to you. The University reserves the right in each instance to: Accept any Proposal with deviations, additions, or exceptions; Negotiate deviations, additions or exceptions; or Reject a proposal with deviations, additions, or exceptions the University deems unacceptable at its option and in its sole discretion. NOTE: In the University's terms and conditions included in this RFP, the phrase "Purchase Order" shall refer to the award made pursuant to this RFP process. The term "Seller" shall refer to the Respondent receiving an award under this RFP Process.	_____ (Required)
49	References Acknowledgment	Respondent acknowledges that they have provided references as requested in the Reference Attachment included in BID ATTACHMENTS RESPONDENTS: You must remember to attach your references. Valid Responses: [Please Select], References Provided, References Not Provided. Explain Below	_____ (Required)
50	References Not Provided Explanation	If you have failed to provide references as per the instructions, please provide an explanation.	_____ (Optional)

Line Items

#	Qty	UOM	Description	Response
1	1	EA	Brand Continuity.	\$_____

Item Notes: Provide a detailed cost estimate for your approach to Brand Continuity as described in the Description of Services. Include all Agency Fees and Out-of-Pocket Expenses.

Supplier Notes: _____

2	1	EA	Comprehensive Advertising Campaign Development, Including Creative Approach and Media Plan.	\$_____
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Item Notes: Provide detail of costs. Include all Agency Fees and Out-of-Pocket Expenses.

Supplier Notes: _____

3	1	EA	Research	\$_____
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Item Notes: Provide a budget estimate of Research costs if necessary. Include all Agency Fees and Out-of-Pocket Expenses.

Supplier Notes: _____

4	1	EA	Other Agency Costs.	\$_____
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Item Notes: Provide in detail any other costs associated with your services. Include all Agency Fees and Out-of-Pocket Expenses.

Supplier Notes: _____
