

May 2, 2024

Sarah Edwards

Eunomia, Inc.

61 Greenpoint Avenue, Suite 508

Brooklyn, NY 11222

Dear Sarah:

Thank you for the opportunity to join your bid as a WBE subcontractor for the Indiana Department of Environmental Management’s RFP 24-77622 (Materials Management Plan). Please accept this letter as our official commitment to serve on your subcontractor team as the public-engagement support consultant.

We commit to providing services to support driving stakeholder engagement and communication via community and issue-partner outreach, research (if needed), public-outreach strategy development and implementation, tracking and measurement, and general public-relations management (if/as needed).

We understand our WBE percentage is 15.8% of the total contract budget, relevant to the value-add services needed.

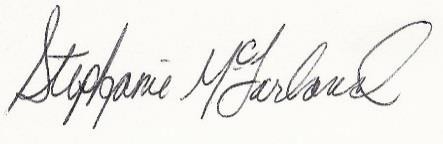
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Our team is made up of top diverse experts with years of in-the-trenches experience working with some of Indianapolis' biggest enterprises, on some of the most prominent projects and campaigns over the past 30 years of Indiana history. We are available to perform this work over a 12-month period starting late spring/early summer 2024.

Again, we very much appreciate the opportunity to work with you. Please let me know if I can provide any further information or clarification, or answer any questions.

Thanks very much.

Sincerely,



Stephanie McFarland

President & Senior Consultant

McFarland PR & Public Affairs, Inc.

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