

NOT FEDERAL FUNDS & M/WBE GOAL APPLIED SCRIPT

BID ITEM #26-172
Augusta Regional Airport Marketing Agency

Monday
April 20, 2026
@ 11AM

The Compliance Department oversees the **Minority and Women-Owned Business Enterprise Program**, also referred to as the **M/WBE** and the **Local Small Business Program**, also referred to as the **LSBP**.

For those of you who are not familiar with our program, the M/WBE program is a race and gender-conscious program and the LSBP program is a race and gender-neutral program that encourages equal opportunity for all minority and women-owned small businesses and local small business in Augusta, Georgia's contracting opportunities. Additional information regarding the M/WBE program can be found on pgs. 27-37.

The M/WBE is an ordinance enacted and supported by the Augusta, Georgia Commission. For those of you who have a copy of the specifications in front of you, you can find information on the M/WBE Ordinance on page _____. Let me call your attention to the NOTE: Section of that page located in the bottom right-hand corner. **All forms should be submitted in a separate, sealed envelope labeled M/WBE Required Forms, Company's Name & Bid Number.**

Goal

The MBE goal for set this procurement is 1% which can be found on pg. 29.

The WBE goal for this procurement was waived which can be found on pg. 35. **As a result, there are no WBE forms required to be submitted with your proposal.**

Forms

All bidders are required to submit the MBE and WBE forms referenced on pgs. 30-34.

- **Letter of Intent**, pg. 30

Please note this form is required for **each** MBE you will utilize on this project. You will also be required to provide a copy of the executed subcontract agreements for each MBE firm as listed on these forms should you become the awarded vendor on this project.

- **MBE Utilization Plan**, pg. 31

- **Good Faith Efforts Forms**, pgs. 32-34. I will go into more detail on Good Faith Efforts in just a moment.

Do not substitute the forms provided in your packet. These forms are required documents and must be included in your submission, **failure to submit forms can result in the bid or proposal being declared non-responsive.**

Good Faith Efforts

A detailed explanation of GFE is listed on pg. 27 of your packet; however, I would like to call your attention to 2 requirements.

1. If you fail to secure MBE participation and you have subcontracting opportunities **or** if your participation is less than the determined project goal **you must complete the GFE form (page 34) and submit all required documentation such as phone logs, solicitation emails and responses, newspaper advertisements, publications, etc.**

Be advised that you must include documentation of any responses you receive from solicited MWBEs whether they are interested, not interested, will quote, quoted, etc. We cannot determine GFE without knowing what the response was or wasn't.

2. You must provide a minimum of five (5) days' notice to M/WBE firms when requesting quotes for furnishing their service or product.

MWBE Business Directory Online

ONLY firms that are certified in Augusta Richmond County's M/WBE program will count towards the utilization and participation goal. The M/WBE Directory can be found on our website under Compliance/DBE. Please do not confuse the M/WBE Directory with the DBE or LSB Directories, **if you need assistance, please ask.**

Conclusion

Again, there is a MBE goal of 1% and set for this project and the WBE goal has been waived. **Be advised that the Compliance Department is the ONLY department that Procurement will allow you to contact directly but it must be of a Compliance nature, specifically regarding the M/WBE.**

At this point I will pause for any questions you may have. If you have questions, please unmute yourself and ask your questions

EXHIBIT B - MBE DOCUMENTS SUBMITTED BY BOSUN



In accordance with Chapter 10C of the AUGUSTA, GA, CODE, Augusta has placed a **1%** goal for **Minority Participation**. This goal must be met or a Good Faith Effort (GFE) must be made to utilize minorities on this project.

Project Name: Airport Marketing Agency

Bid Number: #26-172

LETTER OF INTENT Minority Participation

(This page shall be submitted for **each** minority-owned firm to be utilized on this project)

Bidder/Offeror: Name: Bosun
Address: 3000 Old Alabama Road, Suite 119-348
City: Alpharetta State: GA Zip: 30022

Minority-Owned Firm: Firm: Picture Perfect Production & Editorial
Address: 325 Madera Court
City: Sandy Springs State: GA Zip: 30350

Contact Person: Name: Willie Giles Phone: 770-572-6308

Classification: ☐ Prime Contractor ☐ Subcontractor ☐ Joint Venture
☐ Manufacturer ☐ Supplier

Work item(s) to be performed by Firm	Description of Work Item	Quantity	Total
Production	Film videos and broll for content	TBD	\$40,000
Post Production	Edit, mix and finalize video assets	TBD	\$8,000

The Bidder/Offeror is committed to utilizing the above-named Minority-owned firm for the work described above. The estimated participation is as follows:

Minority contract amount: \$48,000 Percent of total contract: 14 %

AFFIRMATION:

The above-named Minority-Owned firm affirms that it will perform that portion of the contract for the estimated dollar value as stated herein above.

Owner

By: Willie Giles

(Signature)

(Title)

** In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.



In accordance with Chapter 10C of the AUGUSTA, GA, CODE, Augusta has placed a 1% goal for **Minority participation**. This goal must be met or a Good Faith Effort (GFE) must be made to utilize minorities on this project.

Project Name: Airport Marketing Agency Bid Number: #26-172

**UTILIZATION STATEMENT
Minority-Owned Firms**

The Minority participation goal for this project is 1%.

The undersigned bidder/offeror has satisfied the requirements of the bid specification in the following manner. (Please mark the appropriate box)

- ☐ The bidder/offeror is committed to the minimum of 1% minority utilization on this contract
- ☐ The bidder/offeror, while unable to meet the contract goal of 1%, hereby commits to a minimum of _____% minority utilization on this contract and submits the attached documentation as evidence demonstrating good faith efforts (GFE) in seeking participation of minority-owned firms.

The undersigned hereby further assures that the information included herein is true and correct, and that the Minority-owned firm or firms identified within the submitted Letter of Intent form(s) have agreed to perform a commercially useful function (CUF) for the indicated work elements.

The undersigned further understands that no changes to this statement may be made without prior approval from the Owner.

Bill Swanston, Bosun

Bidder's/Offeror's Firm Name


Signature

May 7, 2026

Date

MINORITY UTILIZATION SUMMARY

<u>Percentage</u>	<u>Contract Amount</u>	<u>Minority Amount</u>	<u>Contract</u>
Minority Prime Contractor	\$ _____ x 1.00 =	\$ _____	_____ %
Minority Subcontractor	\$48,000 x 1.00 =	\$48,000	14 %
Minority Supplier	\$ _____ x 1.00 =	\$ _____	_____ %
Minority Manufacturer	\$ _____ x 1.00 =	\$ _____	_____ %
Total Amount Minority		\$ _____	_____ %
Minority Participation Goal		\$ _____	_____ %

* If the total proposed Minority participation is less than the established Minority goal, bidder must provide written documentation of the good faith efforts in accordance with Chapter 10C of the AUGUSTA, GA, CODE.

This goal must be met or a Good Faith Effort (GFE) must be made to utilize minorities on this project.

GOOD FAITH EFFORTS

Attention Bidder/Offeror: List all subcontractors or suppliers that were contacted regarding this project. Use additional sheets as necessary.

Failure to complete this form, in its entirety with supporting documentation, will result in the bid being considered non-responsive to bid specification.

If you have failed to secure Minority participation and you have subcontracting and/or supplier opportunities **or** if your participation is less than the Minority Goal, you **must** complete this form.

[illegible]

Bosun

Bidder/Offeror

Bidder/offeror
Signature

Airport Marketing Agency

#26-172

Project Name

5.7.2026

1%

Minority Participation Goal



Compliance Department

Dr. Yolanda Jackson
Interim Compliance Director

MEMORANDUM

To: Herbert L. Judon, Jr., Executive Director, Augusta Regional Airport
Andy Penick, Director, Procurement Department

From: Dr. Yolanda Jackson, Interim Director, Compliance Department *YJ*

Date: May 27, 2026

Subject: RFQ/P Item # 26-172 – Augusta Regional Airport Marketing Agency

☐ This Bidder/Offeror **IS** eligible for award.

☒ This Bidder/Offeror **IS NOT** eligible for award.

This memo is to transmit the review and non-concurrence of the responsiveness and compliance by the proposer/offeror, **Bosun**. Augusta, Georgia code requires contractor(s) to meet the assigned M/WBE Utilization Goal or provide evidence of completing good faith efforts on state and local funded projects.

The MBE and WBE goals established for RFQ/P Item # 26-172 – Augusta Regional Airport Marketing Agency for Augusta, Georgia, are **1% MBE** and **0% WBE respectively**. The bidder/offeror has committed to a minimum of **14% MBE participation**; however, the listed MBE firm **is not** certified in Augusta, Georgia's M/WBE Program. In addition, the bidder/offeror did not submit the required supporting documentation in support of the Good Faith Effort (GFE) and is, therefore, non-responsive.

Note: The proposer/offeror provided the "Letter of Intent" and the Good Faith Efforts (GFE) form with Picture Perfect Production & Editorial as the proposed MBE firm that would be utilized to meet the MBE goal. However, Picture Perfect Production & Editorial IS NOT certified in Augusta, Georgia's M/WBE program and is therefore ineligible to be utilized to meet the MBE goal set for this procurement. Our records indicated that while a certification application for this firm was started via our online process on May 8th, the application is only 20% complete as of this review. During the pre-proposal meeting specific detailed instructions are given with regard to what is expected as a show of GFE. Bosun did not provide any other proof of their GFE outside of their statement.

The bidder/offeror has not satisfied good faith efforts and is non-compliant with requirements of the M/WBE Program; therefore, this bidder is not eligible for award.

Should you have questions, please feel free to contact me via email at yjackson@augustaga.gov or by phone at (706) 821-2406.



EXHIBIT D - LETTER FROM PROCUREMENT DEEMING BOSUN NON-COMPLIANT

May 29, 2026

Bosun
Attn: Bill Swanston
3000 Old Alabama Road, Suite 119-348
Alpharetta, GA 30022

Re: RFQ/P Opening Item #26-172 Airport Marketing Agency
for Augusta, GA – Augusta Regional Airport

RFQ/P Date: Tuesday, May 12, 2026 @ 11:00 a.m.

Dear Mr. Swanston:

Thank you for your submittal in response to the above referenced RFQ/P. The Procurement Department has reviewed your submittal and has determined in accordance with the RFQ/P specifications and the Augusta, Georgia Code, your company's submittal is deemed Non-Compliant for the below checked reason(s). Please let us know if you require of copy of your submittal.

Your company failed to complete the below check items as required by the Specifications:

☒ **Compliance Department (please see attached)**

I wish to call your attention to **Article 6 and Article 9 of the Augusta, Georgia Code ARTICLE 6: PROCUREMENT SOURCE SELECTION METHODS AND CONTRACT AWARDS:**

Sec. 1-10-50. Sealed bids selection method.

- (a) *Conditions for use. All contracts of Augusta, Georgia shall be awarded by competitive sealed bidding except as otherwise provided elsewhere in this article (see section 1-10-52-Sealed Proposals; 1-10-53-Professional Services; 1-10-54-Quotations; 1-10-56-Sole Source Procurement; and 1-10-57-Emergency Procurements, of this chapter).*
- (b) *Invitation for bids and specifications. An invitation for bids shall be issued by the Procurement Office and shall include specifications prepared in accordance with Article 4 (Product Specifications), and all contractual terms and conditions, applicable to the procurement. All specific requirements contained in the invitation to bid including, but not limited to, the number of copies needed, the timing of the submission, the required financial data, and any other requirements designated by the Procurement Department are considered material conditions of the bid, which are not waiveable or modifiable, by the Procurement Director. All requests to waive or modify any such material condition shall be submitted through the Procurement Director to the appropriate committee of the Augusta, Georgia Commission for approval by the Augusta, Georgia Commission.*

ARTICLE 9: APPEALS, PROTESTS AND REMEDIES:

Sec. 1-10-81 and Sec. 1-10-82. Procurement protests. Authority to Resolve Protested Solicitations and Awards.

- (a) **Right to Protest.** Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the Procurement Director.
- (b) **1-10-82. Filing of Protest.** Protests shall be made in writing to the Procurement Director and shall be filed in within five (5) business days after the protestor knows or should have known of the facts giving rise thereto. A protest is considered filed when received by the Procurement Department. **Protests filed after the five (5) day period shall not be considered and are deemed a failure on the part of the protestor to exhaust administrative remedies.**
- (c) **Stay of Procurements During Protests or Appeals.** In the event of a timely protest under section 1-10-82 of this Article, the Procurement Director shall not proceed further with the solicitation or with the award of the contract unless the Administrator, after consultation with the head of the using agency and General Counsel, makes determination that the award of the contract without delay is necessary to protect substantial interests of Augusta, Georgia. Such a determination may be made orally in a Committee Meeting, a Commission Meeting or may be provided to the protestor in writing.

Sec. 1-10-88 (Ordinance No. 7439 adopted November 19, 2013). Administrative Services Committee Hearing Procedures and Effect of Failure to Appear at Hearing.

- (a) Protests appearing on the Administrative Services Committee shall be treated as any other Committee agenda item, except that the Protestor, or his or her representative, shall have the right to address the Committee and to present evidence in support of the protest for a maximum of ten (10) minutes. The Procurement Director and user department, or their representative, shall also have the opportunity to present evidence relating to the protest for a maximum of ten (10) minutes. The Chairman of the Administrative Services Committee may grant additional time equally to each party at his or her discretion.
- (b) After considering the evidence presented, the Administrative Services Committee shall make a recommendation to grant or deny the protest, or to send the item to the full Augusta, Georgia Commission without recommendation. Regardless of the action taken by the Committee, the protest shall be forwarded to the full Commission agenda for a final decision. The Clerk of Commission shall make an audio recording of the protest hearing and shall make such recording available to Commissioners within two (2) business days following the hearing.
- (c) **Procedure to Speak to Full Commission Regarding Protest.**
A protestor seeking to speak to the full Commission regarding his or her protest must submit a request in writing, including his/her address and the name of the procurement being protested, no later than 5:00 p.m. on the Wednesday preceding the next regularly scheduled Commission meeting that follows the Administrative Services Committee protest hearing. Such request shall be provided to the Clerk of Commission with a copy to be provided to the Procurement Director. When the protest is heard by the Commission, the protestor and the Procurement Director shall each have five (5) minutes to summarize the arguments and evidence presented to the Administrative Services Committee. The Commission will not hold a new hearing and will not accept new evidence. If the protestor has not made a timely request to address the full Commission, the Commission may, at its discretion, dispose of the agenda item via the Consent Agenda.

- (d) *Effect of Failure to Appear at Hearing.* Failure on the part of the Protestor to appear before either the Administrative Services Committee or the full Augusta, Georgia Commission is considered **an abandonment of their right to appeal and a failure on the part of the protestor to exhaust administrative remedies.** The Procurement Director's decision is considered final and the award shall proceed accordingly. However, the Chairman of the Administrative Services Committee or the Mayor may, at his or her discretion, grant the Protestor one continuance to the next regularly scheduled Committee or Commission Meeting. Such continuance may only be granted during the Committee or Commission meeting and shall be recorded on the minutes of such meeting.

We would like to thank each of you for your interest in doing business with Augusta and look forward to your company participating in future projects. Any correspondence concerning this matter or questions concerning future procurements must be submitted via mail, fax or email as follows:

Augusta Procurement Department
Attn: Andy Penick, Director of Procurement
535 Telfair Street, Room 605
Augusta, GA 30901

Or

Email: procbidandcontract@augustaga.gov

Sincerely,


Andy Penick, Director
Procurement Department



Compliance Department

Dr. Yolanda Jackson
Interim Compliance Director

MEMORANDUM

To: Herbert L. Judon, Jr., Executive Director, Augusta Regional Airport
Andy Penick, Director, Procurement Department

From: Dr. Yolanda Jackson, Interim Director, Compliance Department *YJ*

Date: May 27, 2026

Subject: RFQ/P Item # 26-172 – Augusta Regional Airport Marketing Agency

☐ This Bidder/Offeror **IS** eligible for award.

☒ This Bidder/Offeror **IS NOT** eligible for award.

This memo is to transmit the review and non-concurrence of the responsiveness and compliance by the proposer/offeror, **Bosun**. Augusta, Georgia code requires contractor(s) to meet the assigned M/WBE Utilization Goal or provide evidence of completing good faith efforts on state and local funded projects.

The MBE and WBE goals established for RFQ/P Item # 26-172 – Augusta Regional Airport Marketing Agency for Augusta, Georgia, are **1% MBE** and **0% WBE** respectively. The bidder/offeror has committed to a minimum of **14% MBE** participation; however, the listed MBE firm **is not** certified in Augusta, Georgia's M/WBE Program. In addition, the bidder/offeror did not submit the required supporting documentation in support of the Good Faith Effort (GFE) and is, therefore, non-responsive.

Note: The proposer/offeror provided the "Letter of Intent" and the Good Faith Efforts (GFE) form with Picture Perfect Production & Editorial as the proposed MBE firm that would be utilized to meet the MBE goal. However, Picture Perfect Production & Editorial IS NOT certified in Augusta, Georgia's M/WBE program and is therefore ineligible to be utilized to meet the MBE goal set for this procurement. Our records indicated that while a certification application for this firm was started via our online process on May 8th, the application is only 20% complete as of this review. During the pre-proposal meeting specific detailed instructions are given with regard to what is expected as a show of GFE. Bosun did not provide any other proof of their GFE outside of their statement.

The bidder/offeror has not satisfied good faith efforts and is non-compliant with requirements of the M/WBE Program; therefore, this bidder is not eligible for award.

Should you have questions, please feel free to contact me via email at yjackson@augustaga.gov or by phone at (706) 821-2406.

EXHIBIT E - EMAIL FROM BOSUN PROTESTING THE DECISION

Yolanda Jackson

From: Nancy M. Williams
Sent: Thursday, June 4, 2026 4:55 PM
To: Andy Penick; Tywana Scott; Yolanda Jackson; Herbert Judon; Lauren E. Smith; Mattie Sue Stevens; Lanetha Pitts
Cc: Dinah Dempsey; Darrell White
Subject: Protest of Non-Responsive Determination – RFQ/P 26-172 Airport Marketing Agency

Follow Up Flag: Follow up
Flag Status: Flagged

Please be advised that the Procurement Department has received a protest in response to RFQ 26-172. The protest places this item on hold until the protest is resolved.

-----Original Message-----

From: bill@bosun.com <bill@bosun.com>
Sent: Wednesday, June 3, 2026 2:21 PM
To: Administrative Team <ProcAdministrative@augustaga.gov>
Cc: yjackson@augustaga.gov
Subject: [EXTERNAL] Protest of Non-Responsive Determination – RFQ/P 26-172 Airport Marketing Agency

Dear Procurement Director,

Pursuant to Article 9 of the Augusta, Georgia Procurement Code, Bosun respectfully submits this protest regarding the determination that our proposal for RFQ/P 26-172 Airport Marketing Agency was non-responsive due to M/WBE requirements.

Bosun submitted its proposal in good faith and identified Picture Perfect Production & Editorial as our MBE partner based on our understanding that their Augusta M/WBE certification process had been completed. As recently as May 27, 2026, we contacted Augusta Procurement to confirm that Bosun was properly registered and participating in the RFQ/P process and were advised that the project remained under evaluation.

Following receipt of the non-responsive determination, we learned from Dr. Yolanda Jackson that Augusta's records reflected a different certification status than we understood at the time of submission. Picture Perfect is currently working to complete any remaining certification requirements.

At no time did Bosun intend to misrepresent the status of our proposed MBE partner. We acted in good faith throughout this procurement process and respectfully request reconsideration of the non-responsive determination in light of these circumstances.

Thank you for your consideration. We respectfully request confirmation of receipt and information regarding the next steps in the protest review process.

Sincerely,
Bill Swanston

Bosun.com <<http://bosun.com/>>

<<https://www.facebook.com/BosunAgency/>> <<https://www.linkedin.com/company/bosun-crew/>>
<<https://www.instagram.com/bosuncrew/>>

Bill Swanston
Founder, President

M 6 <tel:850-544-9697>78-438-4189

O 770-642-7900 <tel:770-642-7900>

Frederick Swanston Sets Sail As Bosun

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AED:104.1

EXHIBIT F - EMAIL DELIVERING COMPLIANCE RESPONSE TO THE PROTEST

Yolanda Jackson

From: Yolanda Jackson
Sent: Monday, June 8, 2026 12:47 PM
To: bill@bosun.com
Cc: Andy Penick; Nancy M. Williams; Herbert Judon; Lauren E. Smith; Mattie Sue Stevens; Lanetha Pitts; Tywana Scott; Dinah Dempsey; Darrell White
Subject: Response to Protest of Non-Responsive Determination – RFQ/P 26-172 Airport Marketing Agency
Attachments: Bosun's Protest Response.pdf; 26-172 Bosun.pdf
Importance: High

Tracking:	Recipient	Delivery	Read
	bill@bosun.com		
	Andy Penick	Delivered: 6/8/2026 12:48 PM	Read: 6/8/2026 1:04 PM
	Nancy M. Williams	Delivered: 6/8/2026 12:48 PM	Read: 6/8/2026 1:21 PM
	Herbert Judon	Delivered: 6/8/2026 12:48 PM	
	Lauren E. Smith	Delivered: 6/8/2026 12:47 PM	Read: 6/9/2026 7:31 AM
	Mattie Sue Stevens	Delivered: 6/8/2026 12:48 PM	
	Lanetha Pitts	Delivered: 6/8/2026 12:48 PM	
	Tywanna Scott	Delivered: 6/8/2026 12:47 PM	Read: 6/8/2026 1:59 PM
	Dinah Dempsey	Delivered: 6/8/2026 12:48 PM	Read: 6/8/2026 1:43 PM
	Darrell White	Delivered: 6/8/2026 12:48 PM	Read: 6/8/2026 2:21 PM

Good afternoon Mr. Swanston,

Attached is the formal response to your protest dated **June 4, 2026**. A signed hard copy has also been sent via U.S. Mail for your records. Please contact me if you have any questions regarding this response.

Kind regards,

Dr. Yolanda Jackson
Interim Compliance Director

Augusta
COMPLIANCE
...where policy meets practice

P: (706) 821-2406
F: (706) 823-4395
yjackson@augustaga.gov
www.augustaga.gov
535 Telfair St., Ste. 530
Augusta, GA 30901

"If you can change your mind, you can change your life!"

William James

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AED:104.1

EXHIBIT G - PROTEST RESPONSE LETTER FROM COMPLIANCE



Compliance Department

Dr. Yolanda Jackson
Compliance Director



June 8, 2026

VIA EMAIL AND REGULAR MAIL

Bosun

Attn: Bill Swanston

3000 Old Alabama Road

Suite 119-348

Alpharetta, GA 30222

Project: Augusta Regional Airport Marketing Agency

Solicitation Number: RFQ/P 26-172

MBE Goal: 1%

WBE Goal: Waived

Protester/Proposer: Bosun

RE: RESPONSE TO PROTEST REGARDING NON-COMPLIANT DESIGNATION DUE TO INADEQUATE GOOD FAITH EFFORTS

Dear Mr. Swanston:

On April 20, 2026, at 11:00 a.m., a non-mandatory "Pre-Qualification/Proposal" conference was held in person in the Procurement Department's large conference room. Additionally, potential proposers were also allowed to attend virtually via Teams, which you acknowledged that you were in attendance.

During this RFQ/P conference, Mrs. Dinah Dempsey, DBE Contract Compliance Specialist, provided explicit instructions regarding the M/WBE goal and the required documents to be submitted with all proposals. The specific instructions identified, among other instructions, include the following:

- All documents related to the M/WBE goal (i.e. MBE Letter of Intent, MBE Utilization Form, Good Faith Efforts (GFE) Form and supporting documentation, etc.) are **required** to be submitted **with** the proposal.
- In order for any identified subcontractor's participation to count towards meeting the 1% MBE goal, the listed subcontractor must be certified in Augusta, Georgia's M/WBE program prior to the submission of the proposal.
- The GFE form **and** supporting documentation must be submitted if the proposer indicates not being able to meet the goal set for the solicitation **or** in the event of listing a subcontractor that is not certified in Augusta's M/WBE program. Examples of acceptable documentation for GFE are included in the specifications and discussed in the meeting.
- More importantly, instructions were given that the Compliance Department is the only department that Procurement will allow proposers to contact directly as long as it is related to the M/WBE goal.



Note: The Compliance Department was not contacted via phone or email by any proposer(s) including Bosun, who intended to submit a proposal for this solicitation prior to the proposal opening.

On April 29, 2026, **ADDENDUM NO. 1** was issued to which Bosun acknowledged receipt of in their submitted proposal. The Addendum included the following question and response:

"4. **Question:** Can you provide clarification on how to populate the Minority Utilization Summary on page 31? If we will not be subcontracting any portion of this bid, and our company is not a minority owned business, can that 1 % goal be met by the percentage of minority members of our team? Can you provide any sort of example of how the Minority Utilization Summary should be completed?"

Response: Contractors do not "populate" the Minority Utilization Summary. To meet the 1 % utilization requirement, a chosen subcontractor must be certified in Augusta's MWBE program. Having "minority members" on a team does not count toward utilization."

Again, clear confirmation was provided that the chosen subcontractor must be certified in Augusta's M/WBE program prior to submission of the proposal to the Procurement Department.

On May 12, 2026, at 11:00 a.m., a proposal submitted by your firm to the Procurement Department regarding this solicitation was received and opened. On May 27, 2026, your submitted documents related to the MBE goal were provided to the Compliance Department (*see attached*) and reviewed. The documents received were as follows:

- **LETTER OF INTENT** for Minority Participation listing "Picture Perfect Production & Editorial" as the subcontractor intended to be utilized on this project at a total of 14% utilization. However, Picture Perfect Production & Editorial **is not certified** in Augusta's M/WBE program and thus is not eligible to meet the 1% goal placed on this solicitation.
- **UTILIZATION STATEMENT** for Minority-Owned firms, again listing Picture Perfect Production & Editorial as the subcontractor intended to be utilized on this project at 14% and \$48,000.
- **GOOD FAITH EFFORTS** form again listing Picture Perfect Production & Editorial as the subcontractor intended to be utilized on this project. No documentation of any other attempts to contact any company certified in Augusta's M/WBE program was submitted.

DETERMINATION REGARDING PROTEST

The Compliance Department has reviewed the protest submitted by Bosun alleging that Bosun did demonstrate adequate GFE to comply with the MBE participation goal requirement. Based on the documentation submitted and the evaluation conducted by the Compliance Department it is determined that Bosun did not demonstrate adequate GFE and accordingly, the protest is **denied**.

**BASIS FOR DETERMINATION**

The M/WBE Ordinance requires proposers who do not meet the established MBE participation goal to demonstrate that they made GFE to obtain MBE participation using firms certified in Augusta's M/WBE Program. The determination of GFE is based on the quality, scope, and sincerity of the efforts undertaken, rather than solely on whether the established goal was achieved.

The Compliance Department's review determined that while Bosun did submit the required MBE forms, the listed subcontractor was not certified in Augusta's M/WBE program prior to proposal submission as required. Although permission was granted to all proposers to contact the Compliance Department directly with questions regarding the MBE goal, no attempt was made by Bosun to verify if their listed subcontractor was certified in Augusta's M/WBE program prior to the proposal submission.

There was no additional documentation submitted demonstrating compliance with the GFE requirements, outside of listing a non-certified subcontractor. These documents would include but are not limited to the following:

1. Solicitation of certified MBE firms through written notices, emails, telephone contacts, and other outreach efforts.
2. Documentation of communications and follow-up efforts with certified MBE firms.
3. Submission of records supporting outreach activities and responses received.

The Compliance Department evaluated these efforts in accordance with the standards established by the M/WBE Ordinance and determined that the proposer did not undertake reasonable and meaningful actions to secure MBE participation from subcontractors certified in Augusta's M/WBE program.

PROTEST ALLEGATIONS

In an email sent to the Procurement Department on June 3, 2026, the protest asserts the following:

"Bosun submitted its proposal in good faith and identified Picture Perfect Production & Editorial as our MBE partner based on our understanding that their Augusta M/WBE certification process had been completed. As recently as May 27, 2026, we contacted Augusta Procurement to confirm that Bosun was properly registered and participating in the RFQ/P process and were advised that the project remained under evaluation."

Augusta's Procurement Department is not responsible to verify the certification status of any listed subcontractors on any solicitations. That responsibility falls solely on the Compliance Department to which, again, Bosun made no attempt to contact for verification of the certification status of their listed subcontractor.

**The protest also asserts:**

"Following receipt of the non-responsive determination, we learned from Dr. Yolanda Jackson that Augusta's records reflected a different certification status than we understood at the time of submission. Picture Perfect is currently working to complete any remaining certification requirements."

On June 3, 2026, a 20-minute phone call was initiated by Mr. Swanston and included Mr. Willie Giles, Owner of Picture Perfect Production & Editorial. During this phone call Dr. Yolanda Jackson, Compliance Director, informed both Mr. Swanston and Mr. Giles that the online certification application for Picture Perfect Production & Editorial was started on May 8, 2026, but was not completed. In fact, Dr. Jackson checked the status of the application during the review of Bosun's submitted MBE documents and again while on the call with Mr. Swanston and Mr. Giles.

The certification application for Picture Perfect Production & Editorial was only 20% complete. Dr. Jackson informed Mr. Bosun and Mr. Giles that while she could see the completion status of the application, the application will not be forwarded for review until it is 100% complete and has all the required supporting documents. Again, Picture Perfect Production & Editorial was not certified in Augusta's M/WBE program prior to the submission of the proposal by Bosun as required.

Dr. Jackson also informed Mr. Swanston and Mr. Giles that obtaining certification **after** the review has been completed **will not** constitute a reconsideration of Bosun's status, as the listed subcontractors must be certified prior to the submission of the proposal. As of the date of this letter, the certification application for Picture Perfect Production & Editorial is still not complete sitting at only 74% completion.

Finally, the protest asserts:

"At no time did Bosun intend to misrepresent the status of our proposed MBE partner. We acted in good faith throughout this procurement process and respectfully request reconsideration of the non-responsive determination in light of these circumstances."

While Bosun ascertains that they "acted in good faith throughout this procurement process....", the fact remains that a true GFE to utilize a MBE firm certified in Augusta's M/WBE program was not exercised and again the protest is **denied**.

ADDITIONAL APPEALS PROCESS

If you further disagree with this finding, you may appeal in accordance with the Appeals process as outlined in Ordinance 7945, Exhibit B, Chapter 10C, Minority and Woman Owned Business Enterprise (MWBE) Program. Specifically, the following sections:



Sec. 1-10-142. Appeals

Appeal of a decision of the Director of Compliance may be requested by the protestor or any department involved in the protest. The appeal shall contain a detailed statement of the factual and legal grounds upon which reversal or modification is deemed warranted.

Sec. 1-10-143. Time for Filing Appeal

Appeals of a decision of the Director of Compliance **shall be filed in the Compliance Department not later than five (5) business days after receipt of such decision concerning good faith efforts.**

Should you have any questions regarding this determination, please contact the Compliance Department.

Sincerely,

Dr. Yolanda Jackson

Dr. Yolanda Jackson
Compliance Director

Attachment

cc: Andy Penick, Procurement Director
Nancy Williams, Contract Compliance Administrator (Procurement)
Herbert L. Judon, Jr., Executive Director Augusta Regional Airport
Lauren E. Smith, Deputy Director, Augusta Regional Airport
Mattie Sue Stevens, Deputy Administrator
Lanetha Pitts, Senior Staff Attorney

EXHIBIT H - EMAIL FROM BOSUN REQUESTING NEXT STEP APPEAL & ADMITTING TO NOT SATISFYING THE REQUIREMENTS

Yolanda Jackson

From: Bill Swanston <bill@bosun.com>
Sent: Friday, June 12, 2026 3:52 PM
To: Yolanda Jackson
Cc: Andy Penick; Nancy M. Williams; Herbert Judon; Lauren E. Smith; Mattie Sue Stevens; Lanetha Pitts; Tywana Scott; Dinah Dempsey; Darrell White; Caitlin Kinney; Simon Candy
Subject: [EXTERNAL] Re: Response to Protest of Non-Responsive Determination – RFQ/P 26-172 Airport Marketing Agency

Importance: High

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Dear Members of the Appeals Review Process,

This final appeal is not based on a disagreement with the Compliance Department. We understand that Bosun did not satisfy the technical requirements of the M/WBE program. The question is not whether a mistake was made. We made an error. Copy that.

What we're struggling with is the outcome. Bosun acted in good faith, identified a trusted minority-owned partner, secured a Letter of Intent, and committed 14% participation toward a 1% goal. Had we or our partner known their certification was incomplete, we would have taken whatever additional steps were necessary. ***But it's hard to solve a problem you don't know you have.*** While they understand the deadline has passed, as excellent partners, Picture Perfect has continued the approval process and is now awaiting a response from Compliance on next steps.

Admittedly, this is not exactly the first impression we had hoped to make. Twenty-five-plus years of client satisfaction would tell you we're considerably better at marketing airports than deciphering certification percentages. We'd be incredibly honored to partner with the marketing team. We'd much rather be discussing passenger growth than explaining how 14% became less than 1%.

We respectfully submit that a good-faith mistake made, and we humbly request one final consideration.

Respectfully,
Bill Swanston



Bill Swanston
Founder, President

BOSU

M 678-438-4189

O 770-642-7900

Frederick Swanston Sets Sail As Bosun

On Jun 8, 2026, at 12:47 PM, Yolanda Jackson <YJackson@augustaga.gov> wrote:

Good afternoon Mr. Swanston,

Attached is the formal response to your protest dated June 4, 2026. A signed hard copy has also been sent via U.S. Mail for your records. Please contact me if you have any questions regarding this response.

Kind regards,

<image001.png> "If you can change your mind, you can change your life!"

William James

This e-mail contains confidential information and is intended only for the individual named. If you are not the named addressee, you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. The City of Augusta accepts no liability for the content of this e-mail or for the consequences of any actions taken on the basis of the information provided, unless that information is subsequently confirmed in writing. Any views or opinions presented in this e-mail are solely those of the author and do not necessarily represent those of the City of Augusta. E-mail transmissions cannot be guaranteed to be secure or error-free as information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete, or contain viruses. The sender therefore does not accept liability for any errors or omissions in the content of this message which arise as a result of the e-mail transmission. If verification is required, please request a hard copy version.

AED:104.1

<Bosun's Protest Response.pdf><26-172 Bosun.pdf>

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EXHIBIT I - BOSUN'S CONFIRMATION OF NEXT STEP APPEAL REQUEST

Yolanda Jackson

From: Bill Swanston <bill@bosun.com>
Sent: Sunday, June 14, 2026 3:15 PM
To: Yolanda Jackson
Cc: Andy Penick; Nancy M. Williams; Herbert Judon; Lauren E. Smith; Mattie Sue Stevens; Lanetha Pitts; Tywana Scott; Dinah Dempsey; Darrell White; Caitlin Kinney; Simon Candy
Subject: Re: [EXTERNAL] Response to Protest of Non-Responsive Determination – RFQ/P 26-172 Airport Marketing Agency

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Good morning Dr. Jackson,

Yes, I'd love to move forward with a hearing. We're just down the road, so it's no trouble to meet in person.

To ensure we follow the correct process, please do share any details of the hearing and what is and is not permissible.

Confirmed,
Bill



Bill Swanston
Founder, President

BOSU

M 678-438-4189

O 770-642-7900

Frederick Swanston Sets Sail As Bosun

On Jun 12, 2026, at 7:11 PM, Yolanda Jackson <YJackson@augustaga.gov> wrote:

Good afternoon Mr. Swanston,

The next appeal is a hearing and that has to be scheduled with the Augusta Commission's Administrative Committee. If you wish to move forward with a hearing, please confirm that

via this email chain. There is a process we have to follow to schedule the hearing and you will need to appear in person. I await your response

Kind regards,

<Image.jpeg>

“EVERYTHING you ever wanted is on the other side of fear.”

George Addair

From: Bill Swanston <bill@bosun.com>

Sent: Friday, 12 June 2026 15:51:52

To: Yolanda Jackson <YJackson@augustaga.gov>

Cc: Andy Penick <apenick@augustaga.gov>; Nancy M. Williams <NWilliams@augustaga.gov>; Herbert Judon <HJudon@augustaga.gov>; Lauren E. Smith <LSmith@augustaga.gov>; Mattie Sue Stevens <MStevens@augustaga.gov>; Lanetha Pitts <LPitts@augustaga.gov>; Tywanna Scott

<TScott@augustaga.gov>; Dinah Dempsey <DDempsey@augustaga.gov>; Darrell White

<DWhite2@augustaga.gov>; Caitlin Kinney <caitlin@bosun.com>; Simon Candy <simon@bosun.com>

Subject: [EXTERNAL] Re: Response to Protest of Non-Responsive Determination – RFQ/P 26-172 Airport Marketing Agency

Dear Members of the Appeals Review Process,

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What we're struggling with is the outcome. Bosun acted in good faith, identified a trusted minority-owned partner, secured a Letter of Intent, and committed 14% participation toward a 1% goal. Had we or our partner known their certification was incomplete, we would have taken whatever additional steps were necessary. ***But it's hard to solve a problem you don't know you have.*** While they understand the deadline has passed, as excellent partners, Picture Perfect has continued the approval process and is now awaiting a response from Compliance on next steps.

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Bill Swanston



Bill Swanston
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M 678-438-4189

O 770-642-7900

Frederick Swanston Sets Sail As Bosun

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William James

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<Bosun's Protest Response.pdf><26-172 Bosun.pdf>

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EXHIBIT J - CERTIFICATION APPLICATION FOR LISTED FIRM NOT COMPLETED UNTIL JUNE 9TH**Certification Application: Main Summary**[Main](#) [Documents](#) [Signature](#) [Submit](#) [Q & A](#) [Utilities](#) [MWBE](#) [Cert List](#)**Picture Perfect Production & Editorial**Type: **M/WBE Certification Application**App #: **1991466**Status: **Received & In Process**Started: **5/8/2026**Submitted: **6/9/2026**

The application is currently being reviewed.

Need Help?[User manual](#)**M/WBE Certification Application Information**

TYPE	M/WBE Certification Application
CERTIFYING AGENCY	Augusta Georgia
BUSINESS NAME	Picture Perfect Production & Editorial
CURRENT STATUS	Received & In Process
APPLICATION NUMBER	1991466
APPLICANT CONTACT PERSON	willie giles
ASSIGNED STAFF	Bonitha Forrest

[Reassign Record](#)

Only the Contact Person can access the application unless you reassign it or grant access through the Utilities tab by adding users to the Access List. Note: If you reassign the Contact Person, you will lose access to the application.

[Create Processing Record](#)[View Entire App](#)**Linked Certification Records**

Type	Action	Date Created	Created By	Actions
MWBE	New	6/10/2026	Bonitha Forrest	Edit

1 flag on this application.

Sections and Documentation**SECTION 1: BUSINESS INFORMATION**[View](#)

Complete: 6 completed of 6 required; 2 completed of 4 optional (by willie giles, 5/8/2026)

SECTION 2: CERTIFICATION INFORMATION[View](#)

Complete: 4 completed of 4 required; 0 completed of 1 optional (by willie giles, 5/8/2026)

SECTION 3: GENERAL INFORMATION[View](#)

Complete: 8 completed of 8 required; 0 completed of 0 optional (by willie giles, 6/4/2026)

SECTION 4: RELATIONSHIPS AND

Complete: 8 completed of 8 required; 0 completed of 0 optional (by

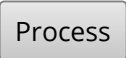
DEALINGS WITH OTHER BUSINESSES		willie giles, 6/4/2026)
SECTION 5: MAJORITY OWNER INFORMATION	 	Complete: 1 completed of 1 required; 0 completed of 0 optional (by willie giles, 6/4/2026)
SECTION 6: CONTROL	 	Complete: 15 completed of 15 required; 0 completed of 0 optional (by willie giles, 6/6/2026)
DOCUMENT LIST	 	Complete: 16 attached of 16 mandatory; 0 attached, 7 not applicable of 7 required

1 

Signature and Submittal

SIGNATURE	 	Signed (willie giles, 6/9/2026)
SUBMITTAL	 	Submitted (willie giles, 6/9/2026)

Receipt and Processing

RECEIVED	 	Received (Bonitha Forrest, 6/9/2026)
IN PROCESS	 	Processing started (Bonitha Forrest, 6/10/2026)

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