RFP No. GEN2116476P1	Advertising Agency Services		
Vendor Name	&BARR	Aqua Marketing & Communications, Inc.	Birdsall, Voss & Associates, Inc. DBA BVK
Vendor Address	600 East Washington Street, Orlando, FL 32801	360 Central Avenue, Suite 420, St. Petersburg,	250 W. Coventry Court #300
		FL 33701	Milwaukee, WI 53217

## **EVALUATION CRITERIA**

1) Ability of Professional Personnel
Describe the qualifications and relevant
experience of the Project Manager and all
key staff that are intended to be assigned to
this project. Include resumes for the Project
Manager and all key staff described,
including staffing to support media planning
and buying. Include the qualifications and
relevant experience of all subconsultants'
key staff to be assigned to this project.
Total points: Maximum 10 points

The first three staff listed in the submittal are shown below. Qualifications and experience for all key staff see page(s) 20-30.

Adam Liszewski

GROUP ACCOUNT DIRECTOR – ACCOUNT LEAD Adam worked for 4 years as a Sr. Account Executive at Universal Orlando Resort, where he managed planning, messaging strategy and creative development for Halloween Horror Nights, Mardi Gras, RipRideRockit attraction launch, CRM (Customer Relationship Management), Blue Man Group, Florida Resident Programs, Annual Pass programs, Grand Opening of Blue Man Group, Rock the Universe, National Accounts, Destination Universal, Universal Parks & Resorts Vacations, Universal Partner Hotel launch, and AAA.

Kim Blaylock -VP, ACCOUNT SERVICE
Manages Ad and PR account service teams at &Barr;
provides strategic planning and brand strategy services
to agency clients. Kim worked at Visit Orlando when it
was known as the Orlando/Orange County Convention &
Visitors Bureau, Inc., in the domestic tourism
department.

Rebekah Bouch -SR. ACCOUNT EXECUTIVE Having worked with a variety of clients, including Florida Virtual School, Crayola Experience, Discover The Palm Beaches and The Peabody Orlando, she simply has the uncanny ability to just "get it."

Subconsultant qualifications and experience see page(s) *unable to find*.

The first three staff listed in the submittal are shown below. Qualifications and experience for all key staff see page(s) 21-38.

Dave Di Maggio, President - Internationally awarded and recognized for his work in Tourism and Economic Development, His work has included developing a number of destination brands in the state of Florida that have uniquely defined and positioned communities far beyond their competition.

Fran Vaccaro, Vice President, Account Services-Fran was Vice President of Taglairino Advertising Group where she oversaw the advertising

and paid media programs for Discover The Palm Beaches, greatly contributing to four straight years of

unprecedented, record-breaking tourism successes for The Palm Beaches.

Katie Varano, Account Executive - Katie serves as the project manager overseeing our Naples, FL office and provides supplemental account and media support for a number of clients both in and outside of the region. Previously, Katie managed the Naples office of Paradise Advertising and Marketing (founded by Aqua President Dave Di Maggio), overseeing the firm's largest account, Naples, Marco Island and Everglades Convention and Visitors Bureau, developing marketing campaigns and providing project management.

Subconsultant qualifications and experience see page(s) *unable to find*.

Agua does not foresee the need for

The first three staff listed in the submittal are shown below. Qualifications and experience for all key staff see page(s)18-28.

BRET STASIAK, PRESIDENT - Bret has been blending the art of marketing with the sciences of technology and analytics for over 25 years. Organizations from Southwest Vacations to Stanford Hospital and Clinics have called his thinking disruptive because it changed the way they approached marketing. He earned his BA in economics from the University of Chicago and MBA in marketing and business policy from the University of Chicago Booth School of Business.

MARY DELONG -SVP, DIRECTOR TOURISM PRACTICE - Within the travel industry, Mary is a tour de force. Over the last 23 years she has grown BVK's tourism division into one of the most celebrated and successful in the nation. Mary has a keen understanding of DMOs and regularly proves to be a great counsel to our DMO clients in the unique challenges they face navigating boards and other key stakeholders.

CARMEN BOYCE VP, GROUP DIRECTOR - Will oversee all daily aspects of the GFLCVB account providing strategic leadership and working closely with the GFLCVB team to develop insightful, research-based marketing plans to meet and exceed client expectations and KPls. Before joining forces with BVK five years ago, Carmen led highly successful integrated marketing and advertising campaigns for companies like Visit Orlando, Marriott International, The Costa Rica Tourism Board, Orkin, BellSouth, EarthLink and Shoe Carnival

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1) Ability of Professional Personnel, continued.		subconsultants in fulfilling the Scope as outlined in the RFP.	Subconsultant qualifications and experience see page(s) 32.  BVK has all the resources in-house to meet nearly all of Broward County's needs. We will use subcontractors for services such as photography, video production, animation/special effects and primary research as needed.
2) Project Approach Describe the prime Vendor's approach to the project (message platform, channel strategy, integration). Include how the prime Vendor will use subconsultants in the project. Provide a sample timeline, for the entire agreement term, demonstrating the process/work program the Vendor would use to fulfil the marketing mission of the GFLCVB; describe major milestones related to planning, production and other recommendations. Describe how the team would develop cost estimates and controls, indicating how they are updated, providing specific examples of successful recommendations implemented and cost containment strategies used to maintain project budget without sacrificing quality. Include the following:  Total points: Maximum 15 points	Prime vendor approach to project see page(s) 35-39  We understand it is the desire of GFLCVB to evolve from the "Sunny" campaign. we believe our entire approach is simple, smart, inclusive and strategic: to provide you with an overarching creative and messaging platform that delivers agreed-upon awareness and results across all touchpoints and audiences.  Subconsultants see page 37-38, 44  &Barr employs outsourced freelance contributors such as photographers, film/video production companies, technical development services, animation and printing services from pre-screened approved lists as required to meet the needs of specific projects and campaigns. Depending on the scope of projects, outsourced resources will vary throughout the contract period and would be presented to GFLCVB for approval before proceeding.  &Barr would use a research partner for any research design and execution needed as part of a branding/strategic messaging and creative platform. &Barr would source and secure the research vendor, as well as manage the relationship and project.  For outside services (e.g. audio record, mix, edit; TV/video shoots, edits; printing, producer) our production and creative teams review the projects and outside vendors to best work with. Multiple vendors can be bid (same specs sent to qualified vendors for apples to apples quotes), with the job awarded to the vendor that client and agency feel is	Prime vendor approach to project see page(s) 40-43.  Aqua knows how to engage a new destination client and quickly set them on a path of increased visitation, greater economic impact and international recognition. The agency is able and willing to modify the approach to what may best serve the GFLCVB. The following represents the approach the agency has taken which has brought clients success.  • Account set up and Orientation • Discovery • Unique positioning • Planning • Recommendations • Integration and Multi-Channel execution • Establishing Metrics and Analysis • Execution • Analysis and Reporting Account Management: a. Set meeting times b. Accurate and timely reports and recaps of all meetings c. Clear and accurate reporting of metrics, analysis and ROI, along with recommendations to the client d. Strict oversight of budgets and timelines  Subconsultants see page(s) 42.  Aqua does not foresee the need for subconsultants in fulfilling the Scope as outlined in the RFP. In the event that the client and	Prime vendor approach to project see page(s) 30-31.  Our approach to brand success is grounded in the belief that consumers make decisions based on the values they hold close. We will dig through historical reporting to understand what has performed and what hasn't, secondary and primary research on the destination and its audiences, ad trackers, industry data, trends and competitive analysis we work to understand the competition and identify opportunities to break through and stand out.  BVK is a data driven organization. We will dig through historical reporting to understand what has performed and what hasn't, secondary and primary research on the destination and its audiences, ad trackers, industry data, trends and competitive analysis.  BVK will build a brand platform and messaging architecture that connects with your audiences at an emotional level creating desire for them to travel to Broward County. Our connection planning process involves a research-driven exploration into the business problem we're trying to solve, the consumer travel journey with key moments of influence, and the touchpoints that can focus advertising and media efforts on the opportunities best positioned to move the results needle  We determine roles for each of the relevant

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2) Project Approach, continued.	Sample timeline see page(s) 40-42  Cost estimates and controls see page(s) 43-47 &Barr understands that government-funded entities have a great fiduciary responsibility to use taxpayer funds wisely. To that end, we're able to provide many tools that monitor, track and report on spend.	agency agree that subconsultants may be beneficial to the County, Aqua will source, competitively bid, and heavily negotiate any and all subconsultant relationships, and will not proceed without written approval by the County.  Sample timeline see page(s) 44.  Cost estimates and controls see page(s) 45-46.  Cost estimates and controls start with a clearly defined client budget which the agency monitors precisely throughout the budget year. As part of the monthly billing process, budget status is reported to clients each month. The assigned Account Executive is responsible for budget status as well forecasting budget variables dependent on potential agency/client decisions.	channels (TV, digital, PR, social, video, etc.). Then the media and creative teams work closely together to determine tactical needs within each channel. With analytics being highly integrated into our entire media process, it's not a surprise that we leverage those insights from a buymanagement perspective.  Subconsultants see page(s) 32.  BVK has all the resources in-house to meet nearly all of Broward County's needs. We will use subcontractors for services such as photography, video production, animation/special effects and primary research as needed.  Sample timeline see page(s) 32-33.  There are a multitude of things that will determine the timeline: For example, we indicated BVK is driven by data. And the depth of existing research, or the need for more could impact the timeline.  Cost estimates and controls see page(s) 34.  BVK has a proven track record with our DMO clients that helps them maintain compliance with county budget and transparency requirements. Each team member is committed to being a good steward of our clients' budgets following detailed client and internal processes. We always look for ways to contain costs. Client approval is required for each estimate for every project before work begins and all estimates are not to exceed 10% over the total. we provide monthly budget trackers that reflect all budgets and invoices to-date.

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a. Provide samples of creative portfolio under agency's current management as a measure of creative capabilities and quality (include printed and digital collateral, out-of home, broadcast).  b. Provide tourism case studies that measure return on investment (ROI) on work developed under the agency's existing executive or creative management. Note - no speculative creative work specific to GFLCVB will be considered in the RFP evaluation and ranking.  c. Provide explanations and samples of how the team approaches the development brand architecture for a destination or travel product.  d. Provide explanations and samples of how the team approaches group sales marketing for a destination or travel product.  Total points: Maximum 10 points	Tourism case studies see page(s) 60-65 DISCOVER THE PALM BEACHES Friends Trust Friends. Not Ads. MADAME TUSSAUDS Justice League: A Call For Heroes EXPERIENCE KISSIMMEE Canada Campaign  Samples and explanations of approach to development of travel brand see page(s) 66-71 Examples of brands we have built or refreshed include ABC Fine Wine & Spirits, Bealls Stores, Experience Kissimmee, Nemours Children's Hospital, Moffitt Cancer Center, The Peabody Orlando, Rosen Hotels & Resorts, Stein Mart  Samples and explanations of approach to travel sales marketing see page(s) 71-79 Barr has extensive experience in marketing to meeting and event planners. From hotels (The Peabody Orlando, Hyatt Regency Orlando, Rosen Hotels & Resorts) to destinations (Experience Kissimmee and Discover The Palm Beaches) Case Study – Experiential / Sales & Marketing Promotional Campaign ROSEN HOTELS & RESORTS Rosen Revealed Case Study – Meetings Awareness Campaign - THE PEABODY ORLANDO: Grand Reopening	Samples of creative portfolio see page(s) 47-199.  Tourism case studies see page(s) 76-185. Case Studies – City of St. Petersburg, Florida Case Studies – Punta Gorda/Englewood Beach, Florida Integrated Digital Campaign Performance Case Study – Guys' Gulfcoast Getaway Promotion Integrated Digital Campaign Performance Case Study – Dog Days of Summer Promotion  Samples and explanations of approach to development of travel brand see page(s) 183-192.  "Surprising St. Pete" Destin, Fort Walton Beach, Okaloosa Island, Florida  Samples and explanations of approach to travel sales marketing see page(s)164-171, 193-199.  City of West Palm Beach "Business. Life. Balanced." Emerald Coast Convention Center, Destin, Ft. Walton Beach, Okaloosa Island, FL Destin, Ft. Walton Beach, Okaloosa Island, FL Meetings and Group Market Seminole County, FL Meetings and Group Market Bradenton Area Convention Center, Manatee County, FL	Samples of creative portfolio see page(s) 36-51.  Tourism case studies see page(s) 52-77. VISIT ORLANDO CASE STUDY  EXPERIENCE COLUMBUS CASE STUDY: LEISURE  EXPERIENCE COLUMBUS CASE STUDY: M&C  Samples and explanations of approach to development of travel brand see page(s) 67, 70-71.  Brand architecture - The single most important thing BVK can do to help Broward County to strengthen their visitor appeal is to build the brand upon the foundation of shared-values so that the destination experience becomes more valuable than the pieces and parts. To do this, you will have to make a strategic shift from focusing on Sunshine (which isn't ownable) and all the great "stuff" to see and do in the area. And instead sell the personal rewards to be had from the experience—using the "stuff" as proof points.  Samples and explanations of approach to travel sales marketing see page(s) 68-69, 72-75.  Group Sales Marketing Approach — Our expertise in tourism marketing includes the valuable third party "travel influencers" in leisure, meetings and sports. This extends from brand and media campaigns specifically targeting meeting planners to supplying ideas, tools and materials needed to maximize presence at travel trade shows such as IPW, ITB, WTM and ABAV.

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2.2) Account Management a. Indicate how the team will handle account management of the annual advertising budget, including creative production, digital production, and media placements. b. Indicate research, overall business intelligence and tourism industry knowledge specific to direct marketing organizations (DMOs) or a tourism product.  Total points: Maximum 5 points	How team will handle account management see page(s) 81-82 Our agency has an arsenal of tools and resources available that are used to help track job progress, timeliness, budgets and more.  Research, business intelligence, and tourism industry knowledge see page(s) 83-85 &Barr provides a comprehensive media and analytics service offering. Our in-house team implements cross-channel programs targeting your specific audiences on either a local, regional, national or international basis.	How team will handle account management see page(s) 200-202.  Aqua believes that assigning the right staff and keeping them in place for a client provides consistent, effective, efficient service over time. All client teams are headed by a dedicated Account Executive who is responsible for the overall account function and for marshalling all agency services on behalf of the client. In addition, the agency utilizes an experienced Traffic Manager/Client Planner who ensures that work is initiated and produced on time and within budget.  Research, business intelligence, and tourism industry knowledge see page(s) 203  On an ongoing, regular basis; the agency constructs and directs primary research for clients, providing deep insights into the visitation consumer's beliefs, motivations, and reasons for travel. As specialists in Florida destinations, the ongoing research provides deep insights into the Florida travel landscape and has provided an existing understand of Broward/Ft. Lauderdale visitation as well.  Aqua is a member of several key industry organizations, providing the opportunity to associate broadly and consistently with the industry, uncovering various trends and changes, and to closely monitor a variety of	How team will handle account management see page(s) 79.  Our account management team will lead the efforts to identify goals, objectives and KPIs for the client's organization and the development of a roadmap on how to meet or exceed them. We will review and analyze the historical performance of all campaigns, the creative, the digital metrics and any research. This will provide us with a benchmark and an understanding of what will be required for success.  Research, business intelligence, and tourism industry knowledge see page(s) 79-81.  Since everything we do is research-based, we invest heavily in data to drive insights for our clients. BVK's list of powerful in-house tools includes MRI, Nielsen Television, Arbitron/Nielsen Radio, Nielsen County Coverage, ComScore, Kantar, Strata, Marin Software, CubeYou
2.3. Media Planning and Buying a. Indicate how the team can leverage value-added opportunities. b. Indicate how the team would handle industry co-op advertising opportunities and leverage media buys and sponsorships.  Total points: Maximum 10 points	Media planning and buying value-added opportunities see page(s) 88-94 &Barr can leverage added value to achieve various objectives. We are able to provide our clients with added value due to our long-standing relationships with media vendors, our negotiating savvy, and our purchasing power from our combined client base. Added value can take many forms, such as: • Additional ad units/impressions (print ads, broadcast spots, emails, digital units)	Media planning and buying value-added opportunities see page(s) 204-205 Aqua negotiates media to meet all objectives and leverage all budgets to include at least 45-50% in added value, defraying creative costs and ensuring that we provide elements that allow for partner participation.  Handling co-op advertising and leveraging media buys and sponsorships see page(s)	Media planning and buying value-added opportunities see page(s) 83-92.  After constructing and negotiating our client's media plan, we layer added-value and strategic placements where content and context intersect, and our audience is consuming media as part of their day-to-day lives. Negotiating merchandising and promotional added-value elements tied to paid media schedules provides more depth to campaigns and stretches our ad

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2.3. Media Planning and Buying, continued.	Advertorial/editorial Events Promotions Bringing a partner opportunity Creative services Speaking opportunities Sponsorships Content Research (e.g. lift studies, etc.) Show/conference participation fees waived Webinar opportunities  &Barr can leverage added value to achieve various objectives: To enhance and extend buys – either achieving more depth to target market in a fixed time period or extending schedules longer To save costs in other areas (e.g. leverage print buy with The Meeting Professional for added value admission to MPI WEC; or save on creative unit development costs) To secure research that can help prove performance (brand lift study) or be applied to future campaigns (publishers that provide Q&A along with buy) To provide opportunities to explain product/service in more detail (e.g. advertorials or content)  Handling co-op advertising and leveraging media buys and sponsorships see page(s) 95. &Barr will work with the GFLCVB on planning based on agreed-upon briefs, and then use this combined information to put together a media and content plan that also offers valuable co-ops for partners.	206-213.  The agency has provided the client with a co-op program that includes extending co-op opportunities to the client's local, in-market partners, as well as sourcing and negotiating co-operative opportunities for the client itself. In addition, Aqua has provided leveraged media buys and sponsorships as part of its services to the clients.	dollars while allowing vendors to maintain margins.  Handling co-op advertising and leveraging media buys and sponsorships see page(s) 93-98.  BVK's relationships and expertise in the development of mutually beneficial marketing partnerships got the attention of the U.S.  Department of Commerce (USDOC) which led to the creation of Brand USA. BVK develops and manages robust annual cooperative advertising programs for many of our DMO clients and their local industry stakeholders for leisure, meetings and conventions, luxury and niche segments.	

3) Past Performance Evidence or Knowledge and Experience Describe prime Vendor's experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion, both on time and within budget, for the past five years. If Vendor is submitting as a Joint Venture, then Joint Venture's experience of Joint Venture and each Joint 3) Past Performance Evidence or Venture partner. Provide a minimum of three projects with references.  Vendor should provide references for similar work performed to show evidence of qualifications and previous experience.  First project reference see page(s) 324, 98. Discover the Palm Beaches AQR Discover the Palm Beaches AGR Discover the Palm Beaches AGR Discover The Palm Beaches Agency of Record services including strategy, account management, online and offline media planning and buying, creative services, digital marketing and analytics.  First project reference see page(s) 249, 225- The Bradenton Area Convention & Visitors Bureau Professional Advertising & Public Relations Services Services Strategic direction, research, planning, media buying, creative/design services, Public Relations, co-op program.  First project/reference additional information requested see page(s) 225-236.  First project/reference see page(s) 225-236.  First project reference see page(s) 289, 225-  Advertising & Public Relations Services Services, 115  The Bradenton Area Convention & Visitors Bureau  Professional Advertising & Services	
Knowledge and Experience Describe prime Vendor's experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion, both on time and within budget, for the past five years. If Vendor is submitting as a Joint Venture, then Joint Venture, then Joint Venture and each Joint 3) Past Performance Evidence or Venture partner. Provide a minimum of three projects with references.  Vendor should provide references for similar work performed to show evidence of qualifications and previous experience.  Discover the Palm Beaches AGR Discover The Palm Beaches AGR C Discover The Palm Beaches AGR Discover The Palm Beaches AGR C Discover The Palm Beaches AGR Discover The Palm Beaches Agency of Record services including strategy, account management, online and offline media planning and buying, creative services, research, digital marketing  236. The Bradenton Area Convention & Visitors Bureau Professional Advertising & Public Relations Services Strategic direction, research, planning, media buying, creative/design services, Public Relations, co-op program.  First project/reference additional information requested see page(s) 225-236.  First project/reference additional information requested see page(s) 225-236.  Second project reference see page(s) 225-236.  Second project reference see page(s) 293, 4verical planning and buying, creative services, research, digital marketing and analytics.  Second project/reference additional information requested see page(s) 225-236.  Second project reference see page(s) 225-236.  Second project reference see page(s) 225-236.  Second project reference see page(s) 225-236.	Birdsall, Voss & Associates, Inc. DBA BVK
Form and submit as instructed. Only provide references for non-Broward County Board of County Commissioners contracts. For Broward County contracts, the County will review performance evaluations in its database for vendors with previous or current contracts with the County. The County considers references and performance evaluations in the evaluation of Vendor's past performance.  In addition to information requested on the Vendor Reference Verification Form, append the following information for each project/reference:  a. List Firm's project manager and other key professionals involved on the project/contract.  b. Identify if the project included any of the	Main Office of Tourism Advertising Services – Agency of Record Agency of record, brand strategy, research, creative strategy & execution, media strategy, media planning, media buying performance marketing, analytics & reporting, content, digital web development & maintenance.  First project/reference additional information requested see page(s) 101-115  Second project reference see page(s) 126, 117-125  Wyoming Office of Tourism Advertising Services – Agency of Record Agency of record, brand strategy, research, creative strategy & execution, media strategy, media planning, media buying, performance marketing, analytics & reporting, content & digital development.  Second project/reference additional information requested see page(s) 117-125.  Third project reference see page(s) 134, 127- 133.

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3) Past Performance Evidence or Knowledge and Experience, continued.  ii. Provide description of the organization's services, creative portfolio examples, and specific account processes (e.g. contract structure, billing, communication protocols with vendor and client, etc.)  iii. Indicate the company's specific expertise in integrated marketing communications.  iv. Identify any examples of co-op advertising opportunities and leverage media buys and sponsorships provided under project/contract.  Total points: Maximum 20 points  4) Workload of the Firm  For the prime Vendor only, list all completed and active projects that Vendor has managed within the past five years. In addition, list all projected projects that Vendor will be working on in the near future. Identify any current or future clients with any potential conflicts of interest.  Projected projects will be defined as a project(s) that Vendor is awarded a contract but the Notice to Proceed has not been issued. Identify any projects that Vendor worked on concurrently. Describe Vendor's approach in managing these projects. Were there or will there be any challenges for any of the listed projects? If so, describe how Vendor dealt or will deal with the projects' challenges.  Total points: Maximum 5 points	List of all projects managed within last five years and list of projects in the near future see page(s) 109-303	List of all projects managed within last five years and list of projects in the near future see page(s) 252. Currently, there are no client contracts awarded without a Notice to Proceed. Additionally, there are no current or future clients with any potential conflicts of interest with the Broward County/Ft. Lauderdale CVB.	List of all projects managed within last five years and list of projects in the near future see page(s) 136-138.

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Refer to Vendor's Business Location Attestation Form and submit as instructed. A Vendor with a principal place of business location (also known as the nerve center) within Broward County for the last six months, prior to the solicitation submittal, will receive five points; a Vendor not meeting all of the local business requirements will receive zero points. The following applies for a Vendor responding as a Joint Venture (JV): if a member of the JV has 51% or more of the equity and meets all of the local business requirements, the JV will receive three points; if a member of the JV has 30 to 50% of the equity and meets all of the local business requirements, the JV will receive two points; and if a member of the JV has 10% to 29% of the equity and meets all of the local business requirements, the JV will receive one point.  Total points: Maximum 5 points	Vendor's Business Location Attestation Form see page(s) 313-314  Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.	Vendor's Business Location Attestation Form see page(s) 307-308.  Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.	Vendor's Business Location Attestation Form see page(s) 179.  Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.
Provide proposed monthly fee for Flat Fee Services for the Initial Term (three years). Refer to ITEM RESPONSE FORM. Proposed monthly fee (Flat Fee Services) must include all creative development fees, project management, copy writing, digital media and content strategy, media buying, etc. Price must be submitted, in BidSync, by the time of solicitation due date in order to be responsive to solicitation requirements.  Points for price will be calculated as follows: (lowest proposed price/proposer's price) x 10 = Price Score  Total points: Maximum 10 points	Provided.	Provided.	Provided.

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7) Pricing Support Provide an average monthly projection of level of effort, including a breakdown of the hourly fees by job classification, and total hours for each job classification, for the proposed project team, totaling to the Flat Fee Services by month (proposed in item no. 6).  Provide Salary Rates for any positions not included in the Flat Fee Services that might 7) Pricing Support, continued.  be required in the provision of Optional Services, Adverse Impact Services, and Initial Branding Services.  Total points: Maximum 10 points	Average monthly projection of level of effort (by hours and job classification) see page 107.  Salary Rates for any positions not included in the Flat Fee Service see page(s) unable to find.	Average monthly projection of level of effort (by hours and job classification) see page(s) 258-269.  Aqua provides flexible pricing solutions for its clients and is willing to consider any number of options that work best for GFLCVB. The agency bases its fees on a blended agency rate of \$155 for all positions.  Salary Rates for any positions not included in the Flat Fee Service see page(s) 258.  In the event of need of Optional Services, Adverse Impact Services, and Initial Branding Services other agency staff such as Public Relations, Social Media or more may be involved. In such an event their involvement will be estimated in advance for client review and approval.	Average monthly projection of level of effort (by hours and job classification) see page(s) 148.  Salary Rates for any positions not included in the Flat Fee Service see page(s) 148-149.